Local Emergency Management Arrangements 2020

City of Kalamunda

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DISCLAIMER

The City of Kalamunda's Local Emergency Management Arrangements (LEMA) have been produced and are derived from sources believed to be reliable and accurate at the time of publication. In no event shall the City of Kalamunda be liable for any special, indirect or consequential damages or any damages whatsoever resulting from the loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use of information available in this document. The material related to this document could include technical inaccuracies or typographical errors.

AUTHORITY

The Local Emergency Management Arrangements have been produced in accordance with Section 41(1) of the Emergency Management Act 2005, endorsed by the City of Kalamunda Local Emergency Management Committee and the Council of the City of Kalamunda. The Arrangements have been tabled for noting with the District Emergency Management Committee and State Emergency Management Committee.

Chairperson
Mayor Margaret Thomas
City of Kalamunda LEMC

Endorsed by Council
Mayor Margaret Thomas
City of Kalamunda

DISTRIBUTION MATRIX

The following matrix has been developed to identify the level of access persons in the Distribution List have to each of the documents found below.

	Level 1 access	Level 2 access
Local Emergency Management Arrangements	FV	RV
Risk Register	FV	RV
Emergency Welfare Centres Register	FV	RV
Local Recovery Plan	FV	RV
Emergency Contact Directory	FV	RV
Resource and Asset Register	FV	RV

FV: Full version.

RV: Restricted Version (removal of private contact information).

Level 2 access – Has all contact names, telephone numbers, welfare locations and other sensitive information removed, these are the only copies for general release to public.

DISTRIBUTION LIST

	No. of Copies		Access Level
	Digital	Hard Copies	
City of Kalamunda (Internal staff)			
Chairperson LEMC / Mayor	1	1	Level 1
Coordinator Community Safety	1	1	Level 1
Chief Executive Officer	1	1	Level 1
Director Corporate Services	1	1	Level 1
Director Development Services	1	1	Level 1
Director Asset Services	1	1	Level 1
Manager Environmental Health & Community Safety	1	1	Level 1
Manager Customer and Public Relations	1	1	Level 1
Senior Fire & Emergency Management Officer	1	1	Level 1
City of Kalamunda (External agencies)			
OIC Forrestfield Police / Local Emergency Coordinator	1	1	Level 1
District Emergency Management Advisor	1		Level 1

DFES SES District Officer	1		Level 1
DFES FRS District Officer	1		Level 1
Kalamunda CESM	1		Level 1
Department of Communities	1		Level 1
DBCA District Office – Perth Hills	1		Level 1
Other			
City of Kalamunda Website	1		Level 2
Customer Relations - Front Counter		1	Level 2

AMENDMENT			
NUMBER	DATE	DETAILS OF AMENDMENT	AMENDMENT BY NAME
1	2008	Creation of Shire of Kalamunda LEMA	Mark Pasotti
2	2013	Full LEMA review Amendments to Emergency Contact Directory	Michael Starling Coordinator Ranger Services
3	September 2019	Full LEMA review Addition to Appendices Updates to Emergency Contact Directory Update of Local Recovery Plan Update of Emergency Animal Welfare Plan Update of Risk Register and Treatment Schedule Update of Resource and Asset Register	Senior Fire and Emergency Management Officer – Jamie Hunter

Suggestions and comments from the community and stakeholders can help improve the arrangements and subsequent amendments. Feedback can include:

- What you do and or do not like about the arrangements.
- Unclear or incorrect expression.
- Out of date information or practices.
- Inadequacies.
- Errors, omissions, or suggested improvements

To forward feedback copy the relevant section, mark the proposed changes, and forward it to:

Executive Officer
Local Emergency Management Committee
City of Kalamunda
PO Box 42,
KALAMUNDA WA 6076

or alternatively email to: enquiries@kalamunda.wa.gov.au

The Executive Officer will refer any correspondence to the LEMC for consideration and or approval.

GLOSSARY OF TERMS AND ACRONYMS

The following terminology used throughout this document shall have the meaning as prescribed in either Section 3 of the Emergency Management Act 2005 or as defined in the State Emergency Management (EM) Glossary of the WA EM Framework.

Refer to Glossary of Terms (Appendix 1)

General acronyms used in these arrangements:

District	An area of the State that is declared to be a district under Section 2.1 Local Government Act 1995
ABS	Australian Bureau of Statistics
AIIMS	Australasian Interagency Incident Management System
AWARE	All West Australians Reducing Emergencies (program)
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
CESM/CBFCO	Community Emergency Services Manager/ Chief Bush Fire Control Officer
COS	City of Swan
DC	Department of Communities formally known as DCP – Department of Child Protection and Family Support
DBCA	Department of Biodiversity, Conservation and Attractions, formally known as DPAW – Department of Parks and Wildlife
DEMC	District Emergency Management Committee
DEMA	District Emergency Management Advisor
DESO	District Emergency Services Officer
DET	Department of Education and Training
DFES	Department of Fire and Emergency Services
DHA	Department of Home Affairs
DoH WA	Department of Health Western Australia

District	An area of the State that is declared to be a district under Section 2.1 Local Government Act 1995
DRFA	Disaster Recovery Funding Arrangements
ECC	Emergency Coordination Centre
EM	Emergency Management
EOC	Emergency Operations Centre
ERM	Emergency Risk Management
FRS	Fire and Rescue Service
HMA	Hazard Management Agency
IC	Incident Controller
IMT	Incident Management Team
ISG	Incident Support Group
KAL	The City of Kalamunda
KVFRS	Kalamunda Volunteer Fire and Rescue Service
KVBFB	Kalamunda Volunteer Bushfire Brigade
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LGA	Local Government Authority
LMDRS	Lord Mayor's Distress Relief Fund
LRC	Local Recovery Coordinator
LRCC	Local Recovery Coordinating Committee
NDRRA	Natural Disaster Relief and Recover Arrangements
OIC	Officer in Charge
SAR	Search and Rescue
SEC	State Emergency Coordinator
SEMC	State Emergency Management Committee
STATE EM PS	State Emergency Management Policy Statements
SEMP	State Emergency Management Plan
SEMT	State Emergency Management Team
SES	State Emergency Services
SEWS	State Emergency Warning Signal
SOM	Shire of Mundaring
SOP	Standard Operating Procedure
SRCC	State Recovery Coordinator Committee
WAPOL	Western Australian Police Force

PART 1
LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

1 INTRODUCTION

Acknowledgement

The City of Kalamunda Local Emergency Management Arrangements (LEMA) has been created to address those areas where the City provides support to Hazard Management Agencies (HMAs) and other Agencies in the event of an emergency, and to address the City's responsibility for recovery operations.

Consultation of other Local Government Authority Arrangements assisted in ensuring best practice was adopted.

1.1 Community Consultation

The LEMC, City of Kalamunda and the community undertook a Risk Analysis of the LGA in 2006. The City of Kalamunda in 2019 in consultation with the City's CESM, completed a review of the Emergency Risks based on the AS/NZS Standard 31.000:2018 Risk Management – Guidelines. Relevant information from the process has been incorporated into these arrangements. In alignment with the Emergency Management Act 2005, these arrangements, including relevant support and special plans, will be reviewed as required by the State Emergency Management Committee (SEMC) to accommodate the needs of the City of Kalamunda community.

1.2 Document Availability

Restricted copies of these arrangements can be found at:

- City of Kalamunda Administration Office, 2 Railway Road, Kalamunda
- City of Kalamunda website www.kalamunda.wa.gov.au

1.3 Area Covered

The City of Kalamunda is located approximately 24 kilometers south-east of the Perth CBD on the edge of the Darling Scarp and has a population of 61,623 as of 2019. The City covers an area of 324 square kilometres and geographically has three distinct areas:

- The Foothills: Forrestfield, High Wycombe, Maida Vale and Wattle Grove and a portion of Kewdale (industrial area)
- The Escarpment: Lesmurdie, Kalamunda and Gooseberry Hill
- The Eastern Rural Districts: Walliston, Bickley, Carmel, Pickering Brook, Piesse Brook, Paulls Valley, Hacketts Gully and Canning Mills.

1.3.1 Administration Centres

City of Kalamunda Administration Office

2 Railway Road, KALAMUNDA

Phone: (08) 9257 9999

1.3.2 Surrounding LGAs

- Shire of Mundaring (North/North East/East)
- City of Swan (North/North West/North East)
- City of Canning (South West)
- City of Armadale (South)
- City of Gosnells (South West)
- City of Belmont (West)
- Shire of York (East)

1.3.3 Access

Main Arterial Roads

Roe Highway, Tonkin Highway

Main Roads

Kalamunda road, Welshpool Road East, Canning Road, Abernethy Road, Mundaring Weir Road.

1.3.4 Physical Attributes

The City of Kalamunda comprises of a wide array of land zone uses from residential, special rural, agricultural, and industrial, and is made up of State Forrest, National Parks, Local Reserves and Water Catchment Areas.

Zoned Land Uses: Residential, Special Rural, Agricultural, Industrial

National Parks: Mundy Regional Park, State Forrest (Reservoir), Kalamunda National Park, Beelu National Park, Korung National Park.

1.4 Aim

The aim of the City of Kalamunda Local Emergency Management Arrangements is to:

- Ensure there is a written understanding between agencies and stakeholders involved in managing emergencies within the City of Kalamunda; and
- Document the management of identified risks within the City including specific details of planning, response, and recovery activities of the City of Kalamunda, HMAs and other organisations.

1.5 Purpose

The purpose of these emergency management arrangements is to set out:

- the local government's policies for emergency management.
- the roles and responsibilities of public authorities and other persons involved in emergency management in the local government district.
- provisions about the coordination of emergency operations and activities relating to emergency management performed by the persons mentioned in above paragraph.
- a description of emergencies that are likely to occur in the local government district.
- strategies and priorities for emergency management in the local government district.
- other matters about emergency management in the local government district prescribed by the regulations; and
- other matters about emergency management in the local government district the local government considers appropriate. (Section 41(2) of the Emergency Management Act 2005, (EM Act 2005)

1.6 Objectives

The objectives of the arrangements are to:

- Ensure effective and coordinated management of emergencies within the City
- Ensure these arrangements comply with State Emergency Management Arrangement Guidelines.
- Provide a register of identified risks found within City.
- Ensure a coordinated approach to public education in relation to emergencies within the City.
- Ensure these arrangements are kept up to date.

1.7 Scope

These arrangements are to ensure the community is prepared to deal with identified emergencies should they arise. It is not the intent of this document to detail the procedures for HMAs in dealing with an emergency. These should be detailed in the HMAs individual plans.

Furthermore:

- This document applies to the local government district of the City of Kalamunda,
- This document covers areas where the City of Kalamunda provides support to HMAs in the event of an incident,
- This document details the City of Kalamunda capacity to provide resources in support of an emergency, while still maintaining business continuity; and
- The City of Kalamunda responsibilities in relation to recovery management.
- These arrangements are to serve as a guideline and are to be used at the local level. Incidents may arise that require action or assistance from district, state or federal level.

2 RELATED DOCUMENTS & ARRANGEMENTS

The City of Kalamunda does not have any additional policies regarding local emergency management.

2.1 Existing Plans and Arrangements

To enable integrated and coordinated delivery of emergency management within the City, these arrangements are consistent with State Emergency Management Policies and State Emergency Management Plans.

2.1.1 After Hours, Weekends and Public Holidays

It should be noted that the business hours of the City of Kalamunda are from Monday to Friday 08:30 to 17:00 hours.

The City of Kalamunda operates an after-hour's call centre which can be reached by contacting the main administration phone number of 9257 9999.

To access the KAL's services and resources after hours, weekends and public holidays, the utilisation of the relevant emergency contact phone numbers will be required. These numbers are located and clearly outlined in the KAL Emergency Contacts Directory.

Document	Owner	Date
Local Emergency Management Arrangements (LEMA)	City of Kalamunda	2019
Local Recovery Plan (Part 2)	City of Kalamunda	2019
Risk Register (Appendix 2)	City of Kalamunda	2019
Resource and Asset Register	City of Kalamunda	2019
Emergency Animal Welfare Plan	City of Kalamunda	2019
Emergency Welfare Centres Register	City of Kalamunda	2019
Emergency Contacts Directory	City of Kalamunda	2019

2.1.3 State Plans

- State Hazard Plans and Support Plans;
- State Emergency Management Plan (SEMP)
- State Emergency Welfare Plan

2.2 Agreements, Understandings and Commitments

The following agreements have been made between the City of Kalamunda and the organisations as stated. Copies of these agreements and all supporting documents or support plans are located with the City of Kalamunda Community Safety Services and the relevant organisation that the agreement has been entered with.

Document	Owner	Summary	Considerations
Partnering Agreement Metropolitan North and East Recovery Group for the Provision of Mutual Aid for Recovery During Emergencies	City of Kalamunda City of Swan City of Bayswater City of Joondalup City of Stirling City of Wanneroo Shire of Mundaring Town of Bassendean	Assist participating local governments in provision of recovery activities and services following an emergency	It is important to consider the possible resourcing required within the individual local government
Local Emergency Management Plan for the Provision of Welfare Support – Midland Region	Department of Communities	City of Kalamunda City of Swan Shire of Mundaring Town of Bassendean Shire of Chittering	
State Emergency Welfare Plan Annex A Registration and Reunification	Department of Communities		DC will consider and assess the capacity of LG buildings to be utilised as State Evacuation Centres
Memorandum of Understanding Animal Welfare during an Emergency	City of Kalamunda City of Canning		Authority to operate laws and regulations in the local government district
Operational Bushfire Mutual Aid & Support Arrangement	DFES and Metropolitan LGAs	Mutual Aid for bush fire support	Agreed on principal. No official document

2.3 Special Considerations

The City has many variables to take into consideration when implementing the LEMA in an emergency.

