

LEMA

LOCAL EMERGENCY
MANAGEMENT ARRANGEMENTS



LOCAL RECOVERY PLAN 2024



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4. Rec. Operational sequence

8. Rec. Health and Welfare

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ADMINISTRATION



Amendments to the Plan should be recorded. The following table shows an example of an amendment record.

No	Details of Amendment	Review / Amendment Date	Initials
1	Update Version	Dec 2016	CESM
2	Review and Submit Draft to LEMC	Jan 2017	CESM
3	Amendment to reflect EM Legislation	Jan 2017	DA-OEM
4	Review and Amendments	May 2017	CESM
5	Review	Aug 2017	DA-OEM
6	Review	Aug 2017	DA-OEM
7	Review and complete redevelopment	Nov 2024	LRW / RC
8	Review & Adoption by LEMC, Council, DEMC & SEMC	April 2025	RC



1.2 Endorsement - Three Springs Local Recovery Plan

These Local Emergency Management Arrangements have been produced and issued under the authority of S. 41(1) of the [Emergency Management Act 2005](#), endorsed by the Shire of Three Springs (Shire) and have been tabled with the District Emergency Management Committee.



Chair Local Emergency Management Committee
Jim Heal- Shire Councillor
Shire of Three Springs
Date: 14/01/2025



Local Emergency Coordinator
Three Springs Police
Officer in Charge
Date: 14/01/2025



Chief Executive Officer
Keith Woodward
Shire of Three Springs
Date: 14/1/2025

Disclaimer: This Plan has been produced by the Shire of Three Springs in good faith and is derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of the information cannot be guaranteed and Three Springs expressly disclaims liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect arising from such omission.



1.3 Acronyms

(The) Act	Emergency Management Act 2005 (WA)
ARC	Australian Red Cross
CA	Controlling Agency
CEO	Chief Executive Officer
Communities	Department for Communities
DFES	Department of Fire and Emergency Services
DRFAWA	Disaster Recovery Funding Arrangements - Western Australia
DEMC	District Emergency Management Committee
ERM	Emergency Risk Management
HMA	Hazard Management Agency
IC	Incident Controller
IS	Impact Statement
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LECC	Local Evacuation Centre Coordinator
LEMC	Local Emergency Management Committee
LGLO	Local Government Liaison Officer (Relief and Support)
LEMA	Local Emergency Management Arrangements
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
LRP	Local Recovery Plan (this document)
OIC	Officer in Charge
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Policy
SES	State Emergency Services



1.4 Document Availability

Members of the public can view a copy of the Local Recovery Plan (LRP) on Shire of Three Springs' website. Physical copies are available for inspection, during office hours, at Shire of Three Springs' Administration Offices [in Calingiri](#)



1.5 Feedback

Feedback on this Plan is invited and can include:

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

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

Chief Executive Officer
Shire of Three Springs
132 Railway Road
(PO Box 117)
THREE SPRINGS WA 6517
Ph: (08) 9954 1001
Email: general@threesprings.wa.gov.au

The Local Emergency Management Committee (LEMC) will be given any suggestions and/or comments for consideration. The LEMC must approve all amendments and enter them in the Amendment Record.



1.6 Distribution

Full Unrestricted Version

Full Unrestricted Version

Chairperson LEMC
Executive Officer LEMC
Chief Executive Officer - Shire of Three Springs
WA Police – OIC Three Springs Station
Mid-West Gascoyne DEMC
Department of Communities
North Midlands Health Services
St John Ambulance - Three Springs Sub Centre
Community Paramedic St John Ambulance
Chief Bush Fire Control Officer - Shire of Three Springs
DFES Regional Office - Geraldton
Three Springs Primary School
Shire of Three Springs Administration Centre
State Emergency Services - Eneabba
Three Springs Volunteer Bush Fire Brigade
Arrino Volunteer Bush Fire Brigade
Three Springs East Volunteer Bush Fire Brigade
Three Springs West Volunteer Bush Fire Brigade
SEMC - Business Unit (Perth)
Shires of the Mid-West Gascoyne Region

Restricted version

Public Access

Shire of Three Springs Offices – Front Counter/Reception
Shire of Three Springs Website: general@threesprings.wa.gov.au
Three Springs Library: library@threesprings.wa.gov.au



1.7 Related Documents, Agreements and Understandings, Special Considerations

1.7.1 Related Documents

The Local Recovery Plan (LRP) is consistent with State Emergency Management Policies and State Emergency Management Plans and should be read in conjunction with Three Springs' Local Emergency Management Planning and Arrangements.

Details are held by Shire of Three Springs' Administration Offices at:

Shire of Three Springs
132 Railway Road
(PO Box 117)
THREE SPRINGS WA 6519
Email: general@threesprings.wa.gov.au

1.7.2 Agreements and Understanding

An informal partnering agreement is in place between government agencies to provide mutual aid for recovery during emergencies and post-incident recovery.

Shire of Three Springs	Shire of Mingenew
Shire of Carnamah	Shire of Morawa
Shire of Irwin	Shire of Perenjori

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

RECOVERY



2.1 Overview

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

During, and following, an emergency, the Shire of Three Springs is the closest form of governance to the local community and is in the best position to lead, manage and coordinate community recovery. State Government departments, supporting agencies, community members, community groups and community service organisations cooperate with or directly support Three Springs.

Shire of Three Springs recognises disaster recovery is more than simply replacing what has been destroyed and rehabilitating those affected.

Disaster recovery is a complex, dynamic and potentially protracted process rather than just a remedial process.

For this reason, Shire of Three Springs and its Local Recovery Group (LRG) adopt the National Principles of Disaster Recovery while also aligning these to strong recovery values when engaged in recovery activities.



2.2 Authority

This LRP has been prepared in accordance with the Act and endorsed by Three Springs’ LEMC and Shire of Three Springs Council. The Plan is tabled for noting with the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).



2.3 Purpose

To establish detailed planning, arrangements and processes to restore, as quickly as possible, the quality of life in an affected community so it can continue to function as part of the wider community.



2.4 Shire Recovery Principles

Three Springs Local Recovery Plan (LRP) and its Local Recovery Group (LRG) will be aligned to all aspects of recovery, incorporating the Australian National Disaster Recovery Principles that are considered central to successful recovery, being:

Understanding the **CONTEXT**

Shire of Three Springs recognises that successful recovery hinges on an understanding of its diverse and rich community heritage within its local government area, having its own history, values and dynamics and will always consider them.

Recognising **COMPLEXITY**

Shire of Three Springs acknowledges the complex and dynamic nature of both emergencies and the diverse nature of its communities.

Using **COMMUNITY-LED** approaches

Shire of Three Springs recognises that successful recovery is based on involving the community and commits to being responsive, flexible and engaging to support communities into the future.

COORDINATING all activities

Shire of Three Springs will be the hub for a successful recovery ensuring a planned, coordinated and adaptive approach between communities, partner agencies and industry, based on continuing assessment of impacts and needs.

COMMUNICATING effectively

Shire of Three Springs understands the imperative of effective communication for successful recovery and will ensure the Recovery Communications Plan (see Appendix 3) is activated to ensure community and partners are always informed and heard.

Building **CAPACITY**

Shire of Three Springs appreciates that successful recovery recognises, supports and builds on individual community and organisational capacity and resilience and, at every opportunity, will allow programs and processes to do this.



2.5 Three Springs Recovery Values

Shire of Three Springs will apply sound disaster recovery **Values** to all activities by:

1. Considering consequences of actions ensuring **NO HARM** to disaster affected communities
2. Providing **LEADERSHIP** for Three Springs' communities
3. Recognising Three Springs' key role is to foster **COLLABORATION** between partner agencies and community
4. **EMPOWERING** individuals and groups to effectively carry out recovery activities
5. **ACTING** as quickly as possible, however, planning for the **LONG-TERM** (see Value 1)
6. **TRANSITION** to normal services will be part of the Recovery Long-Term Strategy
7. **CAPTURING** lessons learnt for building capacity and resilience for the Three Springs community



2.6 Community Development in Recovery

Community development is a process that empowers individuals and groups within a community to collectively identify and address their needs, challenges, and aspirations. This method is particularly valuable in recovery, highlighting the essential role of Local Government Community Development Officers.

Community Development Officers are skilled professionals in engaging residents, coordinating community initiatives, advocating for vulnerable/higher risk populations, and fostering capacity building. Their expertise and knowledge uniquely position them to support and advise in recovery planning.

Key opportunities for Community Development Officers in recovery include:

Providing opportunities for disaster-affected people to 'have their say' and enable people to have power to influence (when they may feel powerless following the impact of an emergency)

Working 'with' people rather than 'doing things to' or 'for' them

Supporting people to come to terms with their different life circumstances and move forward into a new, changed reality, which may provide new adaptive socioeconomic and disaster preparedness opportunities

Source: [Community Recovery – Handbook 2](#) (Australia Disaster Resilience)



2.6 Threats

As Three Springs is diverse, several impacts need to be considered that may affect how the Plan is implemented in times of emergency:

Consideration	Season
Bush Fire Season	November – April
Storm Season	May - October
Flooding Event	Riverine Flooding Downpour Flash Flooding
Public Events (Influx of People): ○ Tourists ○ Wildflower Season ○ Three Springs Wildflower Show and Art Exhibition ○ Off Road Racing	April – September May – September August September (Long weekend)
Road Transport (Accident and/or Closure) ○ Midlands Road and Brand Highway	All Year
Rail Transport (Accident and/or Closure) ○ Grain Trains ○ Talc Mine	All Year



2.7 Scope

This LRP is limited to the boundaries of the Shire of Three Springs. It details the recovery plan for the community and will not detail how individual organisations will conduct recovery activities within their core business areas.

The LRP is a support plan to Three Springs' Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.



2.8 Geographic Location

The area covered by this Plan is the geographic area covered by the Shire of Three Springs (Three Springs) under the Local Government Act (1995). The Three Springs occupies 2,656 square kilometres (km) in the Mid-West Region of Western Australia, 313 km north of Perth.

The Three Springs includes the townsite and localities of:

Kadathinni	Arrowsmith	Arrino (Townsite)
Womarden	Dudawa	

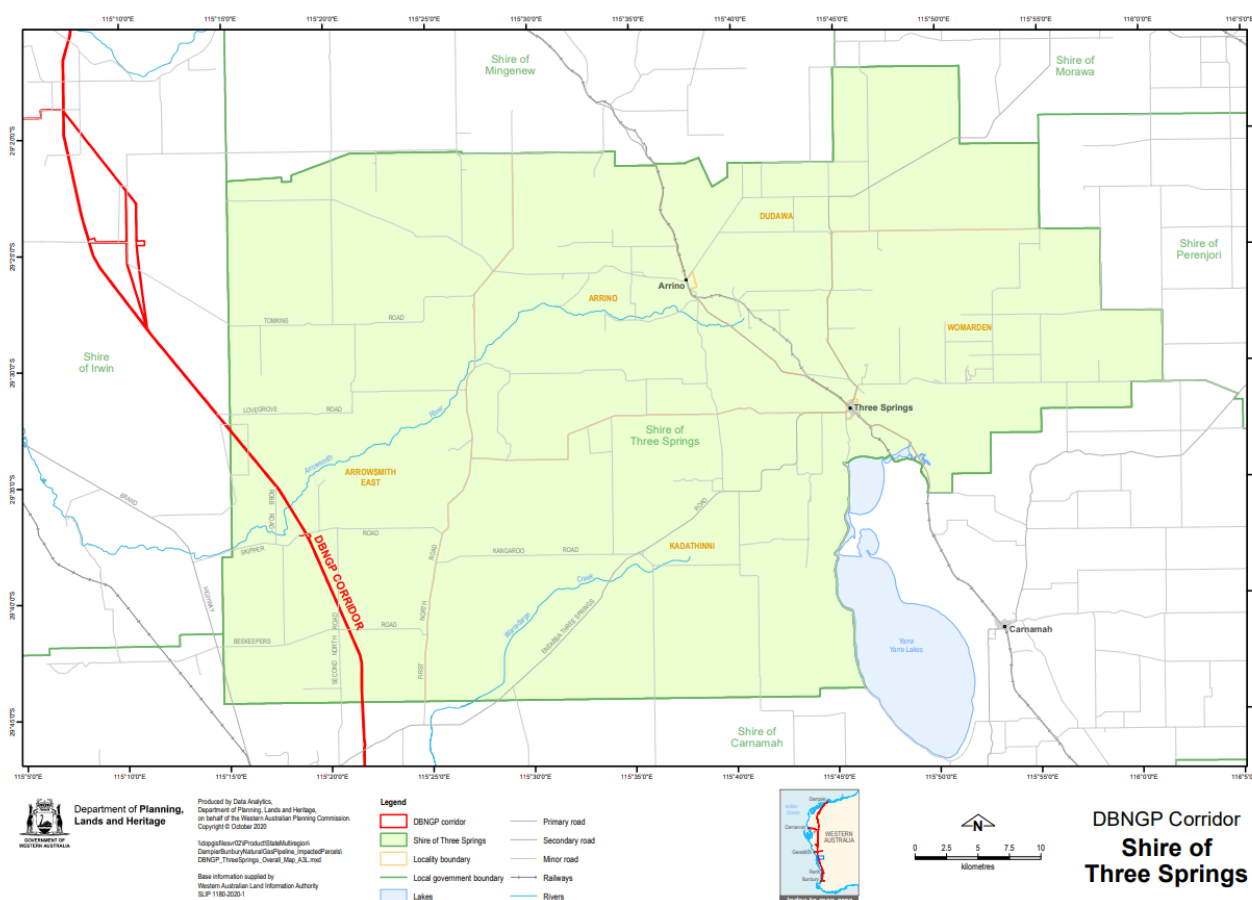


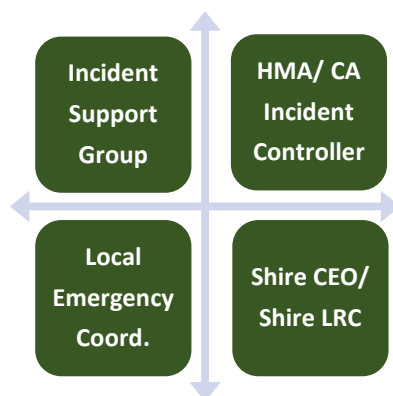
Figure 1. Map of Three Springs

3 ACTIVATION & ACTIONS



3.1 Activation of Recovery

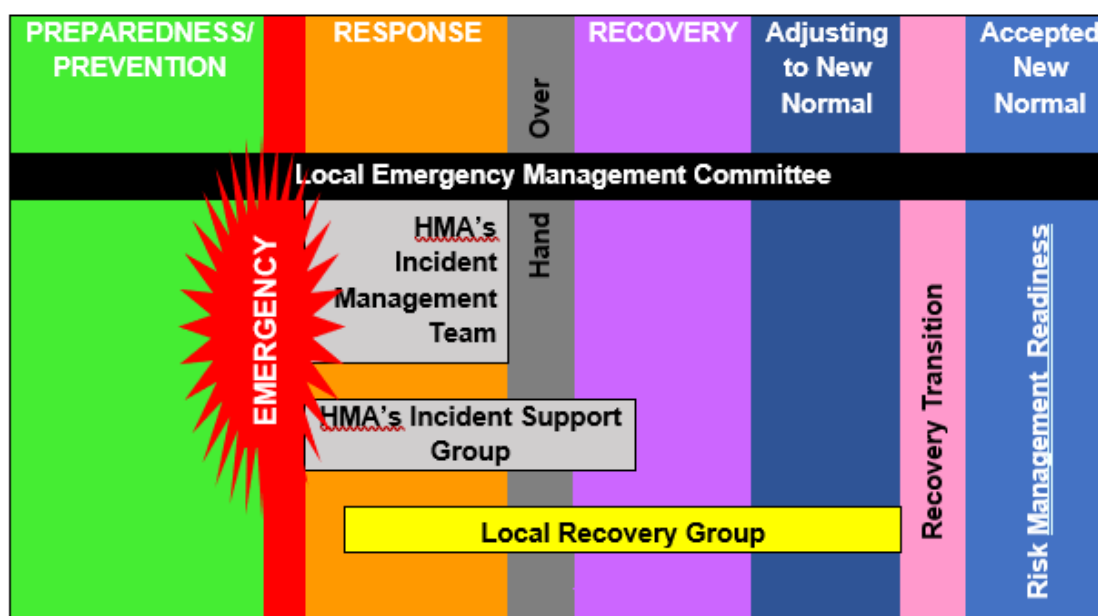
The Shire of Three Springs at the outset of a recognised emergency will ensure the Local Recovery Coordinator (LRC) is alerted and in attendance as part of the Incident Support Group (ISG). The Shire of Three Springs CEO, on advice from HMA/CA and LRC will activate the Local Recovery Plan. Assistance required for recovery will be assessed by:



The Local Recovery Group (LRG) Chairman, together with the Local Recovery Coordinator (LRC), on activation of the Local Recovery Plan (LRP) will alert and inform the LRG members responsible for activating and implementing the recovery processes for the Shire of Three Springs.

3.1.1 Emergency Management Phases

There are four phases of emergency management known as Preparedness, Prevention (or mitigation), Response and Recovery (PPRR). These are not distinct linear segments independent of each other but can overlap and run concurrently. As illustrated in Figure 2, recovery starts at response and is the process of adjusting to the new normal after an emergency.