2.3.1 Events

Event	Description	Date
Environment		
Bushfire Season		October – May
Tsunami	Due to close vicinity of Perth CBD and other large communities a tsumani could influence the KAL community with an inundation of evacuees into the area.	
Topography	Restricted access and egress to some areas due to terrain	
State Forest	Large DBCA assets, water corporation, UCL, UMR	
Local Reserves	City of Kalamunda assets	
Lesmurdie Falls	High tourist destination	
Zig Zags		
Stathams Quarry		
Outdoors		
Bibbulmun Track	Runs from Kalamunda (Northern Terminus) to Albany	
Munda Biddi	Cycling track. Passes through the back of Paulls Valley, Hacketts Gully Pickering Brook and Canning Mills	
Perth Observatory	Bickley	
Kanyana Wildlife Centre	Lesmurdie	Operates 8am – 6pm (Mon-Sun)
Tour de Kalamunda	Cycling event	
Kalamunda 50 50	Cycling event	
Targa West	Car Rally	
Perth Trail Series	Outdoor trail running events held across different locations	
Agriculture		
Kalamunda Camel Farm	Paulls Valley	
Wineries and Cideries	Bickley, Carmel & Pickering Brook	
Harvest Festival	Bickley & Carmel	
Saku Blossom Festival	Walliston	
Heritage & Culture		
Kalamunda Annual Show		
Kalamunda Night Markets		
Kalamunda History Village		

3 RESOURCES

The HMA is responsible for the determination of resources required for specific hazards. Resources within the community and City Assets have been identified in the City of Kalamunda Resource and Asset Register. Where possible the City resources will be made available upon request.

4 FINANCIAL ARRANGEMENTS

In recognition of the provisions of the State EM Policy 5.12 and the State EM Plan Section 5.4 and 6.10 and State EM Recovery Procedures 1-2 outlines the responsibilities for funding during multi-agency emergencies. While recognising the above, the City of Kalamunda is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors. The CEO is to be approached immediately in an emergency event requiring resourcing by the City of Kalamunda to ensure the desired level of support is achieved.

4.1 Authority to incur expenses by City of Kalamunda

Where possible this should be discussed with the CEO or their nominated Senior Officer. The decision maker must:

- Have appropriate authority; and
- Be able to make a quick decision

5 ROLES & RESPONSIBILITIES

Section 41(2)(b) of the Emergency Management Act 2005 states that local emergency arrangements must set out the roles and responsibilities of public authorities and other persons involved in emergency management in the local government district. Descriptions of these roles and responsibilities are as follows:

Local Role	Description of Responsibilities
Local Government	The responsibilities of the City of Kalamunda are defined in Section 36 of the Emergency Management Act 2005
Local Emergency Coordinator (LEC)	The LEC is appointed by the State Emergency Coordinator (SEC) and based on local government districts (Section 37 of EM Act 2005). The OIC of each WAPOL sub-district has been appointed as a LEC in the local government district that contains the WAPOL sub-district. There may be more than one LEC in each local government district. 1. to provide advice and support to the LEMC for the district in the development and maintenance of emergency management arrangements for the district. 2. to carry out other emergency management activities in accordance with the directions of the SEC.
Local Recovery Coordinator (LRC)	To ensure the development and maintenance of effective local recovery arrangements for the local government. In conjunction with the local recovery committee to implement a post incident recovery action plan and manage the recovery phase of the incident.
LG Welfare Liaison Officer	During an evacuation where a local government facility is utilised by the Department of Communities provide advice, information, and resources regarding the operation of the facility.
LG Liaison Officer (to ISG)	During a major emergency, the liaison officer attends ISG meetings to represent the local government and provide local knowledge input and details in the LEMA.
LG – Incident Management	• Ensure planning and preparation for emergencies is undertaken • Implement procedures that assist the community and emergency services deal with incidents • Ensure all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role • Keep appropriate records of incidents that have occurred to ensure continual improvement of the City's emergency response capability • Liaise with the incident controller (provide liaison officer) • Participate in the ISG and provide local support • Where an identified evacuation centre is a building owned and operated by Local Government, provide a liaison officer to support the Department of Communities.

Agency Role	Description of Responsibilities
Hazard Management Agency (HMA)	A hazard management agency is 'to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed' (Section 4 EM Act 2005). The HMAs are prescribed in the Emergency Management Regulations 2006. Their function is to: • Undertake responsibilities where prescribed for these aspects (EM Regulations 2006) • Appoint Hazard Management Officers (Section 55 of EM Act) • Declare/revoke the emergency (Section 50 & 53 of EM Act) • Coordinate the development of the State Hazard Plan for the hazard (State EM Policy 1.5) • Ensure effective transition to recovery by local government • Management of the Incident or Operation, within the context of planning, leading, organising and control. • Preparing and implementing an operational plan. • Public information and community awareness. • Activating the Incident Management Group or Operations Area Management Group where appropriate, in consultation with the relevant State/Local Emergency Coordinator(s). • Ensuring the activation of the appropriate recovery arrangements. • Arranging an operational debrief or post incident analysis as required.
Controlling Agency	A controlling agency is an agency nominated to control the response activities to a specified type of emergency. The function of a Controlling Agency is to. • Undertake all responsibilities as prescribed in Agency specific legislation for Prevention and Preparedness • Control all aspects of the response to an incident During recovery, the Controlling Agency will ensure effective transition to recovery.
Combat Agencies	As prescribed under subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Support Organisations	A public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency. (State EM Glossary).

5.1 LEMC Roles and Responsibilities

The Emergency Management Act 2005 states LEMCs are based on local government boundaries, however two or more local governments may unite for the purposes of emergency management. The City of Kalamunda has established a Local Emergency Management Committee (LEMC) under Section 38(1) of the EM Act 2005 to oversee, plan and test the local emergency management arrangements.

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

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

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

- Developing, enhancing, and testing preparedness planning from a multi-agency perspective having local knowledge of hazards, demographic and geographic issues; they provide advice to HMAs to develop effective localised hazard plans.
- Providing a multi-agency forum to analyse and treat local risk.
- Providing a forum for multi-agency stakeholders to share issues and learnings to ensure continuous improvement.

The City of Kalamunda LEMC convenes quarterly, membership is as follows:

Chair:	KAL Mayor
Deputy Chair:	WA Police – OIC Forrestfield (LEC)
Executive Officer:	KAL Manager Environmental Health & Community Safety
Members:	KAL Chief Executive Officer ● KAL Director Development Services ● KAL Director Asset Services KAL Director Corporate Services ● KAL Manager Customer & Public Relations ● KAL Coordinator Community Safety ● KAL Senior Fire & Emergency Management Officer ● KAL Principle Building Surveyor ● KAL Recreational Facilities ● KAL CRO Community Safety (Secretary) ● KAL/DFES CESM & Chief BFCO ● KVBFB Deputy Chief BFCO ● KVFRS Captain ● Department of Communities ● DFES District Emergency Management Advisor ● Kalamunda Hospital Coordinator ● Kalamunda SHS Principal ● Lesmurdie SHS Principal ● DBCA Fire Coordinator ● Red Cross ● St John Ambulance EM Unit ● SES Unit Manager ● Hall & Prior Health & Aged Care Group

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

The City of Kalamunda LEMC convenes quarterly, proposed meeting dates are as follows:

Time: 0900 Venue: City of Kalamunda Function Room			
29 February 2024	27 February 2025	26 February 2026	25 February 2027
30 May 2024	29 May 2025	28 May 2026	27 May 2027
29 August 2024	28 August 2025	27 August 2026	26 August 2027
28 November 2024	27 November 2025	26 November 2026	25 November 2027

Meetings on the last Thursday of every third month.

The committee shall meet at least quarterly and can increase the frequency of meetings if required.

Role and Description of Responsibilities
LEMC Chairperson The Chairperson of the LEMC is appointed by the local government (Section 38 of the EM Act 2005) and does not necessarily have to be an elected member. The Chair of the LEMC will be the Mayor, City of Kalamunda. The chairperson shall be responsible for: • Overall management and effectiveness of the LEMC. • Provide leadership and support to the LEMC to ensure effective meetings • Preparation of the agenda for the LEMC. • Recording LEMC activity. • Distribution of information documents/ correspondence. • Preparation of Annual Reports. • Distribution of Annual Reports to the DEMC.

LEMC Executive Officer
Provide executive support to the LEMC by:
• Providing secretariat support including:
  • Meeting agenda.
  • Minutes and action lists.
  • Correspondence.
  • Committee membership contact register.
• Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including:
  • Annual Report.
  • Annual Business Plan.
  • LEMA.
• Facilitate the provision of relevant emergency management advice to the Chair and committee as required.
• Participate as a member of sub-committees and working groups as required.

6 - MANAGING RISK

6.1 Emergency Risk Management

Risk management is a critical component of the emergency management process. Building a sound understanding of the hazards and risks likely to impact the community, enable the City of Kalamunda and LEMCs to work together to implement treatments. This process helps to build the capacity and resilience of the community and organisations which enable them to better prepare for, respond to and recover from a major emergency.

6.2 Description of Emergencies Likely to Occur

The LEMC and the community undertook a Risk Analysis of the LGA area in 2006 utilising Emergency Risk Management model based on the Australian Standard AS/NZS Standard 31.000 Risk Management – Principals and Guidelines. The subsequent output of the process resulted in the following report:

- Risk Statements and Descriptions of Risk report 'AWARE Project – Stage 1 Emergency Risk Management Report'.
- The result of the risk analysis identified at the time 7 highest risks perceived by the community with the City's risk register and treatment schedule identifying the risks and treatment options.

2019 saw the risks re-evaluated and assessed against the current Risk Management standards and the highest risks perceived are still relevant and are amalgamated to now represent 6 highest risk hazards with the inclusion of heatwave and collapse. Risk Register (Appendix 2).

Note: The process to amalgamate all Westplans into State Hazard Plans is ongoing. The process is a staged approach and will be made available as they occur. The corresponding Westplan will consequently be removed.

HAZARD	CONTROLLING AGENCY	HMA	LOCAL COMBAT ROLE	LOCAL SUPPORT ROLE	STATE HAZARD PLAN
FIRE	City of Kalamunda DFES DBCA	DFES DBCA	Kalamunda VBFB Kalamunda VFRS Welshpool FRS DBCA	City of Kalamunda DBCA Water Corporation WA Police – Forrestfield St John Ambulance WA Western Power Department of Communities	Fire
STORM	DFES	DFES	Kalamunda SES	Department of Communities BoM Western Power Main Roads City of Kalamunda	Storm
TRANSPORT CRASH (AIR, ROAD & HAZMAT)	WAPOL DFES	WAPOL	WA Police - Forrestfield Kalamunda VFRS Welshpool FRS Perth Airport	City of Kalamunda WA Police – Forrestfield ChemCentre St John Ambulance WA Western Power Main Roads	Crash Emergency HAZMAT Emergen-cies
AGRICULTURAL DISEASE	DPIRD	DPIRD		City of Kalamunda	Animal and Plant Biosecurity
COLLAPSE	DFES (SAR)	DFES	Kalamunda SES Kalamunda St John Ambulance WAPOL	St John Ambulance WA WAPOL City of Kalamunda	Collapse
HEATWAVE	Department of Health	Department of Health	St John Ambulance	City of Kalamunda St John Ambulance WA	Heatwave

Consistent with State EM PS 7 these arrangements are based on the premise that the HMA responsible for the above risks will develop, test and review appropriate emergency management plans. The State EM plan, State Hazard Plan and State Support Plans are reviewed in accordance with the State EM Policy section 1.5.

To ensure a timely response to any of the above risks these arrangements include contacts for each HMA.

6.3 Emergency Management Strategies and Priorities

PRIORITY	STRATEGY
1	Ongoing preparation and mitigation activities for fire season through fire hazard reduction burns, community engagement, Fire Hazard Reduction Notice and assessments.
2	Maintenance of the LEMA
3	Ensure long term recovery strategies include a diverse range of evacuation centres that assist the City rebuild after an emergency
4	Ongoing road safety messaging and ensuring our road infrastructure is appropriately designed to reduce the likelihood of events occurring. Regular surveillance.
5	Ensuring a current business continuity plan and evacuation centres are in place to deal with consequences of the risk presented.
6	Identification of HAZMAT quantities and storage locations with the assistance of DFES.

6.4 Coordination of Emergency Operations

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

7 - INCIDENT SUPPORT GROUP (ISG)

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

The role of the ISG is to provide support to the IMT. The ISG is a group of people represented by the different agencies who may be involved in the incident.

7.1 Triggers for an ISG

The triggers for an ISG are defined in the State EM PS 5.2.2 and State EM Plan Section 5.1. These are:

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

7.2 Membership of an ISG

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

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

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

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

7.3 Frequency of Meetings

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

7.4 Location of ISG Meetings

The ISG meets during an emergency and provides a focal point for a coordinated approach. The following table identifies suitable locations where it can meet within the District.

FACILITY NAME	LOCATION
KAL Operations Centre	10 Raymond Road KALAMUNDA
KAL Administration Centre/Office	2 Railway Road KALAMUNDA

8 - MEDIA MANAGEMENT AND PUBLIC INFORMATION

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

Agencies who are not the HMA are to only comment on their operation and should always check with the IC before making a statement.

It is likely that individual agencies will want to issue media releases for their areas of responsibility (e.g. Water Corporation on water issues, Western Power on power issues etc.), however the release times, issues identified, and content shall be coordinated through the ISG to avoid conflicting messages being given to the public.

The Mayor is the City of Kalamunda's media spokesperson (as detailed in the Local Government Act 1995) during the recovery phase and will provide clear, relevant, and targeted information to assist the community in building their own capacity.

8.1 Warning Systems

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

8.1.1 Local Information and Warning Systems

SYSTEM	DESCRIPTION
SMSer	SMSer is a gateway service that allows group text messages to be sent to any mobile phone on any network. Residents can request to be added to the service. This is used to provide basic information and to direct residents to official sites or numbers for official information.
Local Radio	Used for emergency alerts in line with emergency agencies.
Oracle	Is an after-hours call centre that allows residents to contact the City for emergencies
Website: kalamunda.wa.gov.au	KAL website will display alerts and warnings as posted by the HMA and advertise prevention measures. This also includes other social media
	During a major emergency, the liaison officer attends ISG meetings to represent the local government and provide local knowledge input and details in the LEMA.