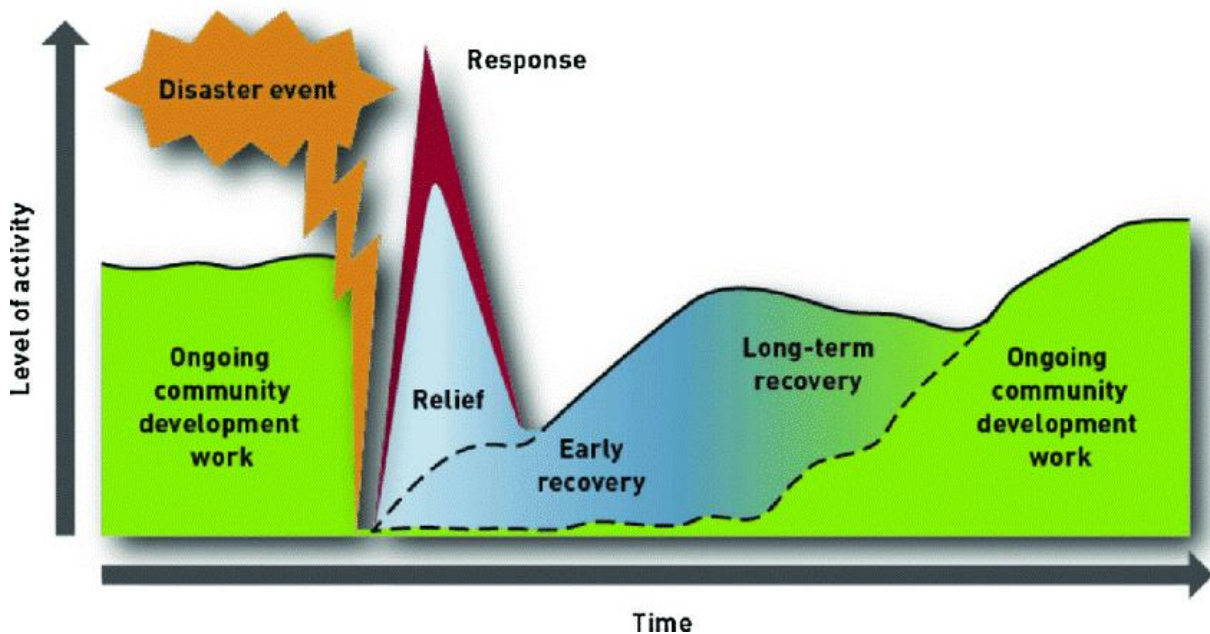


3.1.2 Stages of Recovery

After a disaster event an affected community needs to face a new reality and embark on their journey of recovery. Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. The Shire of Three Springs understands accompanying a community through all the phases of disaster recovery requires a long-term commitment.

Figure 1: Effect of Disaster on Ongoing Community Development and Interface with Relief and Recovery

Source: [Community Recovery – Handbook 2](#)



➤➤➤ ACTION

- HMA/CA, DBCA AND LRC CONSULTS AND ADVISES SHIRE CEO OF RECOVERY ACTIVATION.
- ASSESSMENT OF ASSISTANCE IS DETERMINED.
- LOCAL RECOVERY PLAN IS ACTIVATED.



3.2 Response to Recovery Responsibilities

The Shire of Three Springs will initiate the LRP while response activities are still in progress, as key decisions during the response phase are likely to directly influence and shape recovery. Regardless of response engagement, as soon as possible the LRG will be assembled so it can be briefed on the emergency incident and to detail contingencies. This will allow for a smooth transition from response to recovery. The LRG also represents the community (advocates) to advise on priorities and impacts.

THE LOCAL RECOVERY GROUP WILL:

Understand key impacts and tasks

Connect with key agencies and community

Include the LRC in ISG meetings from onset

Identify recovery requirements and priorities as early as possible

Handover of event management from response to recovery from the HMA/CA to the Shire of Three Springs shall be formalised in line with HMA/CA responsibilities and procedures.

An Impact Statement (IS) is a key element of the handover process, and the HMA/CA is responsible for delivering this to Shire of Three Springs' CEO.

The CEO has discretion accepting this handover of responsibility and can take advice from LRC and LRG, in consultation with HMA/CA. Acceptance should not occur unless the CEO and the LRC and LRG are fully aware of the extent of the effects on the community and are willing to take on the responsibilities.

ACTION

- **RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.**
- **LRC TO ATTEND ISG MEETINGS AND LIAISE WITH IC.**
- **LRG CONVENED AND BRIEFED ON INCIDENT ENSURING COORDINATED RECOVERY RECOMMENDATIONS.**
- **CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA ON COMPLETION OF IS PROVIDING AN ACCEPTABLE AND AGREEABLE STANDARD.**
- **CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA IS COMPLETED.**



3.3 Impact Statement & Needs Assessment

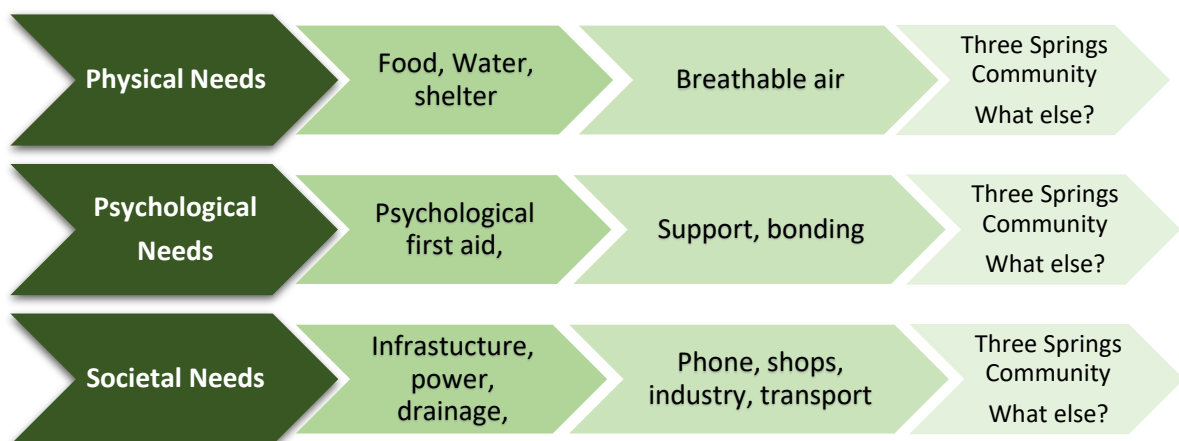
3.3.1 Impact Statement (IS)

The event CA will complete an IS in consultation with the ISG. It will contain a detailed description of the impact on the affected community and provides the LRC and the LRG with an assessment of impacts to assist in establishing recovery priorities of individuals, community and infrastructure. The Impact Statement will be completed as recommended in the [State Emergency Management Procedure 5.4](#).

The State Recovery Team has developed a [Impact Statement Template](#) and [Impact Statement Guide](#) to assist Controlling Agencies in Level 2 or 3 incidents where there are impacts requiring recovery activities.

3.3.2 Needs Assessment

A **Needs Assessment** of the affected area should be completed as early as possible. Requirements of affected community will change over time and **NEEDS** reassessed periodically.



NEEDS:

Broadly be defined as:

What has been affected?	Require contact for further information?
What information is needed?	Best contact details?
What assistance is required?	Information on assistance for neighbours?

NEEDS OUTREACH:

Involves visiting people in their homes or temporary accommodation to provide access to core recovery information and services. Consider trained volunteers from Australian Red Cross (ARC) partner with the Shire and other identifiable volunteers who speak directly to affected individuals to determine their requirements:

Establishes contact ASAP with the affected community

Captures data to assist the LRG prioritise allocation of resources

Provides opportunity to share critical information with affected community

A template form for Outreach Needs Assessment can be found at:

Attachment 3 in the *Recovery Communications Plan*, within **Appendix 3- Local Recovery Plan**

3.3.3 Sources of Information - Impact & Needs Assessment

The IS and Needs Assessment (NA) process must be done as soon as possible after the emergency. Sources that may assist in the collection of this data may include:

HMA/CA

Insurance assessors

Business associations (Chamber of Commerce)

Shire Building Surveyors, Engineers and Environmental Health Officers and Rangers

Emergency Relief and Support agencies – identifying persons in need of immediate assistance

Aust. Red Cross (ARC) has systems to register individuals presenting at Evacuation Centres and resources to assist in outreach activities and will be activated by HMA/CA

Outreach Needs Assessment form can be found at:

(Local Recovery Plan, Appendix 3 - Recovery Communications Plan, Attachment 3)

ACTION

- **RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.**
- **LRC TO ATTEND ISG MEETINGS AND LIAISE WITH IC.**
- **LRG GATHERED AND BRIEFED ENSURING RECOVERY BEGINS.**
- **CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA IS PROVIDED.**
- **RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.**
- **LRG OUTREACH NEEDS ASSESSMENT WILL ACTIONED ASAP, WHEN SAFE, AFTER EVENT.**
- **RED CROSS CONTACTED ASAP TO ESTABLISH PARTNERSHIP IN RECOVERY ACTIVITIES.**



3.4 Operational Recovery Plan

Where significant reconstruction and restoration is required, the LRC/LRG should prepare an Operational Recovery Plan (ORP).

The ORP shall provide a full description and extent of community damage, both physical and human, and detail plans for restoration and reconstruction including community and development activities. See **Appendix 6** for an ORP template.

»»» ACTION

- **LRG/LRC TO PREPARE ORP WHERE SIGNIFICANT RECONSTRUCTION AND RESTORATION IS REQUIRED.**



3.5 Long-Term Recovery Strategy

Recovery must evolve, change and assist the affected community towards managing its own recovery. This transition, from recovery to ongoing community activities and services, requires a comprehensive strategy that gradually integrates the recovery services into mainstream services, which existed prior to the emergency or have emerged since and require minimal support to continue.

The Long-Term Recovery Strategy should be developed to achieve holistic, enduring recovery for individuals, families and communities. The economic environment should be considered along with infrastructure and natural environment and the effects an emergency has had, and to build resilience for future emergencies.

Shire of Three Springs, where appropriate, will develop a collaborative, comprehensive recovery strategy with the community and for the community. This will also incorporate how community's needs have changed over time. A further outreach program may be instigated to check on the community's wellbeing and changes in its needs.

»»» ACTION

- **SHIRE OF THREE SPRINGS TO DEVELOP A COLLABORATIVE, COMPREHENSIVE AND INCLUSIVE LONG-TERM COMMUNITY RECOVERY STRATEGY, WHICH MAY INCLUDE ANY CHANGES IN COMMUNITY NEEDS AND FURTHER OUTREACH ACTIVITIES.**
- **SHIRE OF THREE SPRINGS TO IDENTIFY POTENTIAL PARTNERSHIPS WITH EXISTING COMMUNITY ORGANISATIONS AND SERVICES AND ASCERTAIN THEIR CAPACITY TO SUPPORT RECOVERY PROCESS IN THE MEDIUM AND LONG TERM.**



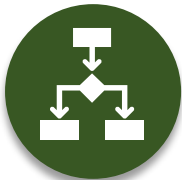
3.6 Managed Withdrawal

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

ACTION

- **SHIRE OF THREE SPRINGS WILL COMMUNICATE VIA THE LRG SUB-COMMITTEES WHEN RELEVANT SERVICE PROVIDERS AND AGENCIES WILL BE WITHDRAWING SERVICES FROM THE AFFECTED AREA.**
- **LRG TO IDENTIFY RECOVERY PROGRAMS THAT WILL 'PHASE DOWN', 'PHASE OUT' OR BE 'HANDED OVER' TO THE COMMUNITY TO CONTINUE.**

4 OPERATIONAL RECOVERY MANAGEMENT



4.1 Management Structure

Full details of the Management Structure and Sub-Committee functions can be viewed in **Appendix 1**.



4.2 Local Recovery Group (LRG)

The LRG will coordinate and support local management of the recovery processes within the community, subsequent to a major emergency, in accordance with [State Emergency Management Policy](#) and Local Recovery Plan (LRP). Local Recovery Group (LRG) membership will expand or contract depending on recovery and community needs and requirements.

4.2.2 Membership

Chairperson	Shire CEO
Local Recovery Coordinator	LRG Representative, as appointed by the CEO
Executive Officer	Shire CEO to nominate a Senior Officer
Shire LEMC members	LEMC – members as required
State Government	Relevant government agencies and other statutory authorities will nominate their representatives to be members depending on incident type. Recommended: ➤ HMA/CA (initially) ➤ Dept. of Fire and Emergency Services (initially) ➤ WA Police (initially) ➤ Dept. Biodiversity Conservation & Attractions ➤ Department of Communities ➤ Lifelines ➤ Main Roads WA ➤ St John Ambulance Service (initially) ➤ Dept. of Health ➤ Dept. of Food and Agriculture WA ➤ Insurance Council of Australia
Non-Government Organisations	ARC, local service clubs, aged care, schools, others as required
Identified Community Members	To be identified depending on event and location

4.2.3 Functions

Appoints key positions within the LRG

Establishes sub-committees as required

Assesses requirements for recovery activities relating to physical/psychological/social wellbeing of the community, along with economic, infrastructure and natural environment with assistance from partnering agencies

Develops an ORP to coordinate a recovery process that considers:

- *Long-term planning and goals for Three Springs
- *Assessing recovery needs and determining recovery functions still required
- *Developing a timetable, identifying responsibilities for completing major functions

Needs of youth, aged, disabled, culturally linguistically diverse (CaLD)

Allowing full community participation and access

Allowing monitoring and reporting of the recovery process

Facilitates provision of services, exchange of public information and acquisition of resources

Negotiates effective use of available resources and support from State and Commonwealth

Monitors progress of recovery, receives periodic reports from recovery agencies

Ensures a coordinated multi-agency approach to community recovery

Makes appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery readiness and planning

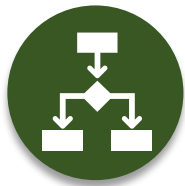


4.3 Community Involvement – Cultural & Diversity Inclusiveness

Three Springs is a diverse and inclusive region with strong history, culture and identity. During Three Springs' recovery, including priorities, strategies and decision-making, the Shire will strive to involve the affected community's values and differences.