8.1.2 Public Information and Warning Systems

SYSTEM	DESCRIPTION
DFES Public Information Line	When there is an incident that threatens lives or property, DFES activates the public information system. Emergency alerts are only issued for major emergencies involving fires, cyclones, floods, earthquakes, tsunamis and HAZMAT spills. DFES issues warnings on or to the following: • Emergency WA Website – emergency.wa.gov.au • DFES Emergency Information 13 3337 • DFES website – https://www.dfes.wa.gov.au/Pages/default.aspx • Social Media (Facebook, Twitter @dfes_wa) • Other media outlets and stakeholders (other State Government) • SES Assistance 132 500
Bureau of Meteorology (BoM): http://www.bom.gov.au/?ref=logo	BoM provides weather warning information to the public. The warning services provided include: • Fire weather warnings • Severe thunderstorm and general severe weather warnings • Other warnings or alerts • National Weather Warnings 1300 659 210 • Tsunami threat information 1300 878 6264 The information provided in a weather warning includes the type of warning issued, when and where they are issued and samples of the individual warnings. The BoM site also provides current weather radar displays, satellite images, weather charts and weather observations. The BoM can be contacted by calling (03) 9669 4000 or for hearing or speech impairment call (02) 9296 1555

SYSTEM	DESCRIPTION
ABC Radio	Local ABC Radio – Call sign 6WF – frequency – 720AM Perth
Emergency Alert System:	Delivers automatic emergency warnings direct to an area when lives may be in danger in that area. It does not replace current public information tools or the need for the community to remain vigilant and look after their own safety. It is an additional tool used to alert people in a specific location where there is immediate danger. All home phones (landline), including silent numbers, are automatically registered on Emergency Alert. Mobile phones are automatically registered to the billing address. Messages broadcast by Emergency Alert are made with the authority of an HMA in an emergency.

9 - EVACUATION AND WELFARE

9.1 Evacuation

Comprehensive emergency management planning should involve planning for community evacuations. The State EM Policy branch have recently completed a review of the WA Community Evacuation Arrangements. There are significant suggested amendments to the guidelines addressing concerns raised by EM stakeholders. The guideline is out for consultation and feedback due on the 28 February 2020. This document will be adjusted once an outcome has been agreed to.

Although the actual act of evacuating a community is the responsibility of the Controlling Agency, the local government with the assistance of its LEMC has clear responsibilities to undertake pre-emergency evacuation planning. A comprehensive evacuation plan is of considerable value to all agencies with a role in evacuation and can be very effective in assisting the controlling agency to make timely and informed decisions.

Consideration also needs to be given to receiving evacuees from other local governments.

Whenever evacuation is being considered, the Department of Communities must be consulted during the planning stages. This is because DC have responsibility under State Arrangements to maintain the welfare of evacuees under the State Emergency Welfare Plan.

The responsibility for managing evacuations rest with the HMA. The HMA is responsible for the planning, communicating, effecting the evacuation, and ensuring the welfare of the evacuees is maintained. The HMA is also responsible for ensuring the safe return of evacuees.

These aspects also incorporate the financial costs associated with the evacuation unless prior arrangements have been made.

Schools, hospitals, nursing homes, childcare facilities etc. should each have separate emergency evacuation plans, which show where their populations will assemble for transportation. It is important that this information is captured for an overall understanding of where people will be congregating in an emergency.

In most cases the WA Police Force may be the Combat Agency for carrying out the evacuation and they may use the assistance of other agencies such as the DFES & SES.

The identified evacuation centres for the City are provided in the KAL Emergency Welfare Centre Register.

9.2 Vulnerable Community Groups

The City of Kalamunda have identified 6 categories of vulnerable community groups.

9.3 Welfare

The Department of Communities (DC) has the role of managing welfare. Welfare can be described as the provision of both physical and psychological needs of a community affected by an emergency. This includes the functional areas of personal services, emergency accommodation, financial assistance, registration and inquiry services, and personal requisites and emergency catering. Welfare activities are the responsibility of the DC who will coordinate resources and undertake other functions as found in the support plans:

- State Emergency Plan – Welfare
- Local Emergency Management Plan for the Provision of Welfare Support – Midland Region;
- KAL Local Recovery Plan (Part 2);
- KAL Emergency Welfare Centre Register

Role	Description of Responsibilities
Local Welfare Coordinator	The Local Welfare Coordinator shall be a nominated officer of the DC located in the Local Government area. Where the DC is not located within a local government area the DC, in conjunction with the Local Emergency Management Committee, will formally appoint a suitable person as the Local Welfare Coordinator. When the nominated Local Welfare is not a DC Officer the nominated person will be clearly identified in the respective local emergency management arrangements to: • Establish, chair, and manage the activities of the Local Welfare Emergency Committee (LWEC), where determined appropriate by the District Director. • Prepare, promulgate, test, and maintain the Local Welfare Plans. • Represent the department and the emergency welfare function on the LEMC and LLRC. • Establish personnel and organisations are trained and exercised in their welfare responsibilities. • Coordinate the provision of emergency welfare services during responses and recovery phases of an emergency; and • Represent the department on the Incident Management Group when required
Local Welfare Liaison Officer	The Local Welfare Liaison Officer is nominated by the Local Government to coordinate welfare response during emergencies and liaise with the Local Welfare Coordinator. Local Government should appoint a liaison officer. This role will assist the Local Welfare Centre, including the management of emergency evacuation centres such as building opening, closing, security and maintenance. It is important to identify the initial arrangements for welfare to occur, particularly in remote areas, where it may take some time for DC to arrive.
Senior District Emergency Services Officer (DESO)	The DC shall appoint a DESO to prepare local welfare management plans. The DESO for the City of Kalamunda is contained in the contacts register.
Register. Find. Reunite	Register. Find. Reunite can be used for both persons that become displaced and by any other individuals impacted that register their safety during an incident. The system can be accessed online and via mobile devices, making it accessible to the wider community, and not just those attending evacuation centres. Red Cross manages the system on behalf of Department of Communities.
Animals (including assistance animals)	Details can be found in the City of Kalamunda Animal Welfare Plan
Welfare Centres	Details can be found in the City of Kalamunda Resource Asset Register

10 - EXERCISING, REVIEWING AND REPORTING

10.1 The aim of exercising

It is essential that emergency management arrangements are workable and effective. Exercises are important to ensure individuals and organisations remain aware of what is required of them during an emergency response situation.

State EM Policy Section 4.8, State EM Pan 4.7 and State EM Preparedness Procedure 19 Exercise Management outline the State's arrangements for EM exercising including the requirement for LEMCs to exercise their arrangements on an annual basis. Additionally, LEMAs must be validated through exercise or activation within 12 months of any significant amendments made through a comprehensive or targeted review (State EM Policy Section 1.5.10).

The type, frequency and outcomes shall also form part of the Annual Report to DEMC. Exercising the emergency management arrangements will:

- Test the effectiveness of the local arrangements
- Bring together members of emergency management agencies and give them knowledge of, and confidence in, their roles and responsibilities
- Help educate the community about local arrangements and programs
- Allow participating agencies an opportunity to test their operational procedures and skills in simulated emergency conditions
- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of coordination between them.

10.2 Types of Exercises

The following are common exercise styles:

- Desktop Exercises – take place in an operational environment that require participants to perform and discuss the actions they would take in a simulated emergency scenario. Desktop exercises tests emergency plans in an informal, low-stress environment.
- Workshops – include agency presentations, hypothetical worse case emergency scenarios. These are organised as discussion exercises among more than one local government and HMAs.
- Opening and closing procedures for evacuation centres or any facilities that might be operating in an emergency.

10.3 Reporting of Exercises

The City will report their exercise schedule to the relevant DEMC via the LEMC Annual Report using the format as detailed in State EM Policy Section 7.1. Once local government exercises have been completed, post-exercise reports should be forwarded to the DEMC to be included in reporting to the SEMT as soon as practicable.

10.4 Review of Local Emergency Management Arrangements (LEMA)

The LEMA shall be reviewed and amended in accordance with State EM Policy 2.5 and amended or replaced whenever the local government considers it appropriate (Section 42 of the EM Act 2005). According to State Preparedness Procedure 8, the LEMA (including recovery plans) are to be reviewed and amended as follows:

a) After an event or incident requiring the activation of an ISG or an incident requiring significant recovery coordination.

PART 2
LOCAL RECOVERY PLAN

The Local Recovery Plan has been prepared in accordance with Section 41(4) of the Emergency Management Act 2005 and forms part of the LEMA for the City of Kalamunda. This plan has been endorsed by the City of Kalamunda LEMC and has been tabled for information and comment with DEMC. This plan has been approved by the City of Kalamunda Council.

Local Recovery Coordinator
Nicole O'Neill
City of Kalamunda LEMC

Date: 2023

Endorsed by Council
Mayor Margaret Thomas
City of Kalamunda

Date: 2023

1 INTRODUCTION

Recovery is defined as the coordinated support given to emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing. (EM Act 2005).

Following the impact of a hazard on a community within the City of Kalamunda, there may be the need to assist the community to recover from the effects of the emergency.

Recovery should be managed and planned in a structured manner. This LRP will assist in the coordination of recovery activities to support the community attain an appropriate level of function.

1.1 Purpose of the Local Recovery Plan

The purpose of the LRP is to describe the arrangements for effectively managing recovery at a local level, including accountability and responsibility. Under section 36(b) of the EM Act 2005, it is a function of local government to manage recovery following an emergency affecting the community in its district.

Local governments are to ensure the preparation and maintenance of local recovery arrangements. This includes the identification of an LRC and inclusion of a LRP within the LEMA, as detailed in State EM Policy Section 6 .3 and State EM Plan Sections 6 .3 – 6 .5.

1.2 Objectives of the Local Recovery Plan

The objectives are to:

- Describe the roles, responsibilities, available resources, and procedures for the management of recovery from emergencies for the City of Kalamunda.
- Establish a basis for the coordination of recovery activities at the local level.
- Promote effective liaison between all emergency management agencies that may become involved in recovery.
- Provide a framework for community-led recovery operations.
- Assist recovery in the context of built, natural, social and economic environments.
- Ensure available government and non-government support to affected communities is targeted.
- Improve resilience of the relevant communities.
- Ensure that lessons learnt through the recovery process are captured and available for future recovery processes.

1.3 Scope of the Local Recovery Plan

The scope of this LRP is limited to the boundaries of the City of Kalamunda and forms a part of its LEMA. It details the recovery arrangements for the community and does not in any way detail how individual organisations will conduct recovery activities within their core business areas.

1.4 Recovery Process

Recovery is a coordinated process to support the affected community in:

a. The reconstruction of damaged physical infrastructure; and

b. Restoration of community's emotional, social, economic, and physical wellbeing.

The way recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community can exercise a high degree of self-determination.

1.5 Principles of Recovery

The City's local recovery activities are reinforced by the National Principles for Disaster Recovery

- Understand the context.
- Recognise complexity.
- Use community led approaches.
- Coordinate all activities.
- Communicate effectively.
- Recognise and build capacity.

2 COMMENCEMENT OF RECOVERY

Recovery starts with the initial response and may continue for a long time (months to years) – well after the physical damage has been repaired. It requires the collaboration of government, business, NGOs and, most importantly, individuals and communities.

Recovery actions and associated management structures should be initiated during the response phase to enable a smooth and informed transition into recovery.

2.1 Impact Statement

Under the State EM Recovery Plan Part 6, the Controlling Agency, in particular, the IC, is required, for all level 2 and 3 incidents, to coordinate the completion of the Impact Statement in consultation with the members of the ISG.

A draft impact statement is to be prepared prior to the cessation of the response phase to:

- Identify and quantify impacts relating to all recovery environments.
- Identify any risks arisen or likely to arise from the emergency.
- Include a risk assessment, identify risk treatments undertaken, and contain a treatment plan (including the allocation of responsibilities) to provide for safe community access to the affected area; and
- Inform and support the objectives of the LRP.

The Impact Statement will provide the Local and State Recovery Committees with information to determine priorities for recovery planning and resourcing. It is designed to enable collation of impact information in a format that can be used by local government and the LRCG to better understand impacts and inform recovery activities.

It is essential that the LRC assess the recovery and restoration requirements as soon as the Controlling Agency declares it safe to do so. Access to the affected area may be restricted by the Controlling Agency until it is determined to be safe to enter.

Sources that may assist in the collection of impact information include:

- The Controlling Agency – through the ISG.
- Relief and Support agencies – to identify persons in need of immediate assistance.
- City building officers and engineers.
- Insurance assessors.
- Business associations, for example local chamber of commerce.
- the Recovery Needs Assessment and Support Survey Form; and

To assist the City in the operational recovery planning it may also be appropriate to conduct a survey of people/ families affected by the emergency. Impact information will continue to emerge throughout the response and recovery phases of an incident and will require ongoing assessment.

2.2 Transfer of Responsibility

At the point where the Controlling Agency considers it appropriate to transfer responsibility for management of the recovery to the affected local government(s), the Controlling Agency is to convene a Transfer of Responsibility meeting where the status and contents of the draft Impact Statement should be discussed.

The table below provides an overview of the various recovery phases and associated actions.

SITUATION	ORGANISATION/ACTION
ALERT/ADVICE (Transition) On receipt of advice of an emergency which has the potential to require Local coordination of recovery activities.	The warning of an impending large-scale emergency or one that has already occurred will come from the Controlling Agency or the LEC to the LLO who will in turn alert the LRC. **CONTROLLING AGENCY** • Ensure that the LEC and affected local government(s) are advised of the extent of potential recovery support requirements. • Include both LRC and LGLO in briefings through the ISG. **THE CITY** • Establish liaison with LRCG chairperson and appropriate core members to consider possible requirements for local level coordination of recovery support. • Advise and liaise with LRCG members.
ACTIVATION Requirement for local level coordination of recovery identified/ requested.	**THE CITY / LRC** • When requested by or on the advice of the Controlling Agency or the IMT, convene the LRCG and, where required, establish relevant Advisory Groups. • Arrange for conduct of on-site assessment, if safe and appropriate to do so. • Maintain links with affected organisations for the identification and coordination of the provision of recovery support. • Where the decision is taken not to activate the plan or convene the LRCG because statutory agencies are coping with the situation, the LRC will monitor the situation and keep prospective LRCG members advised accordingly.
RECOVERY OPERATIONS	The recovery effort is managed through regular meetings of the LRCG and respective Advisory Groups to ensure development, implementation, and monitoring of the operational recovery plan.
STAND DOWN On completion of Local coordinated recovery activities.	The recovery management structure will gradually be stood down as the City's statutory authority's capability to manage the services improves. The LRC will arrange for a debrief with recovery agencies and community stakeholders, and the provision of a post-operation report to the Controlling Agency to form part of the overall report for the major incident. **THE CITY / LRC** • The LRC will progressively stand down participants and programs when they are no longer required. • Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the Controlling Agency and the Chair SEMC Recovery Services Group. • Manage the implementation of post operations report recommendations and revision of LRP Recovery Plan as required.

2.3 Local Recovery Coordination Group Centre

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

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

The following table identifies suitable Local Recovery Coordination Centres in the district:

Local Recovery Coordination Centre	Address	Available Resources	Contacts
Local Recovery Coordination Centre	City of Kalamunda Administration 2 Railway Road, Kalamunda	Whiteboard, 3 x Laptops iPads, TELCO Radios Maps, Projector, Smart board EM phone system (4 phones) Facsimile, Photocopier	As per Contacts listed in the Emergency Contacts Directory
Alternative LRCC	City of Kalamunda Depot 10 Raymond Road Walliston	Whiteboard, 3 x Laptops iPads, Facsimile, Photocopier Maps, Projector	As per Contacts listed in Emergency Contacts Directory
Alternative LRCC	Woodlupine Community Centre 88 Hale Road, Forrestfield WA 6058	Laptops, iPads	As per Contacts listed in Emergency Contacts Directory.

3 RESOURCES

The Controlling Agency/IC is responsible for the determination of resources required to combat the hazards for which they have responsibility.

The City of Kalamunda has conducted a broad analysis of resources available within the City that may be available to assist the IC. This information is in the KAL Local Resource and Asset Register (Appendix 3) and the KAL Emergency Contacts Directory (Appendix 6). Both documents shall be reviewed and updated quarterly. They include information pertaining to:

- Specialised Services.
- Controlling agency, Combat and Support Agencies.
- KAL Staff and Volunteers.
- KAL Facilities (buildings).
- Operational Machinery and Equipment.
- Transport Vehicles.

4 FINANCIAL ARRANGEMENTS

The City of Kalamunda will utilise the following regarding financial arrangements for recovery where required:

4.1 Local

- Use of Section 6 .8(1) and 6 .11(2) of the Local Government Act 1995 with respect to expenditure of funds not included in the annual budget.
- Local Government Regulations 1996 (Financial Management) 18(a), provides exemption for council to make budget related decisions in emergencies without giving local public notice of changes to financial reserves; and
- Use of Section 6 .20(2) of the Local Government Act 1995 enabling borrowing of funds, subject to the one month's local public notice of the proposal and exercising of the power to borrow by absolute majority decision of Council.

4.2 State

The State Emergency Management Policy (www.wa.gov.au) outlines the State recovery funding arrangements. Relief programs include:

PROGRAM	DESCRIPTION
Disaster Recovery Funding Arrangements (dfes.wa.gov.au)	Through DRFA-WA State government provides a range of relief measures to assist communities recover from eligible natural disaster events. DFES is the State's administrator of the DRFA-WA
Lord Mayor's Distress Relief Fund (LMDRF)	The LMDRF was established in 1961 to provide relief of personal hardship and distress arising from natural disasters occurring within WA. The perpetual fund is incorporated under the Charitable Collections Act and has Australian Taxation Office tax deductibility status. All donations resulting from a public appeal should be directed to the LMDRF in accordance with State EM Recovery Procedure 5.1.
Department of Human Services Centrelink	In an emergency, Centrelink will ensure that payments to its existing clients in the area affected by the emergency are not disrupted. In addition, it can often provide financial assistance to any person whose livelihood has been affected by the emergency. Centrelink is represented on the State Emergency Welfare Committee and, where possible, should be invited to join the LRCG.
Volunteers and Donations	Where possible, all offers of, or requests for, volunteer assistance with recovery activities should be coordinated through the LRCG to avoid duplication of effort. Appeals for donations of physical items such as food and furniture should be discouraged unless specifically requested through the LRCG. Spontaneous volunteers and spontaneous donations of goods and services should also be coordinated and managed through the LRCG. **4.2.1 Donations of Cash** The LRCG will encourage the use of the LMDRF for people wanting to make cash donations, although if deemed necessary will open a separate account specifically for cash donations. **4.2.2 Donations of Service and Labour** Any donations of services or labour to assist with the recovery from an emergency should be administered by the affected Local Government or if established the LRCG. Where the State Government level recovery coordination arrangements are activated under State EM Policy – Recovery Coordination, the Recovery Services Subcommittee may arrange the administration of donations of services and labour. **4.2.3 Donations of Goods** The donations of goods to assist recovery from an emergency may be arranged by non-government organisations . The distribution of the donated goods shall be undertaken by the organisations concerned. Donations of physical items such as food, clothing, furniture etc. should be strongly discouraged unless specifically requested through the LRCG.

5 ROLES AND RESPONSIBILITIES

5.1 Local Recovery Coordinator

5.1.1 Description

The Director Community Engagement has been appointed as the LRC in accordance with the EM Act 2005 Section 41(4). The Director of Corporate Services, Director of Asset Services and the Director Development Services have been appointed as Deputy LRC's and will act in the role when the primary appointee is unavailable when an emergency occurs, and to support fatigue management.

5.1.2 LRC Functions

The LRC is responsible for the development and implementation of the recovery arrangements for the City.

The following link provides supplementary information regarding the functions of the LRC Local Recovery Guideline | Western Australian Government (www.wa.gov.au)

Prior to an Emergency Event

- Ensure preparation of the LRP.
- Maintain and test the LRP.
- Ensure key positions within the LRP are adequately trained to complete their functional responsibilities.
- Apply best endeavours to enhance the community awareness of recovery arrangements.
- Ensure appointment of a LGLO has been finalised.

During Response to an Emergency Event

- Liaise with the Controlling Agency/IC and DEMA, and attend from the outset, or nominate a LGLO to attend from the outset, the ICP, the ISG and/or the OASG.
- Advise Mayor and CEO on the potential need to convene the LRCG.
- Determine the level of State involvement in the recovery effort, in conjunction with the LRCG and the SRC.
- Assess and Co-ordinate local recovery arrangements in conjunction with the LRCG, CA and LEC and other responsible agencies, if applicable.
- Ensure an understanding of the initial impacts from the Controlling Agency/IC and establish relationships to support the development of the Impact Statement, should one be required.
- Consider the need for a community meeting to be hosted by the Mayor and supported by relevant EM agencies.

During Recovery from an Emergency Event

- Formalise the transition from response to recovery by assisting with completion of the Impact Statement, should one be required.
- Provide support to the LRCG as required, including provision of an Executive Officer.
- In consultation with the DEMA, assess the LRCG requirements and resources for the restoration of services and facilities planned with assistance of responsible agencies.
- Ensure that communications are accurate, timely and planned.
- Prepare a Local Operational Recovery Plan in accordance with the Guideline attached to this Plan.
- ensure that any State-level recovery coordination operates only to ensure that the affected community has equitable and appropriate access to available resources.
- ensure recovery projects that support the social, built, economic and natural environments are community-led and targeted to best support affected communities.
- Provide a central point of communication and coordination for the wide range of recovery related services and projects being progressed outside of the LRCG.
- Determine the criteria for securing funding from the DFRA-WA and the LMDRF.
- Coordinate local level recovery activities for an event, in accordance with plans, strategies and policies determined by the LRCG.
- Monitor the progress of recovery and provide periodic reports to the LRCG and the SRCG, if established.
- Liaise with the SRC on issues where State level support is required or where there is a problem with services from government agencies locally.
- Facilitate the acquisition and appropriate allocation of resources and funding necessary to ensure an effective recovery, see also section 5 relating to governance process to secure funding from the City's operational budget.

- Ensure the recovery activities are consistent with the principles of community engagement.
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery phase.
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the LRP, within 12 months of the emergency.
- Make appropriate recommendations, based on lessons learnt, to the LEMC Committee to improve the community's recovery preparedness.
- Consider fatigue management for self and others.

5.1.3 LRC Reporting

There will be a requirement for the LRC to provide reports to the LRCG and possibly the SRCC. It is recommended that a standard template be utilised for this purpose, a sample is contained as Form 1 at the end of this Plan.

5.2 Local Recovery Coordination Group

5.2.1 Description

The LRCG comprises a suggested core membership structure as outlined below, with the possibility to modify membership depending on the type and magnitude of the emergency and the community affected.

5.2.1.1 Core Members:

i. Chairperson – The Mayor or Deputy Mayor.
ii. Local Recovery Coordinator.
iii. Administrative Assistant to Local Recovery Coordinator (Executive Officer).
iv. Deputy Local Recovery Coordinator.
v. Local Emergency Coordinator (WAPOL).
vi. Manager Environmental Health and Community Safety.
vii. Department of Communities representative.
viii. Red Cross representative.

5.2.1.2 Additional Members (where appropriate):

- City Chief Executive Officer.
- Public Relations representative.
- Manager Operations.
- Manager Financial Services
- Coordinator Community Safety
- Senior Fire and Emergency Management Officer
- Senior Ranger
- Relevant Controlling Agency representative.
- Relevant LEMC representatives.
- Lifeline Agency Representative.
- Any other members drawn from government and non-government organisations including relevant community groups and local leaders.

Depending on the size and nature of the emergency, the LRCG membership structure may be dispersed and representatives moved into Advisory Groups if required

5.2.2 LRCG Functions

The following link provides supplementary information regarding the functions of the LRCG Local Recovery Guideline | Western Australian Government (www.wa.gov.au)

Prior to an Emergency Event

- Core members to be familiar with the requirements of the LRP.
- Core members be adequately trained to meet the requirements of the LRP.
- All members to participate in testing of the LRP.
- During Response to an Emergency Event
- Be prepared to convene once notice of an emergency event becomes apparent.
- Commence to identify additional membership of the LRCG required to coordinate recovery activities whilst being aware that needs may change as impacts are understood.
- Consider field intelligence that will be coming from representation at the ICP and then the ISG plus other sources.

During Recovery from an Emergency Event

- Create Terms of Reference for the LRCG including frequency of meetings, meeting places, agenda and minute formats and reporting.
- Establish Advisory Groups as required and determine terms of reference.
- Depending on the extent of damage and duration of recovery, develop an Operational Plan for the coordination of the recovery process for the event. A guideline or template for the preparation of this Plan is included at the end of the Recovery Plan after section 8.
- Again, depending on the extent of the recovery process, consider and manage the City's capacity to continue business as usual or business continuity.
- Overseeing the delivery of the Operations Plan and projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted to best support the recovery of impacted communities.

- Determine the criteria for distribution of funds from the LMDRF and gain an early understanding of how the DFRA-WA may be distributed.
- Assessing requirements, based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate.
- Develop and implement an event specific Communication Plan, potentially including a dedicated call centre or webpage with FAQ's, public information, community meetings, appointment of a spokesperson and the City's internal communications processes.
- Manage offers of assistance, volunteers and donated money. Trying to avoid unwanted materials.
- Activate outreach programmes to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, temporary accommodation, financial assistance and social, recreational and domestic facilities.
- Facilitating the recovery of services, public information, information exchange and resource acquisition.
- Providing advice to the State and the City to ensure that recovery programs and services meet the needs of the community.
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies.
- Monitoring the progress of recovery and receiving periodic reports from recovery agencies.
- If the event has been declared an eligible natural disaster under the DRFA-WA, become aware of process requirements to maximise assistance and to re-build a more resilient community.
- Ensuring a coordinated multi-agency approach to community recovery - providing a central point of communication and coordination for the actions of a wide range of recovery-related services and projects being progressed outside of the direct control of the Group.

During Recovery from an Emergency Event – Longer Term

- Determine longer term recovery strategies that include psychosocial support.
- Debrief recovery agencies and staff.
- Implement transitioning to mainstream services in consultation with the SRC, if applicable,
- Make appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

5.3 Local Recovery Advisory Groups

It may be appropriate to consider establishing one or more Advisory Groups to support the LRCG by addressing specific components of the recovery process.

The LRCG will consider establishing the following Advisory Groups, dependent on the nature and extent of the recovery:

- SOCIAL
- BUILT
- NATURAL
- ECONOMIC

5.3.1. Functions of Advisory Groups

5.3.1.1 Social Recovery Advisory Group.

- To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event.
- To facilitate understanding of the needs of the impacted community in relation to community wellbeing.
- To assess and recommend priority areas, projects and events to assist with the strengthening of community wellbeing.
- To assess and recommend medium and long-term priority areas to the City for consideration to assist in the restoration and strengthening of community wellbeing and building greater resilience; and
- To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.

5.3.1.2 Built Recovery Advisory Group.

- Assist in assessing requirements for the restoration of services and facilities in conjunction with responsible agencies where appropriate.
- To provide advice and assist in the coordination of the restoration of buildings, infrastructure assets and essential services damaged or destroyed during the emergency; and
- To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.

5.3.1.3 Natural Recovery Advisory Group.

- To provide advice and guidance to assist in the restoration of the natural environment post the event.
- To facilitate understanding of the needs of the impacted community in relation to environmental restoration.
- To assess and recommend priority areas, projects and community education to assist with the recovery process in the medium and short term regarding the restoration of the environment including weed management and impacts on wildlife; and
- To assess and recommend medium and long-term priority areas to the City for consideration to assist in the restoration of the natural environment in the medium to long term

5.3.1.4 Economic Recovery Advisory Group

- To make draft recommendations to the LMDRF on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship because of the event.
- Propose and eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
  - » Ensure that the principles of equity, fairness, simplicity and transparency apply.
  - » Ensure the procedures developed are straightforward and not onerous to individuals seeking assistance.
  - » Recognise the extent of loss suffered by individuals.
  - » Complement other forms of relief and assistance provided by government and the private sector.
  - » Recognise immediate, short, medium and longer-term needs of affected individuals; and
  - » Ensure the privacy of individuals is always protected.
- Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.
- Track costs incurred by the City in completing the recovery activities and restoration of all community assets.