Key stakeholders and delegates will be chosen from the community to ensure broad representation. These delegates may be included on relevant LRG sub-committees, depending on the emergency's nature and effect.

When threatened or affected by an emergency, all community members are encouraged to be actively involved in their own and shared recovery. To assist community efforts, formal recovery agencies will provide structured support, communications and coordination.



4.4 Local Recovery Group Sub Committees

Depending on the size of an emergency, sub-committees may be established to assist LRC by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to LRG. For a full list of functions of various sub-committees see **Appendix 1**.



4.5 State Government Involvement

During the recovery process, the State government may provide support and assistance to Three Springs. The structure of the State Recovery Coordination is shown below.

4.5.1 State Recovery Coordinator/State Recovery Controller

The **State Recovery Coordinator (SRC)** supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans, through the SEMC recovery sub-committee.

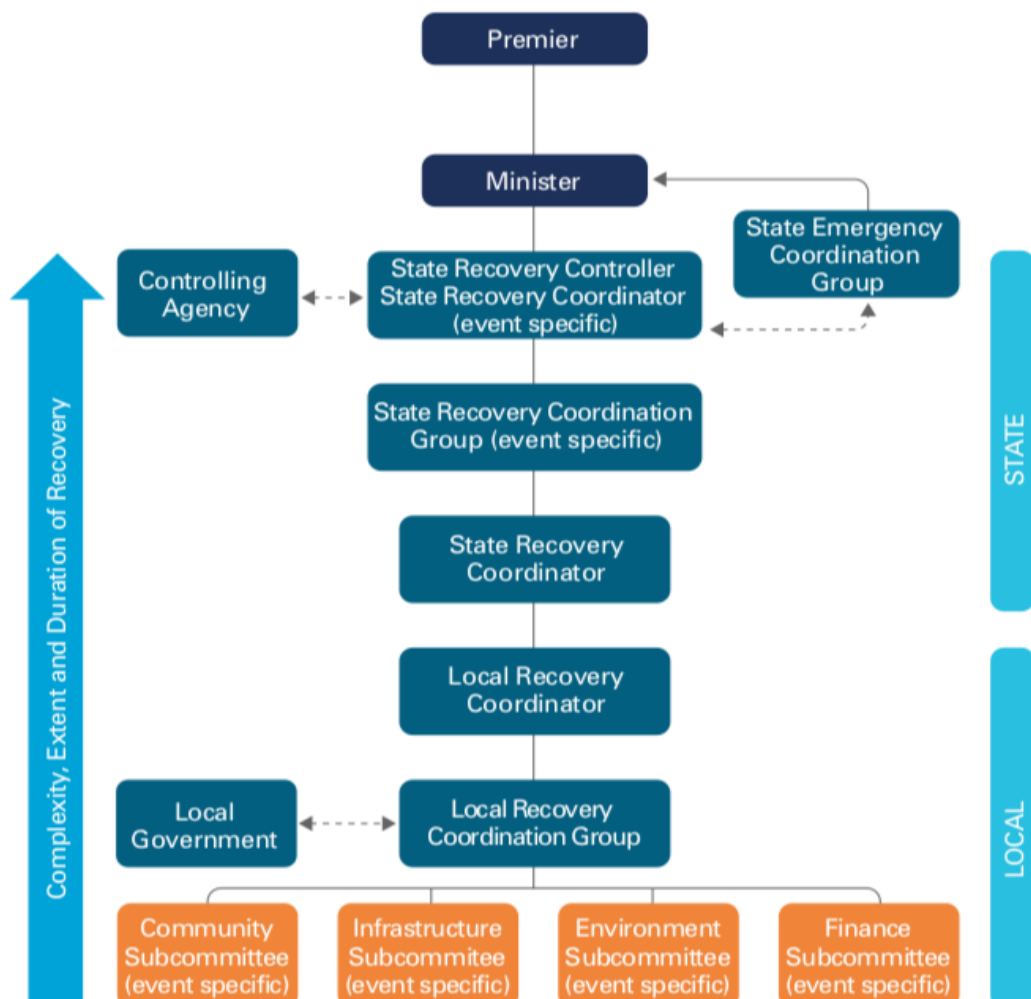


Figure 2: State Government Coordination Structure

The SRC supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).

The Premier appoints the **SRC**, this is done when an emergency affects several communities, is ongoing, requires State level assistance to resolve issues and needs a regional coordination approach.

4.5.2 State Recovery Coordination Group

The SRCG is responsible for coordinating State level recovery in complex or prolonged recovery operations and develops a state level operational recovery plan. Its effectiveness must be evaluated after the State level recovery coordination process has occurred.

ACTION

- **THREE SPRINGS WILL ESTABLISH AN LRG MANAGEMENT STRUCTURE RELEVANT TO EVENT SIZE AND COMPLEXITY.**
- **LRG WILL ESTABLISH MEMBERSHIP FROM SHIRE OF THREE SPRINGS STAFF, SUPPORTING AGENCIES AND COMMUNITY MEMBERS.**
- **LRG WILL OPERATE WITHIN RECOGNISED FUNCTIONS AND RELEVANT SUB-COMMITTEE STRUCTURE.**
- **LRG WILL ACTIVELY ENCOURAGE AND INVITE COMMUNITY PARTICIPATION WITHIN THE LRG.**
- **LRG WILL ACTIVELY ENGAGE WITH STATE GOVERNMENT TO MAXIMISE RECOVERY RESOURCES AND SYNERGIES BETWEEN LOCAL AND STATE RECOVERY ACTIVITIES.**

FINANCIAL MANAGEMENT



5.1 Financial Management

5.1.1 Insurance

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

5.1.2 Financial Records

The Shire of Three Springs will assign records/invoices of costs associated with an emergency to specific cost centres. This ensures accurate records associated with the recovery process, are easily identifiable and accessible at any time.

5.1.3 Internal Finance

Responsibilities for expending Shire of Three Springs funds

Where possible, expenditure of funds should be discussed with the CEO or nominated senior officer. If a senior officer is nominated, personnel within the activation flowchart (**Appendix 4**) must be notified as soon as possible. The nominated senior officer must have an appropriate authorisation level required to enable funds to be spent.

ACTION

- ALL INVOICING AND COSTS RELATED WITH THE EMERGENCY IS ALLOCATED AGAINST EMERGENCY COST CENTRES.
- CEO AND/OR NOMINATED SENIOR OFFICER HAVE AUTHORITY TO EXPEND FUNDS ON EMERGENCY EVENT.



5.2 Financial Assistance

The State Emergency Management Policy

State Emergency Management Policy (SEMP) Section 5.12 outlines the responsibility of the HMA/CA to meet costs associated with an emergency.

Financial Assistance in Recovery

The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. Government recognises that communities and individuals do not always have resources to provide for their own recovery and financial assistance is available in some circumstances. Information on these relief arrangements can be found in the State Emergency Management Plan for State Level Recovery Coordination ([SEMC EM Plan Section 6.10](#)).

5.2.1 Disaster Recovery Funding Arrangements – Western Australia (DRFAWA)

[Disaster Recovery Funding Arrangements-Western Australia](#) (DRFAWA) is an arrangement between the State and Commonwealth. It provides certain measures to support relief and recovery efforts following a disaster deemed 'eligible'.

To be eligible, it must be a natural disaster or terrorist act for which:

- A coordinated multi-agency response is required
- State expenditure exceeds the small disaster criterion (\$240,000 not including insurance related expenditure), and
- It must be a terrorist event or one of 10 specific natural disasters.

Once the emergency has been determined as a large-scale costly event, Shire of Three Springs shall immediately contact the WA State Administrator of DRFAWA.

DRFAWA Officers can be contacted via:

Email: drfawa@dfes.wa.gov.au
Phone: 9395 9341 or 9395 9973 or 9395 9374
Website: <https://www.dfes.wa.gov.au/recovery/Pages/DRFA-WA.aspx>

5.2.2 Premiers Natural Disaster Recovery Fund

Premier's Natural Disaster Recovery Fund will help bridge the gap of existing support mechanisms funded through Local, State and Commonwealth Government allocations, by tailoring support to the needs of the specific community and assessing applications and allocating funds in a timely manner.

The new recovery fund, (will vary up to \$20,000 depending on the cohort and assessed need), will provide financial support to individuals, households, local businesses and community groups facing ongoing disruption and losses as they recover from natural disasters. The new recovery fund can be activated in addition to the Premier's Relief Payments, which are made available following significant natural disaster

events and offer immediate financial assistance to residents to go towards paying for items such as food and clothing.

Funds will be distributed by partners, The Australian Red Cross and the Western Australian Council of Social Services (WACOSS) following an assessment process.

5.2.3 Premiers Relief Payments

The Premier's Relief Payment aims to help Western Australians affected by emergencies by providing financial assistance to cover expenses like food, clothing, personal effects, transport, and emergency accommodation

Full Payment: A one-off payment of \$4,000 per household for eligible applicants whose home was destroyed or suffered severe damage and is uninhabitable.

Partial Payment: A one-off payment of \$2,000 per household for eligible applicants whose home suffered partial damage

Applications for the Premier's Relief Payment on the Department of Fire and Emergency Services website <https://recovery.dfes.wa.gov.au/#premiers-relief-payment>

5.2.4 Centrelink

When a major disaster has significantly affected individuals and families, the Australian Government may provide the Disaster Recovery Payment, a one-off, non-means tested payment to eligible adults (\$1,000) and eligible children (\$400).

For more information, visit <https://www.humanservices.gov.au/individuals/help-emergency>

ACTION

- ON ADVICE AN EMERGENCY IS AN ELIGIBLE EVENT AND SIGNIFICANT RESOURCES HAVE BEEN EXPENDED LRC WILL DIRECT SHIRE OF THREE SPRINGS TO CONTACT DRFAWA OFFICERS FOR ADVICE AND GUIDANCE.
- IN AN ELIGIBLE MAJOR DISASTER, LRC WILL ASSIST AFFECTED INDIVIDUALS CONNECT WITH CENTRELINK FOR ASSISTANCE PAYMENTS.
- FOR SIGNIFICANT EMERGENCY EVENTS, IMMEDIATELY BEGIN TO TRACK COSTS IN CASE CLAIMS CAN BE PRESENTED TO DRFAWA.

APPEALS, DONATIONS & VOLUNTEERS



LORD MAYOR'S
DISTRESS RELIEF FUND

6.1 Appeals and Donations

6.1.1 Lord Mayors Distress Relief Fund

Shire of Three Springs will advise and direct the distribution of monetary donations through the Lord Mayor's Distress Relief Fund (LMDRF). The LMDRF primary focus is to:



LRG authenticates applications and provides recommendations to LMDRF for financial assistance to be disbursed. For more information see: <http://www.appealswa.org.au>

6.1.2 Donations of goods

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

View the [National Guidelines for Managing Donated Goods](#) for best practice management.

6.1.3 Donations of Cash

LRG will encourage the use of the LMDRF for cash donations and if deemed necessary, a separate account will be opened. ([State EM Procedures](#) Pg. 176, Management of Public Fundraising and Donations)

6.1.4 Non-Government Organisations (NGO) Assistance

NGOs may offer assistance by way of emergency relief funds, shelter or supplies. All offers or requests should be coordinated through the LRG. **See Section 7 for further details**

6.1.5 Donations of Service and Labour

The Shire or its LRG should coordinate donations of services/labour to assist with recovery.

[State EM Procedures](#) Pg. 176, Management of Public Fundraising and Donations

6.1.6 Managing Spontaneous Volunteers

Spontaneous volunteers may emerge offering support and assistance to the affected community. In the first instance, the Shire of Northam and its LRG will determine the process to deal with this situation and if support agencies are required to assist managing volunteers.

The likely sources of volunteers are:

Community groups	Various sporting and social clubs
Members of the public	Religious organisations

Volunteers attached to organisations and service clubs should be covered under the Work Health Safety Act 2020 and, therefore, have work health and safety duties.

For more information refer to the [Work health and safety for volunteer organisations guide](#).