6 COMMUNICATION PLAN

Both the Controlling Agency and the City must communicate with the public in a coordinated manner until the Controlling Agency hands over responsibility for the public information function via the Impact Statement. During the recovery phase of an emergency, the City is responsible for public information, such as information on impact management and services.

The Controlling Agency should engage the City, including their recovery communications team or staff, early during the response phase as part of the provision of public information. This will facilitate the handover of public information for the recovery phase and allow for the City to have input into the public information communications.

The Communicating in Recovery Guide Red Cross provides further guidance to Local Governments on the provision of public information during recovery phase.

To support effective recovery, the City will provide up to date information about the recovery effort and engage in ongoing dialogue using a community led approach.

WHO NEEDS INFORMATION	WHAT COMMUNICATION METHODS WILL BE USED	WHERE WILL THE INFORMATION BE PROVIDED
Vulnerable groups (Emergency Contacts Directory). Recovery workers. Affected community. City staff. Broader community.	Communication Plan Website	Evacuation Centres. Community Centres. Libraries and other relevant public venues. Potential One Stop Shop. Online media

During emergencies, the media have a legitimate interest in obtaining prompt and accurate information. If media access to accurate information is restricted, rumour and speculation may be substituted for fact, consequently, there is nothing to be gained by attempting to restrict media access. The media are also a vital link between recovery agencies and the public.

Media provide an effective means of disseminating information. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

All media releases prepared by the LRCG Advisory Groups will be forwarded to the LRCG for release by the nominated spokesperson. If the recovery process is of such a nature that State involvement is involved, reference should be made to State EM Policy – Emergency Public Information to ensure appropriate processes are followed.

Throughout the recovery effort communication and community engagement should include the following elements

Effective recovery communication addresses, at a minimum: • the how: community meetings, printed materials, noticeboards, websites, social media, etc. • the who: wide variety of groups, including special needs groups. • the what: what has happened, what are the issues, what services/information are available. • the where: provide information any place where people spontaneously/normally congregate.
Set-up relief, recovery centres and/or one stop shops, that provide the community access to all recovery services for the short, medium or long term. These services provide the opportunity for face-to- face information and resources, as well as a central repository for up-to-date local, community and agency specific information, outreach programs, etc .
Arrange community initiatives, or accommodate and support community-led initiatives, such as: • community information forums, or neighbourhood or community meetings which can include congregations of sporting, spiritual, recreational and school groups. • community or social events, street/neighbourhood barbeques, memorials, anniversaries. • a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media.
Plan and implement a Community Engagement Strategy, using the following as a basic guide: • establish a target audience consider demographics, groups and networks. • determine matters to be communicated: what information is needed from the community and what information is needed to be provided to the community. • methods of communication consider appropriate methods/mediums for various audiences.
Establish, or support, community briefings, meetings and information in the recovery context that provide: • clarification of the emergency event (Controlling Agency). • advice on services available (recovery agencies). • input into development of management strategies (City and recovery agencies). • advice to affected individuals on how to manage their own recovery, including the provision of public health information and psychosocial support (local government, specialist advisers, and government agencies such as the DC).
Arrange community meetings and recovery information forums, with clear objectives and purpose, which help in providing information, gathering concerns, dispelling rumour, correcting misconceptions, and raising the profile of the recovery effort. For public meetings, consider: • the patronage, agenda, process of conducting the meeting, speakers, subject matter, complaint process, strategies to deal with and follow up, concerns or complaints. • have representatives from EM agencies to give information. • psychosocial issues. • appropriate communication strategies for special needs and vulnerable people and groups.

7 CONCLUSION OF RECOVERY

Recovery activities will eventually be concluded, possibly incrementally over an extended period of time. Resources will be stood down and return to business as usual, however, the psychosocial wellbeing of the community may continue to suffer well into the future. People will progress through the various stages of grief, anger and frustration at different rates and it is important for the LRCG to recognise this and continue to reach out to communities and people who may be having particular difficulty coming to terms with their loss.

Milestones should be progressively included in communication plans to ensure the community understands that progress is being made.

It is important to review or de-brief recovery activities, to discuss and document lessons learnt, and review the LRP to see if sections can be improved. The following template could be utilized to manage this process with the results being presented to the LRCG and the LEMC for consideration and review.

Issue	Comment	Recommendations
Was notification/mobilisation satisfactory/appropriate?		
Was the management/ administration structure effective.?		
Were reporting relationships clear? (Did you know who to report to?).		
Was the transition from Response to Recovery clearly established?		
Were Recovery Objectives/ Actions clearly defined?		
Were recovery arrangements useful or require review/upgrade?		
Were there any issues working/ liaising with other organisations?		
Are relevant agency/organisation arrangements established/current?		

Form 1

The City of Kalamunda LOCAL RECOVERY COORDINATION GROUP (LRCG)

RECOVERY REPORT – <Emergency Description> _____

The City of Kalamunda Local Recovery Coordination Committee

Report No: .....

To: Chairman, SRCC/State Recovery Coordinator

Situation Update: Should include full damage report (once only) and estimated amount in $, work in progress including estimated completion dates, details of difficulties or problems being experienced.

Proposed Activities: Should include plans and strategies for resumption of normal services (where appropriate), plans for mitigation works, dates of commencement and completion of reconstruction works, possible disruption of activities of other agencies.

Special Assistance:

_____

_____

Requirements: *Includes support from other agencies, LRCC intervention with priorities.*

_____

_____

Financial Issues: *May include support from LRCC for additional funding from Treasury.*

_____

_____

Recommendations:

_____

_____

Name & Signature: _____

Title: _____ Date: _____

8 LOCAL OPERATIONAL RECOVERY PLAN GUIDELINE

This document is NOT for public access, is commercial in confidence and is only to be used by emergency management personnel and for emergency management purposes only.

LOCAL OPERATIONAL RECOVERY PLAN GUIDELINE

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

The operational recovery plan should provide a full description of the extent of the damage, both physical and human, and include detailed plans for restoration and reconstruction of the affected community.

Each operational recovery plan will be different depending upon the nature of the emergency and the severity of the destruction and disruption.

The purpose of this form is to document the effect the emergency has had on the community at the time of handover from Response to Recovery.

This document will assist the LRCG in the commencement of the recovery process.

Incident/Emergency (Type/Location)	
Date of Emergency	LRC Details
IC Details	Date, Time and Location of Handover Meeting
Controlling Agency	
Description of Affected Area	
Map Attached: Y N	
Other lGAs Affected:	

1 INTRODUCTION

Background on the nature of the emergency/incident	
Aim or purpose of the plan	Authority of plan

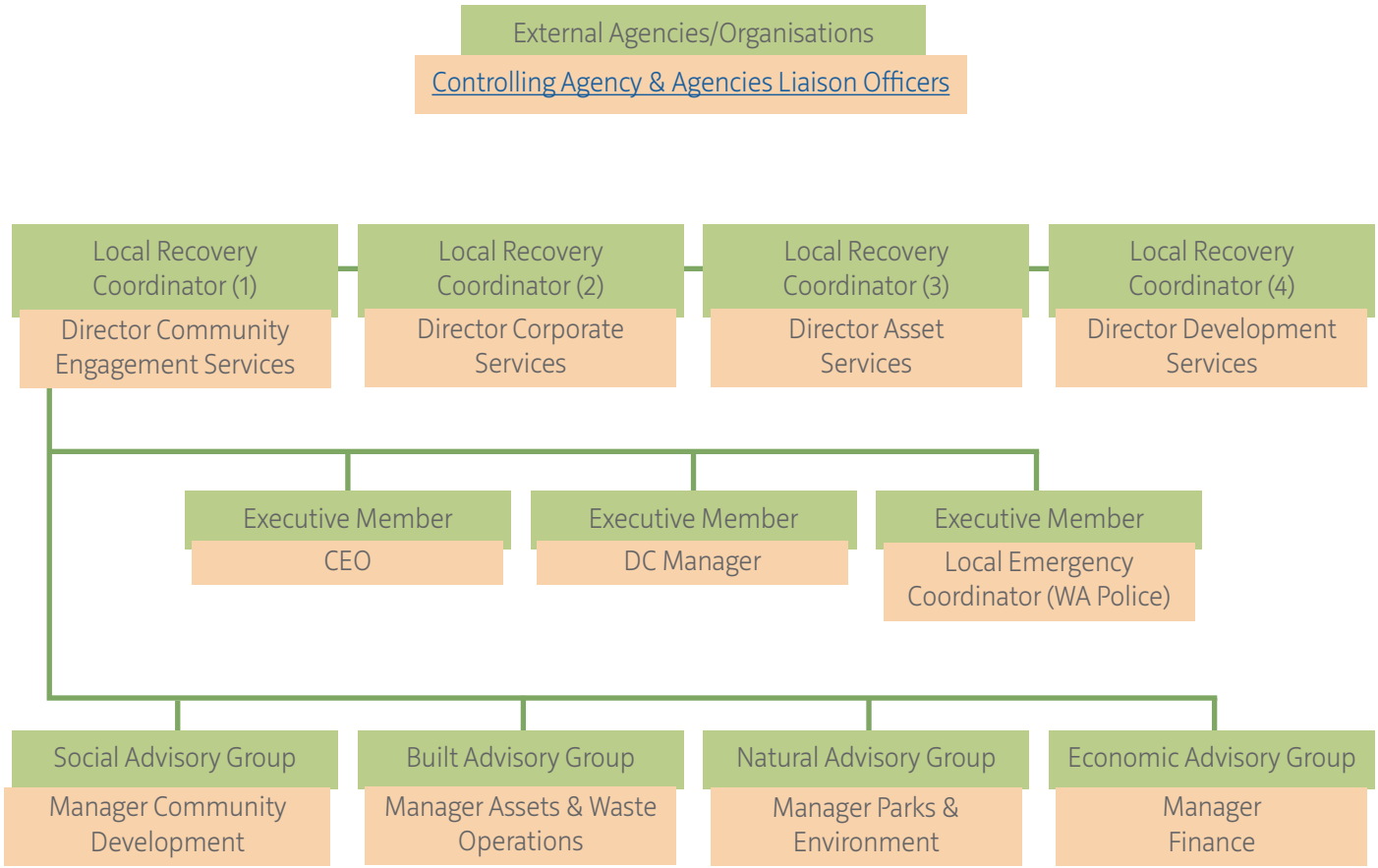
2 ASSESSMENT OF RECOVERY REQUIREMENTS

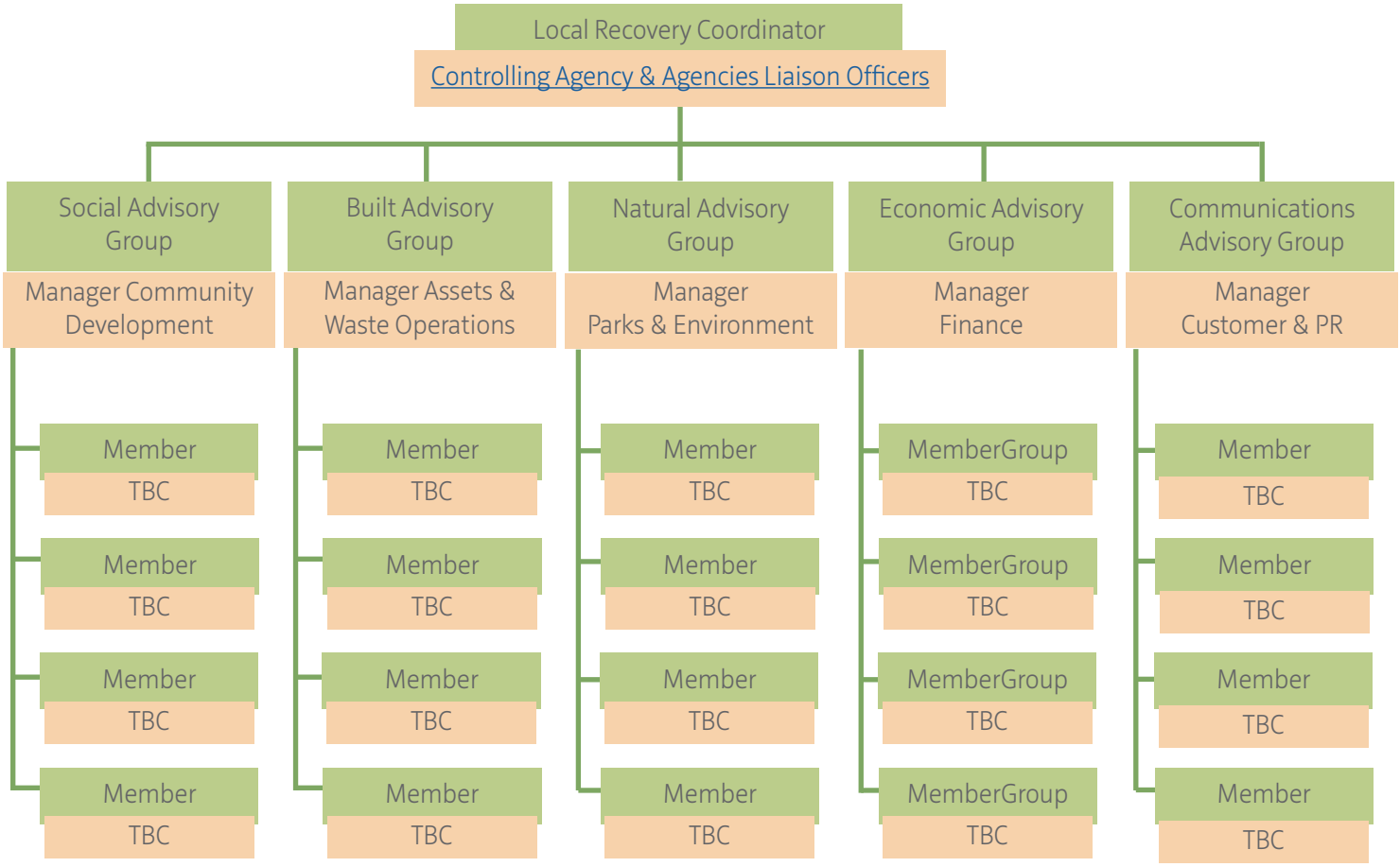
Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including State and City infrastructure) which may be sourced from the Impact Statement
Estimates of costs of damage.
Temporary accommodation requirements (include details of evacuation centres).
Additional personnel requirements (general and specialist).
Human services (personal and psychological support) requirements.
Other health issues.

3 ORGANISATIONAL ASPECTS

Detail the inter-agency relationships and responsibilities.
Roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the LRC .

Organisational Structure - LRCG




Local Recovery Coordinator
Controlling Agency & Agencies Liaison Officers
Social Advisory Group
Manager Community Development
Member
TBC
Member
TBC
Member
TBC
Member
TBC
Built Advisory Group
Manager Assets & Waste Operations
Member
TBC
Member
TBC
Member
TBC
Member
TBC
Natural Advisory Group
Manager Parks & Environment
Member
TBC
Member
TBC
Member
TBC
Member
TBC
Economic Advisory Group
Manager Finance
MemberGroup
TBC
MemberGroup
TBC
MemberGroup
TBC
MemberGroup
TBC
Communications Advisory Group
Manager Customer & PR
Member
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Member
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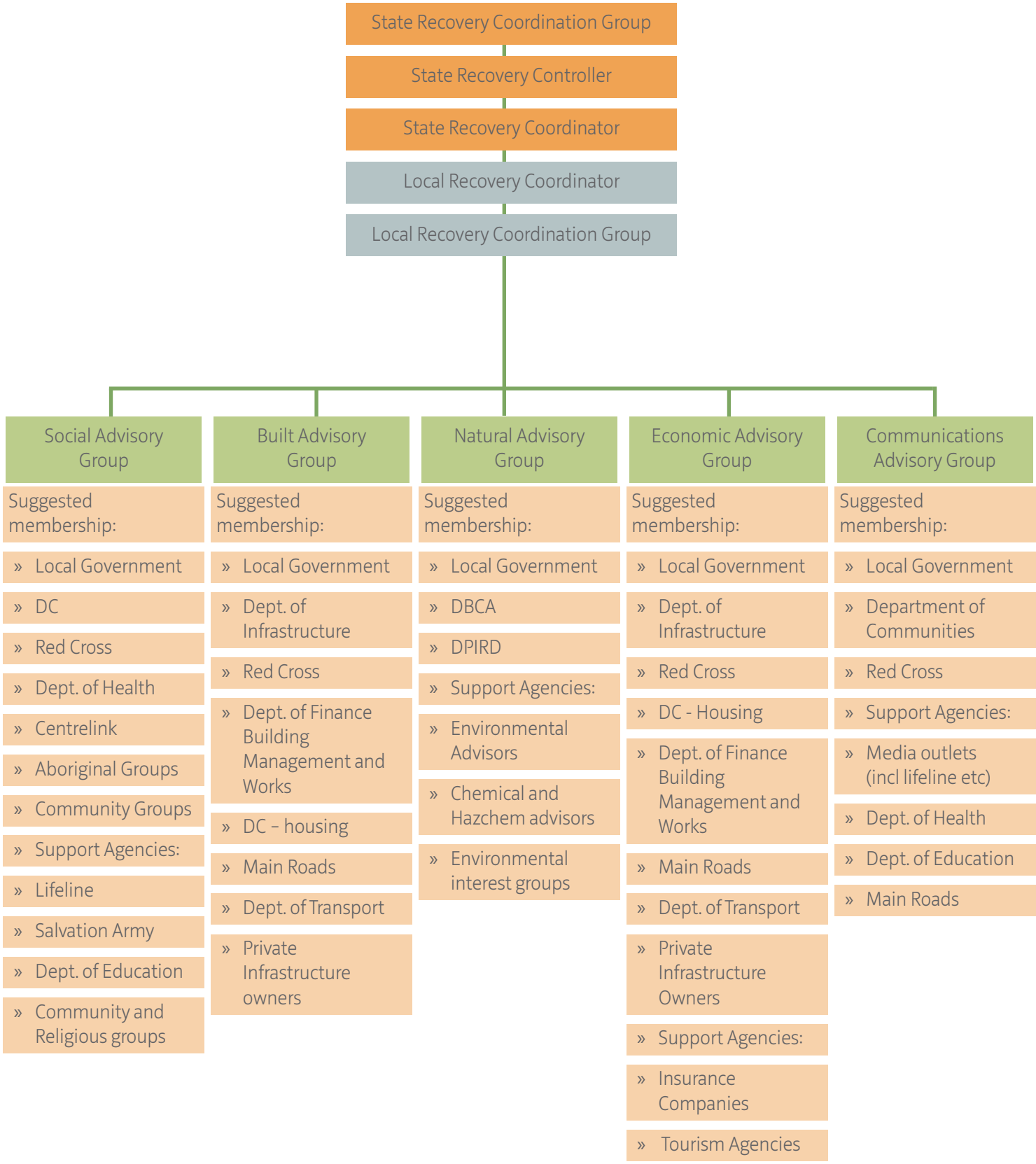
Recovery Management Structure



Recovery Management Structure showing the potential Advisory Group members and State-Wide reporting relationship.

4 OPERATIONAL ASPECTS

Resources available and required.
Re-development Plans (includes mitigation proposals).
Reconstruction restoration programme and priorities (including estimated timeframes).
Include programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies.
Financial arrangements (assistance programs, insurance, public appeals and donations).
Public information dissemination.

5 ADMINISTRATIVE ARRANGEMENTS

Administration of recovery funding and other general financial issues.

Public appeals policy and administration (including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel)

6 CONCLUSION

Summarise goals, priorities and timetable of plan.

Signed by

Chairperson

City of Kalamunda LRCG

Date

Government of **Western Australia**

State Emergency Management Committee

AIDE MEMOIRE
LOCAL RECOVERY COORDINATOR
LOCAL-LEVEL RECOVERY ARRANGEMENTS

Additional information on the Local Recovery Coordinator can be found in the EM Act, Section 41(4); State EM Policy/Plan, Section 6; and State EM Local Recovery Guidelines

Nomination and role of a Local Recovery Coordinator

Local governments are to nominate a suitably skilled Local Recovery Coordinator (LRC) in their Local Emergency Management Arrangements. More than one person should be appointed and trained in case the primary LRC is unavailable during an event. The LRC is responsible for the development and implementation of recovery arrangements, including:

- consideration of potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring
- preparation, maintenance and testing of the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the Local Government
- coordination and promotion of community awareness of the recovery arrangements
- community engagement in recovery arrangements and increasing community involvement in recovery preparedness, awareness and resilience.

Local Recovery Coordinator functions during Response

- liaise with the HMA/Controlling Agency (CA)and District Advisor (DA), and attend (or nominate a Local Government Liaison Officer or CEO) the Incident Support Group and/or Operations Area Support Group meetings
- advise Mayor, Shire President and Chief Executive Officer on the requirement to convene the LRCG, including suggested membership that is event specific
- meet with agencies involved with recovery operations to determine actions
- ensure an understanding of the initial impact from the CA
- determine the level of State involvement in the recovery effort, in conjunction with the local government, LRCG and State Recovery Coordinator (SRC)
- coordinate local recovery arrangements in conjunction with the LRCG, CA, Local Emergency Coordinator and other responsible agencies, if applicable.

Local Recovery Coordinator functions during Recovery

- In consultation with the DA, assess the LRCG requirements and resources for the restoration of services and facilities planned with assistance of responsible agencies
- monitor the progress of recovery and provide periodic reports to LRCG that includes fatigue management (self/others); and communications are accurate, timely and planned
- in conjunction with the local government, ensure that any State-level recovery coordination operates only to ensure that the affected community has equitable and appropriate access to available resources
- ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities
- provide a central point of communication and coordination for the wide range of recovery related services and projects being progressed outside of the LRCG
- make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness.

- arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery arrangements
- arrange for an evaluation of the effectiveness of the recovery activities in relation to the Local Recovery Plan, which should be reviewed within 12 months of the emergency
- ensure the Local Recovery Plan is practical and easily accessible by community/public.

Local Recovery Coordination Group – role and functions

- The LRCG is the strategic decision-making body for recovery. Key functions are:
- assess impact of event and coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the affected community
- ensure inclusion and recovery issues of special needs people/groups are addressed
- if the Disaster Recovery Funding Arrangements – WA (DRFA-WA) have been activated for the event ensure an assessment of damage is undertaken; and be aware of process requirements for eligible assistance measures (contact DRFA-WA officers for advice)
- manage offers of assistance, including volunteers, services and donated money.
- if the Lord Mayor's Distress and Relief Fund (LMDRF) is activated, consult with the City of Perth regarding the eligible criteria and procedures by which LMDRF payments will be made to affected individuals, as the process commences through the local government
- assume administrative tasks: agenda, minutes, reports, finances, recordkeeping, etc.
- coordinate with CA on completion of the Impact Statement
- assess recovery requirements, based on the Impact Statement, within the four environments: social (including psychosocial), built, economic and natural
- establish LRCG subcommittees, across the four environments: social (community), built (infrastructure), economic and natural (environment) subcommittees, or as required
- for extensive reconstruction work, develop an event specific Operational Recovery Plan that includes timeframes, responsibilities, completing major activities, full community participation and access, and considers the longer-term recovery needs and requirements
- negotiate and facilitate the provision of services, public information, information exchange and resource acquisition
- monitor the progress of recovery and receive periodic reports from recovery agencies.

Alignment with the national principles for disaster recovery

Ensure recovery activities are consistent with the national principles for disaster recovery:

- understand the **context**
- recognise **complexity**
- use **community-led** approaches
- **coordinate** all activities
- **communicate** effectively
- recognise and build **capacity**

Effective recovery communication and community engagement

A "Checklist for the LRC and LRCG" which includes information on communicating in recovery and community engagement can be found in Attachment A.

For further information on the Aide Memoire, refer to the:
State EM Local Recovery Guidelines, Part 3 "Managing Recovery", found on the SEMC website: https://www.semc.wa.gov.au/Documents/Resources/LegislationPolicyPlansProcedureandGuidelines/Guidelines/LocalRecoveryGuideline.pdf

ATTACHMENT A

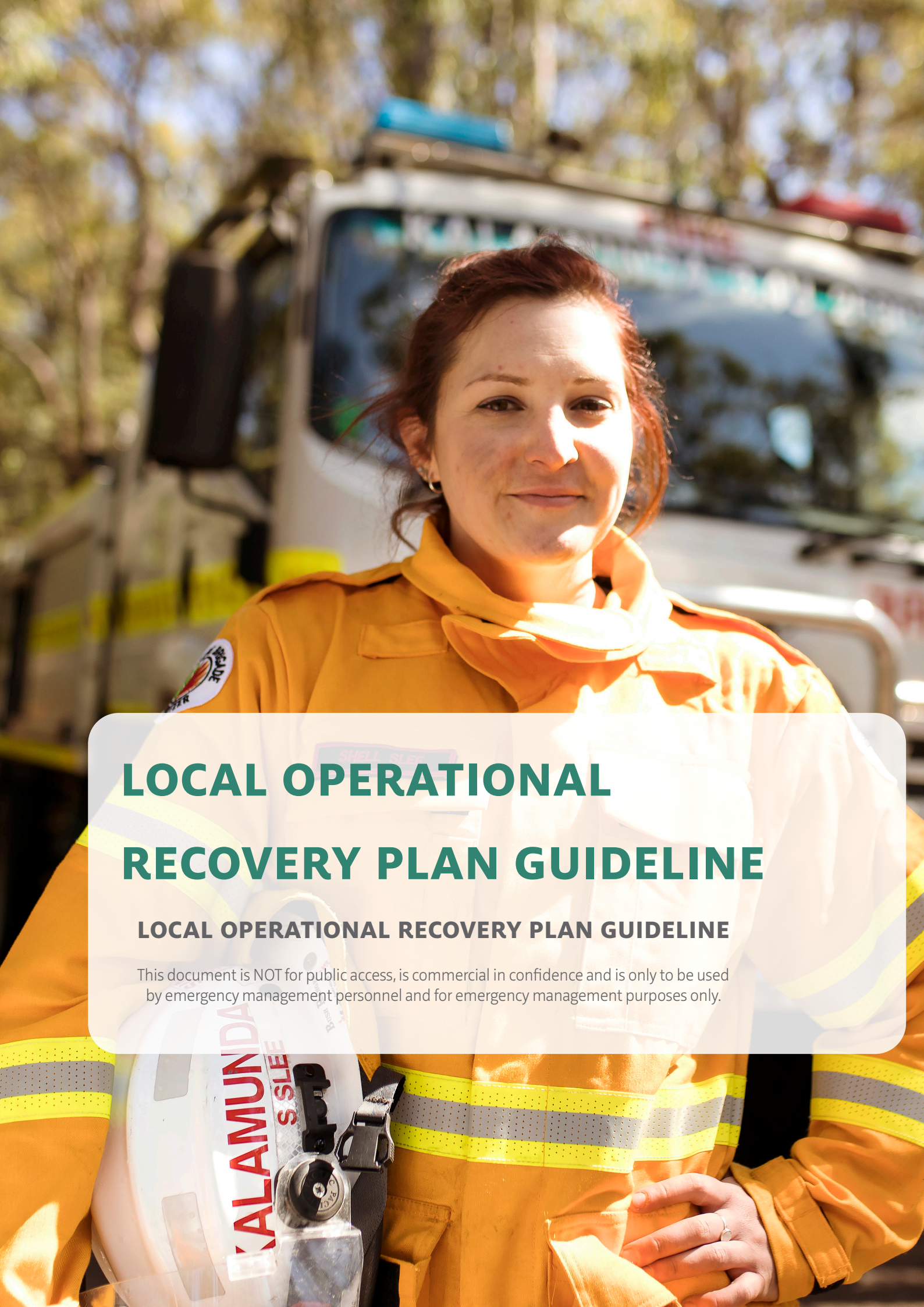
LOCAL RECOVERY COORDINATOR/COORDINATION GROUP CHECKLIST

(Please note timeframes are a guide only and the listing is not exhaustive)

TASK DESCRIPTION	COMPLETE
Within 12-24 hours	
Contact and alert key local/agency contacts, including Incident Controller and DA.	
Liaise with Controlling Agency (CA) and participate (or nominate the Local Government Liaison Officer or CEO) in the Incident Support Group and/or Operations Area Support Group.	
Identify special needs and vulnerable people such as: youth, the aged, the disabled, Aboriginal people, culturally and linguistically diverse (CaLD) people, and isolated and transient people.	
Consider fatigue management for self and recovery staff (contact EM agencies for advice/ support)	
Consider what support is required, such as resources to maintain records of events and actions.	
Brief media on the recovery, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from recovery agencies).	
Within 48 hours	
LRC to ensure an understanding of the initial impact from the CA.	
LRC and local government to determine the need to convene a LRCG and brief members.	
In conjunction with the State Recovery Coordinator, the LRC and local government are to participate in the determination of the level of State involvement in the recovery effort.	
Meet with agencies involved with recovery operations to determine priority actions.	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Manage offers of assistance, volunteers and donated money. Liaise with the City of Perth's Lord Mayor's Distress and Relief Fund (LMDRF), if activated, on eligible criteria and procedures for payments to affected individuals. The procedures commence through the local government. Refer to the State EM Local Recovery Guidelines, Appendix Seven for the criteria and procedures.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities (liaise with the Department of Communities).	
Report on likely costs and impact of recovery activities and establish a system for recording all recovery expenditure (such as keeping all receipts and providing timesheets for paid labour).	
Consider setting up a call centre with prepared responses for frequently asked questions (FAQ). Place the collated FAQs on the local government's website or link for the disaster event, and/or printed materials, as appropriate (choose suitable medium/s for various audiences).	

Within 1 week	
Participate in consultation for completion of Impact Statement by the CA.	
Establish LRCG subcommittees, if needed, based on the 4 environments: social, built, economic and natural, and determine functions and membership. Refer to the State EM Local Recovery Guidelines, Appendix Seven: Sample Recovery Subcommittee Role Statements.	
Depending on extent of the damage, the LRC and LRCG should develop an Operational Recovery Plan which determines the objectives, recovery requirements, governance arrangements, resources and priorities that is specific to the event. Refer to the State EM Local Recovery Guidelines, Appendix Six: Operational Recovery Plan Template.	
If the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements – WA, be aware of process requirements for eligible assistance measures.	
Liaise with DA and recovery agencies to coordinate local management of recovery process.	
TASK DESCRIPTION	**COMPLETE**
Within 1 to 12 months (or longer-term recovery) cont..	
Promote community engagement in recovery planning including involvement in the development of the Local Recovery Plan, which may also improve confidence in recovery and generate a sense of ownership for the Plan, as well as increasing recovery awareness.	
Ensure the completed Local Recovery Plan clearly identifies recovery and operational arrangements such as: any agreements made between local governments or emergency management; roles; responsibilities; and records of all recovery expenditure and resources used.	
Determine longer-term recovery strategies that include psychosocial support.	
Debrief recovery agencies and staff.	
Implement transitioning to mainstream services in consultation with the local government or the State Recovery Coordinator, if applicable.	
Evaluate effectiveness of recovery within 12 months of the emergency, including: • lessons identified and implementation of projects/plans/training to address the lessons • developing recovery strategies/programs/training and education, in consultation with the community, that strengthens community preparedness and resilience for future events.	

Recovery communication and community engagement – throughout the recovery effort	
Effective recovery communication addresses, at a minimum: • the how: community meetings, printed materials, noticeboards, websites, social media, etc. • the who: wide variety of groups, including special needs groups • the what: what has happened, what are the issues, what services/information are available • the where: provide information any place where people spontaneously/normally congregate.	
Set-up relief, recovery centres/one stop shops, that provide the community access to all recovery services for the short, medium or long term. These services provide the opportunity for face-to-face information and resources, as well as a central repository for up-to-date local, community and agency specific information, outreach programs, etc.	
Arrange community initiatives, or accommodate and support community-led initiatives, such as: • community information forums, or neighbourhood or community meetings which can include congregations of sporting, spiritual, recreational and school groups • community or social events, street/neighbourhood barbeques, memorials, anniversaries • a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media.	
Plan and implement a Community Engagement Strategy, using the following as a basic guide: • establish a target audience consider demographics, groups and networks • determine matters to be communicated: what information is needed from the community and what information is needed to be provided to the community • methods of communication consider appropriate methods/mediums for various audiences.	
Establish, or support, community briefings, meetings and information in the recovery context that provide: • clarification of the emergency event (Controlling Agency) • advice on services available (recovery agencies) • input into development of management strategies (local government and recovery agencies) • advice to affected individuals on how to manage their own recovery, including the provision of public health information and psychosocial support (local government, specialist advisers, and government agencies such as the Department of Communities).	
Arrange community meetings and recovery information forums, with clear objectives and purpose, which help in providing information, gathering concerns, dispelling rumour, correcting misconceptions, and raising the profile of the recovery effort. For public meetings, consider: • the patronage, agenda, process of conducting the meeting, speakers, subject matter, complaint process, strategies to deal with, and follow up, concerns or complaints • have representatives from EM disciplines to give information • psychosocial issues • appropriate communication strategies for special needs and vulnerable people and groups.	



LOCAL OPERATIONAL RECOVERY PLAN GUIDELINE

LOCAL OPERATIONAL RECOVERY PLAN GUIDELINE

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APPENDIX 1

GLOSSARY OF TERMS

AIIMS – The Australasian Interagency Incident Management System is a command structure set up to systematically and logically manage emergency incidents from small to large, difficult or multiple incidents. It is designed to expand to ensure effective span of control at all levels.

COMBAT – to take steps to eliminate or reduce the effects of a hazard on the community.

COMBAT AGENCY - an organisation which, because of its expertise and resources, is responsible for performing a task or activity such as firefighting, rescue, temporary building restoration, evacuation, containment of oil spills, monitoring of radioactive materials. An emergency operation may involve several Combat Agencies.

COMMAND - the direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation, policy statements, and cabinet minutes and/or by agreement within an organisation. COMMAND relates to ORGANISATIONS and operates VERTICALLY within an ORGANISATION.

COMMUNITY EMERGENCY RISK MANAGEMENT – a systematic process that produces a range of measures which contribute to the wellbeing of communities and the environment. (See also – RISK MANAGEMENT)

CONTROL - the overall direction of emergency management activities in a designated emergency or disaster situation. Authority for control is established in legislation, policy statements, and cabinet minutes or in an emergency management plan and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. CONTROL relates to SITUATIONS and operates HORIZONTALLY across ORGANISATIONS.

CONTROL CENTRE - a facility where the Incident Controller is located and from which the control and management of emergency operations is conducted. It is usually prefixed by the nature of the emergency, e.g. Fire Control Centre, Cyclone Control Centre, Forward Command Unit, etc.

COORDINATION - the bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, human resources and equipment) in accordance with the requirements imposed by the threat or impact of an emergency.

DISASTER - see **EMERGENCY**.

DISTRICT EMERGENCY COORDINATOR – is appointed by the State Emergency Coordinator for each emergency management district. The District Emergency Coordinator has responsibility to provide advice and support to the District Emergency Management Committee for the district in the development and maintenance of emergency management arrangements for its district and to carry out other emergency management functions in accordance with the directions of the State Emergency Coordinator.

DISTRICT EMERGENCY MANAGEMENT COMMITTEE – is responsible in assisting in the establishment and maintenance of effective emergency management arrangements for the district for which it is constituted and has such other functions as are prescribed by the regulations.

EMERGENCY - an event, actual or imminent, which endangers or threatens to endanger life, property, or the environment, and which is beyond the resources of a single organisation or which requires the coordination of several significant emergency management activities.

EMERGENCY MANAGEMENT - is a range of measures to manage risks to communities and the environment. It

involves the development and maintenance of arrangements to prevent or mitigate, prepare for, respond to, and recover from emergencies and disasters in both peace and war.

EMERGENCY COORDINATION CENTRE - a facility, where the Controller is located and from which coordination of all support to the Controller is managed. There are four types of coordination centres State, Region, Local and Forward Coordination Centres.

EMERGENCY RISK MANAGEMENT – A systematic process that produces a range of measures that on being implemented contributes to the safety and wellbeing of communities and the environment.

EVACUATION - is the "directed, forced movement of (non-emergency services) people by an emergency service".

NOTE: The terms "emergency" and "disaster" are used nationally and internationally to describe events that require special arrangements to manage the situation. "Emergencies" or "disasters" are characterised by the need to deal with the hazard and its impact on the community.
The term "emergency" is used on the understanding that it also includes any meaning of the word "disaster".

RELOCATION - is the "self-initiated or voluntary movement of people to a place of safe-refuge".

HAZARD - a situation or condition with potential for loss or harm to the community or the environment.

HAZARD MANAGEMENT AGENCY (HMA) - an organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources, is responsible for ensuring that all emergency management activities pertaining to the prevention of, preparedness for, response to and recovery from, a specific hazard are undertaken. Such organisations are either designated by legislation or detailed in State level emergency management plans.

INCIDENT - an Emergency, which impacts upon a localised community or geographical area but not requiring the co-ordination and significant multi-agency emergency management activities at a district or State level.

INCIDENT AREA – the area, defined by the Incident Controller, incorporating the localised community or geographical area impacted by an Incident.

INCIDENT CONTROLLER (IC) - the person responsible for the overall management of a major emergency or disaster. In all instances the senior officer of the Hazard Management Agency will perform this function.

INCIDENT MANAGEMENT TEAM (IMT) – the group of incident management personnel comprised of the Incident Controller and the personnel appointed to be responsible for the functions of Planning, Operations and Logistics.

INCIDENT SUPPORT GROUP(ISG) – the group that may be convened by an Incident Controller in consultation with the relevant Local Emergency Coordinator to assist in the support of an Incident.

LIFELINES – systems or networks that provide for the circulation of people, goods, services and information upon which health, safety, comfort, and economic activity depend.

LOCAL EMERGENCY COORDINATOR – is appointed for a local government district by the State Emergency Coordinator. The Local Emergency Coordinator is responsible for providing advice and support to the Local Emergency Management Committee for the district in the development and maintenance of emergency management arrangements and are also responsible for assisting Hazard Management Agencies in the provision of a coordinated response during an emergency in the district and carrying out other emergency management activities in accordance with the directions of the State Emergency Coordinator.

LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS (LEMA) – refers to this document and may also be referred to as these arrangements or local arrangements.

LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC) – is established by the local government and consists of a chairperson and other members appointed by the relevant local government with the Mayor as the chairperson of the committee. Functions of the Local Emergency Management Committee to advise and assist the local government in ensuring that local emergency management arrangements are established for its district, to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements, and to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

OPERATION – an Incident or multiple Incidents which impact, or are likely to impact, beyond a localised community or geographical area.

OPERATIONS AREA - that area, defined by the Operations Area Manager, incorporating the entire community or geographical area impacted by, or likely to be impacted by an operation and incorporating a single or multiple Incident Area.

OPERATIONS AREA SUPPORT GROUP (OASG) – the group that may be convened by an Operations Area Manager, in consultation with the relevant District Emergency Coordinator(s), to assist in the overall management of an Operation. The OASG includes representation from key agencies involved in the response.

OPERATIONS AREA SUPPORT GROUP (OASG) – the group that may be convened by an Operations Area Manager, in consultation with the relevant District Emergency Coordinator(s), to assist in the overall management of an Operation. The OASG includes representation from key agencies involved in the response.

OPERATIONS AREA MANAGER - the person designated by the relevant Hazard Management Agency, responsible for the overall management of an Operation and provision of strategic direction to agencies and Incident Controller(s) in accordance with the needs of the situation.

RISK - a concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities, and the environment.

RISK MANAGEMENT - The systematic application of management policies, procedures, and practices to the task of identifying, analysing, evaluating, treating and monitoring risk. Refer to AS/NZS Standard 31.000:2018 Risk management - Guidelines.

STATE EMERGENCY COORDINATION GROUP - a group that may be established at State level, by the State Emergency Coordinator, at the request of, or in consultation with, the Hazard Management Agency, to assist in the provision of a coordinated multi-agency response to and recovery from the emergency. The SECG includes representation, at State level, from key agencies involved in the response and recovery for the emergency.

STATE EMERGENCY MANAGEMENT PLAN – means a plan prepared under section 18 of the Emergency Management Act.

STATE EMERGENCY MANAGEMENT POLICY – a policy prepared under section 17 of the Emergency Management Act 2005

SUPPORT ORGANISATION - that organisation whose response in an emergency is either to restore essential lifeline services (e.g., Western Power, Water Corporation of W.A, Main Road W.A. etc) or to provide such support functions as welfare, medical and health, transport, communications, engineering etc.

THE ACT - Refers to the Emergency Management Act 20

APPENDIX 2

RISK REGISTER

1 - INTRODUCTION

This document has been compiled to list the risks from natural and human caused hazards that may be reasonably expected to impact upon the City of Kalamunda Local Government Area (LGA). The identification of hazards, consequences and the treatment are a priority for the City of Kalamunda through the Local Emergency Management Committee (LEMC).

1.1 Climate Change

Throughout the risk analysis to identify the City's highest hazards the effects of climate change in line with the following statement should be considered:

There is a broad scientific agreement that human activities that emit greenhouse gases have begun to change climate patterns globally and regionally; that they will continue to do so; and that some level of further climate change impacts are now inevitable. There is therefore a need for Local Governments to ensure decisions and plans consider climate change and appropriately consider the predicted impacts and risks associated with projected climate changes.

Climate change is likely to increase both the frequency and severity of natural hazards and disasters. So, in considering the risks that climate change may pose to Local Government there is a need to consider the increased cost burden and legal liability.

2 - RISK

Risk evaluation assists in determining which risks may require further detailed assessment or treatment and prioritises measures to reduce risk levels. The criteria below serve to establish the community priorities based on the following; people, infrastructure, economy, public administration, environment and social/cultural.

Priority	Scope	Criteria
1	People: Population Vulnerable groups Demographics	Protect lives and wellbeing of persons.
2	Infrastructure: Economic production Utilities Transport	Maintain the functionality of infrastructure particularly key transport infrastructure and utilities required for community health, economic production, and effective management of emergencies
3	Public Administration: Emergency services Government services Non-government services Utility providers Service providers	Ensure there is an effective, functioning system for core service delivery
4	Economy: Important Industries Local Businesses Transport Networks Tourism Utilities Shopping Centres	Maintain and grow the productive capacity, employment, and government revenue
5	Environment: Flora Fauna Conservation areas Bodies of water Areas highly valued by the community	Protect the ecosystem and biodiversity of the area
6	Social: Schools/educational facilities Hospitals & Healthcare Aged care facilities Community Centres Heritage buildings	Ensure there is public order, under which people are safe and have access to social amenity including health services, and things of cultural importance.

3 - HAZARD SUMMARY

The City of Kalamunda's risk register is a stand-alone document which supports the LEMA and includes identified risks associated with the hazards assessed and their risk level. The risks rated as having extreme or high along with a treatment priority of 1 or 2 include identified treatment strategies. The implementation of treatment strategies lies with the HMA, Support organisations and the City of Kalamunda. Risk statements that were assessed as medium and low will still have a significant impact on the community. These risks will continue to be monitored annually for changes.

The City of Kalamunda has identified the following hazards that are likely to impact on the local community along with the impact and potential consequences associated with them.

HAZARD: FIRE (Bush and Structure)	
Cause:	• Lightning, arson • unauthorised burning • authorised fires becoming out of control • fires initiated by mechanical faults, • technological faults/failures
Impact:	• Loss of life and/or serious injury. • Displacement of community • Environmental damage – Flora and fauna • Disruption to essential services and critical infrastructure • Loss or damage to private and commercial assets (incl. contents); and • Loss or damage to City assets
Prevention	• DFES • Agencies or other organisations responsible for bush fire risk areas • City of Kalamunda; and • Community (residents, land and homeowners)
Preparedness	• DFES • Agencies or other organisations responsible for bush fire risk areas • City of Kalamunda; and • Community (residents, land and homeowners)
Response	• DFES • DBCA • Support Agencies (WAPOL, Dept Communities) • City of Kalamunda
Recovery	• City of Kalamunda • LRC • LRCG • Welfare Support Groups and organisations
Potential Consequences	• Loss of life and/or serious injury • General community health issues associated with heat and smoke etc • Damage to private and commercial assets • Displacement of persons (short and long term) • Damage to environment (Flora & Fauna) • Financial losses to private and commercial interests • Demand on insurance claims • Disruption to essential services and delivery of core business • City of Kalamunda engaging in recovery efforts • Increases risk of collapse

HAZARD: STORM	
Cause:	Cold weather front producing a severe thunderstorm warning. The weather front includes zones of severe activity, including dangerous winds, large hail, heavy rainfall and flash flooding.
Impact:	• Damage to private and commercial dwellings/buildings • Impact on people (displacement) • Demands on emergency responders (capacity to manage surge demand) • Environmental damage (flooding, erosion, tree damage) • Financial (insurance costs to industry, private expenses for repair)
Prevention	• Bureau of Meteorology (BoM) • City of Kalamunda • Western Power
Preparedness	• DFES • City of Kalamunda • Community members • Media outlets • Western Power
Response	• DFES • SES • BoM • Department of Communities • Utility services (power, water & transport)
Recovery	• City of Kalamunda • LRC • LRCG • Welfare Support Groups and organisations
Potential Consequences	• Loss of life and/or serious injury • Damage to private and commercial infrastructure • Damage to environment (Flora, fauna and trees) • Displacement of persons (short & long term) • Disruption to essential services • City of Kalamunda engaging in recovery efforts • Loss of community confidence in public administration • Impact on transport network due to damages and debris • Widespread power cuts • Increased risk of fires • Increased risk of anti-social behaviour

HAZARD: CRASH (Road, Air and HAZMAT)	
Cause:	A crash is a collision or imminent collision of a vehicle or aircraft with terrain, water, vehicle, structure/s or other things, and is of such a nature or magnitude that it requires a significant and coordinated response. As a result of the crash, hazardous materials may pose another significant hazard to the surrounding environment and community.
Impact:	• Loss of life and/or serious injury • Displacement of community • Demands on emergency responders (capacity to manage surge demand) • Environmental damage (contamination, flora, fauna, waterways) • Disruption to essential services and critical infrastructure • Significant damage to private and commercial assets • Personal hardship (loss of personal effects, employment) • Loss of community confidence in public administration • Impact on transport network through damage and exclusion or restricted access • Challenge to manage waste resulting from damage, demolitions, and debris
Prevention	• Department of Transport • Government and private industry • City of Kalamunda • Civil Aviation Safety Authority • Main Roads • WAPOL
Preparedness	• Department of Transport • City of Kalamunda • Community education • Perth Airport • WAPOL • Department of Health • DFES
Response	• Main Roads • WA Health • WAPOL • DFES • Department of Communities • Utility services (power, water & transport)
Recovery	• City of Kalamunda • LRCG • WA Health • Main Roads
Potential Consequences	• Significant loss of life and/or serious injury • Damage to environment (contamination, flora, fauna, and waterways) • Collateral damage to surrounding infrastructure and community • Short and long-term disruption to traffic management – resulting in congestion and delays • Surge on health services • Health impact from debris (aircraft) in the community • Increases risk of fire and collapse

HAZARD: AGRICULTURAL DISEASE	
Cause:	Diseases have a detrimental effect on plants and animals and impact market access and agricultural production. Diseases include micro-organisms, disease agents (bacteria, fungi and viruses), infectious agents, parasites and genetic disorders.
Impact:	• Financial (insurance costs to industry, private expenses) • Income loss • Person Hardship (employment and income avenues) • Disruption to delivery of core business • Loss of life incl. animal • Challenge to manage quarantine efforts • Challenge to manage carcass disposal • Tourism
Prevention	• Department of Primary Industries and Regional Development (DPIRD) • Commonwealth Department of Agriculture and Water Resources (DAWR) • Government and private industry
Preparedness	• DPIRD • Animal Health Australia (AHA) • Community • Plant Health Australia (PHA) • Department of Agriculture and Food WA (DAFWA)
Response	• DPIRD • DAFWA • Government and private industry
Recovery	• City of Kalamunda
Potential Consequences	• Financial (insurance costs to industry, private expenses) • Income loss for growers • Personal Hardship (employment and income avenues) • Disruption to delivery of core business • Loss of life incl. animal • Challenge to manage quarantine efforts • Challenge to manage carcass disposal • Impacting tourism

HAZARD: (DRAFT) HEATWAVE	
Cause:	A heatwave is defined as three or more days in a row when both daytime and night-time temperatures are unusually high – in relation to the local long-term climate and the recent past.
Impact:	• Loss of life or serious illness (heat related) • Damage to critical infrastructure such as roads, railways and bridges • Economic and functional impact to industry infrastructure due to power supply outages • Disruption to normal business, absenteeism, health and loss of tourism resulting in economic loss; and • Disruption of normal support services, community activities and reduction in the community wellbeing
Prevention	• Department of Health • State Health Coordinator • BoM • Government and private industry • City of Kalamunda
Preparedness	• State Health Coordinator • City of Kalamunda • Community • Media outlets
Response	• BoM • WA Health • Department of Communities • Utility services (power, water & transport)
Recovery	• City of Kalamunda • LRCG
Potential Consequences	• Loss of life and/or serious illness • Loss and/or damage to community infrastructure (drainage systems, road networks) • Power outages to private homes and commercial industry • Disruption to business sector (lost productivity due to power outage and absenteeism • Increased demand on medical services • Increase of anti-social behaviour • Increased risk of fires impacting tourism

HAZARD: (DRAFT) COLLAPSE	
Cause:	Collapse is the sudden release of stress built up causing a landslide or collapse involving a bridge, building or structure. The cause of collapse may come from several sources, such as earthquake, excavation, flood, erosion, explosion, fire and public transport accidents.
Impact:	• Loss of life and/or serious injury. • Damage to buildings and infrastructure • Rock fall • Damage to environment • Disruption to normal services • Impact on transport • Personal Hardship (financial) • Damming effect from debris • Increase demand on City resources (traffic management, clean up)
Prevention	• Department of Mines, Industry Regulation and Safety (Building & Energy Division) • Main Roads • City of Kalamunda
Preparedness	• DFES • WAPOL • Government and private industries • Utility Services (Power, water, transport) • City of Kalamunda
Response	• DFES • WAPOL • Department of Communities • Utility services (power, water & transport) • St John Ambulance • City of Kalamunda
Recovery	• City of Kalamunda • LRCG
Potential Consequences	• Loss of life and/or serious injury • Damage to private and commercial infrastructure • Damage to the environment (flora, fauna, trees and waterways) • Displacement of persons • Disruption of transport services and networks • Increased demand for City of Kalamunda resources • Loss of community confidence in public administration • Power outages • Increased demand to manage quantity of debris clean up

3 - RISK TREATMENT

Since identified risks may have varying impacts on the local governments, risk evaluation helps to decide which risks may require further detailed assessment or treat and sets priorities on the measures chosen to reduce risk levels. Through the evaluation process, the City can evaluate and assess whether the magnitude of a risk is acceptable or tolerable. Having identified and evaluated the risks, the following step involves treating risks should result in reducing the impact on communities while increasing resilience.

APPENDIX 3

LOCAL RESOURCE AND ASSET REGISTER

This document is NOT for public access, is commercial in confidence and is only to be used by emergency management personnel and for emergency management purposes only.

APPENDIX 4

EMERGENCY ANIMAL WELFARE PLAN

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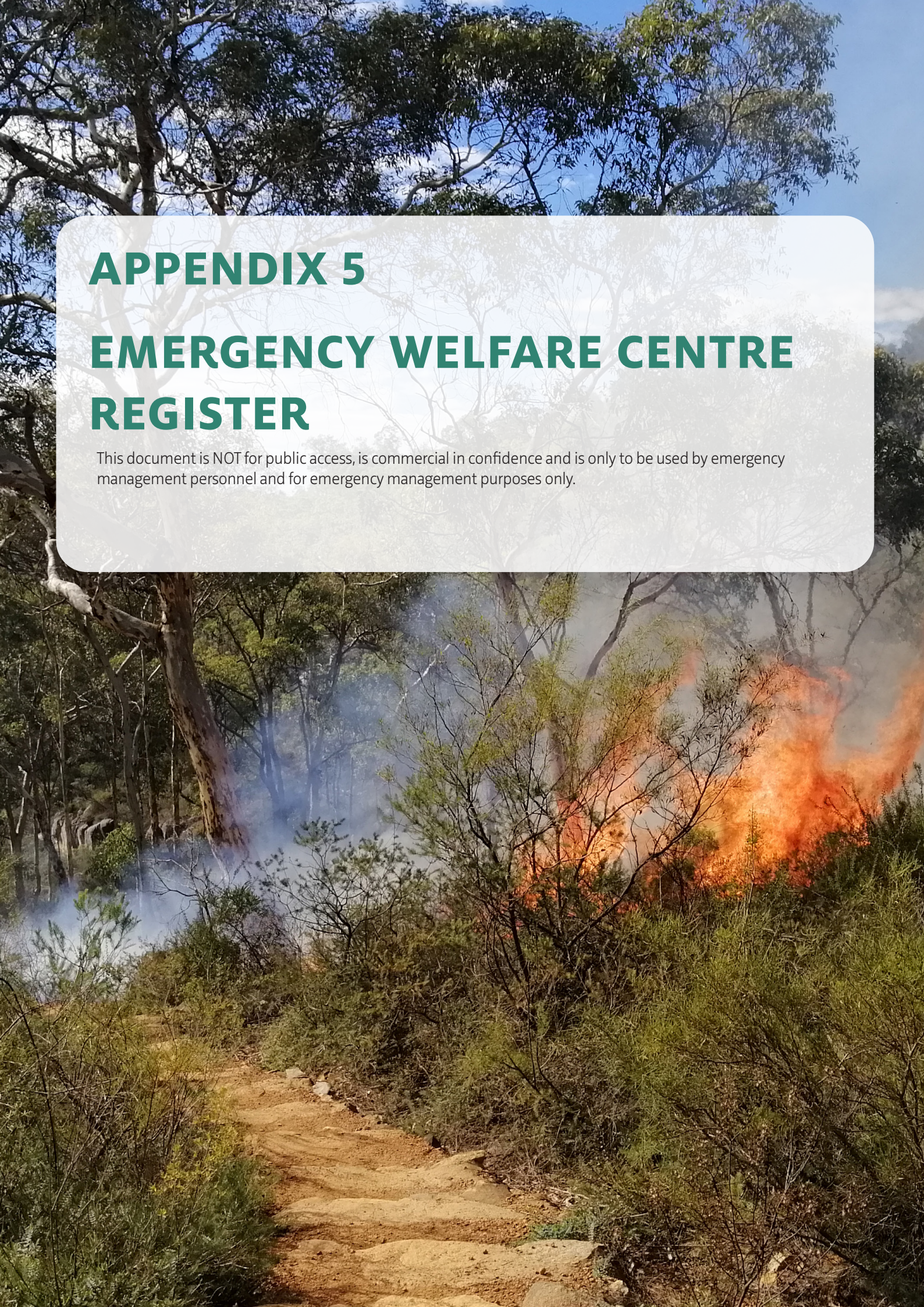

APPENDIX 5

EMERGENCY WELFARE CENTRE REGISTER

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