»»» ACTION

- ON ADVICE OF ELIGIBILITY FOLLOWING A DISASTER, LRC WILL DIRECT SHIRE OFFICERS TO CONTACT LMDRF FOR ADVICE AND GUIDANCE.
- SPOKESPERSON TO ADVISE THAT THREE SPRINGS WILL NOT ACCEPT DONATIONS OF GOODS.
- ALL FINANCIAL DONATIONS WILL BE DIRECT THROUGH THE LMDRF.
- OFFERS OF ASSISTANCE WILL BE DIRECTED TO LRG.

EMERGENCY RELIEF Not-for-Profit ORGANISATIONS AND SPONTANEOUS VOLUNTEERS



7.1 Australian Red Cross

The Australian Red Cross has over '100 years' experience of dealing with people in crisis. A wide range of helpful resources can be found on the [Australian Red Cross](#) website to help communities prepare for, respond to and recover from disasters. ARC is activated through the [WA State Support Plan](#) and supports Communities including conducting 'Register, Find, Reunite' of impacted persons.



7.2 Disaster Relief Australia

Disaster Relief Australia (DRA) unites the skills and experiences of Aust. Defence Force veterans, emergency responders and motivated civilians to deploy Disaster Relief Teams throughout Australia. DRA operates nationally at disaster relief and recovery operations. When deployed, DRA integrates into existing emergency management arrangements.

DRA can operate independently or as part of an integrated task force offering capabilities and services:

Work order management	Home repairs
Spontaneous volunteer management	Route clearance and property access
Incident management	Medical & health support to vulnerable communities
Damage and impact assessments	Aerial damage assessment and mapping
Debris management and restoring access	Resilience and capacity building
Logistics management & humanitarian aid	

For further information on how DRA can support and enhance community recovery activities for local governments, following an emergency, contact Annette Turner Duggan, Disaster Relief Team Manager WA, at Annette.Turner-Duggan@disasterreliefaus.org or 0411 252 388.



7.3. Rapid Relief Team

Rapid Relief Team (RRT) delivers hope and relief to people across the globe. Whether it be fire, flood or humanitarian need, RRT expands their support services to meet the need at hand. Their mission is to serve people with care and compassion in their time of need.

Contact details action.au@rrtglobal.org website address <https://www.rrtglobal.org>



7.4 Salvation Army

At the invitation of Local Government, the Salvation Army Recovery Team provides essential assistance, including financial hardship aid, material support, chaplaincy services and helps navigate referral pathways.

The Salvos can provide financial counselling and case management. The Salvos have been and continue to be deeply committed to being there for the long haul, to help people rebuild their lives and livelihoods. Contact for local Salvation Army services at **13 SALVOS (13 72 58)**



7.5 BlazeAid

BlazeAid is a volunteer-based organisation that works with families and individuals in rural Australia after natural disasters such as fires, cyclones, droughts and floods.

BlazeAid works alongside the rural families; our volunteers help to rebuild fences and other structures that have been damaged or destroyed due to a disaster.

For more information and registration visit www.blazeaid.com.au



7.6 Managing Spontaneous Volunteers

Emergency Volunteer WA, (managed by Volunteering WA), is the peak body for volunteering in Western Australia. Their role is to connect people to community groups who need help outside of formal frontline emergency services roles.

Volunteering WA is a member of the State Emergency Relief and Support Committee (SERSC)

During times of crisis, Volunteering WA is activated by DFES and Department of Communities to support the community by recruiting volunteers and directing offers of gratuitous support from the community

For more information and registration contact at: emergency.volunteer.org.au

Individual Spontaneous Volunteers

Spontaneous volunteers may emerge offering support and assistance to the affected community. In the first instance, the Shire and its LRG will determine the process to deal with this situation and if support agencies are required to assist managing volunteers.

Volunteers attached to organisations and service clubs should be covered under the Work Health Safety Act 2020 and, therefore, have work health and safety duties.

For more information refer to the [Work health and safety for volunteer organisations guide](#).

ACTION

- **LRG WILL REFER MANAGING THE VOLUNTEERS TO LOCAL SERVICE CLUBS AND SUPPORT ORGANISATIONS.**
- **LRC AND LRG WILL GIVE CONSIDERATION TO REQUESTING VOLUNTEER AGENCY ASSISTANCE**

8

FACILITIES & RESOURCES



8.1 Hazard Management Agency Response Resources

The HMA is responsible for certain resources and should determine which are required to combat the hazards.



8.2 Shire Contacts Resources & Assets Registers

The 'Shire of Three Springs Emergency Contacts and Resources Directory' can be found in Three Springs' Local Emergency Management Arrangements **Appendix 4**.

This document is reviewed and updated quarterly at each LEMC meeting and contains:



8.3 Community Recovery Facilities Recovery Centre and One-Stop-Shop

The purpose of a **Recovery Centre** (RC) and a **One-Stop-Shop** (OSS) is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information and tasks.

The LRC will decide where to establish the RC (which could be ongoing for a significant length of time) and the OSS (usually immediate and shorter length of time), which will depend upon the location, extent and

severity of the emergency. Alternative centres will be explored as required on availability of premises following an event.

The following locations have been identified as a suitable RC:

Location	Address	Available Resources
Three Springs Community Hall	Carter Street, Three Springs	Hall area, stage, kitchen, ablutions, meeting room

Depending on the incident's severity, the OSS may be established to provide a central location for the public to receive assistance from all the relevant agencies in the short term. The OSS should be located as close as possible to the affected community area. Often the nominated evacuation centre may make a natural transition into the OSS. Where this option is not viable, other facilities should be considered in consultation with the Department of Communities and other relevant stakeholders.

Guidelines for establishing the RC and OSS can be viewed at **Appendix 7**.

ACTION

- **LRC/LRG TO DETERMINE LOCATION FOR RC AND ESTABLISH AS SOON AS POSSIBLE.**
- **OSS TO BE ESTABLISHED IMMEDIATELY FOLLOWING EVENT AND LOCATED APPROPRIATELY.**



8.4 Shire and Recovery Staff

8.4.1 Staff considerations

The Shire of Three Springs must continue to fulfil its critical service obligations to the community while considering the demands of recovery operations on staff to ensure continuity of regular business processes.

The Shire of Three Springs will ensure appropriate provisions are considered for staff involved in:

- **any out of regular hours work when engaged in recovery operations**
- **any adjustments to standard rostered working conditions/hours/timetables in recovery,**

are considered in councils work place agreements.

Recovery operations can be complex and lengthy and depending on the nature of the event, some recovery services may be required for months or years, which may require additional staff being employed.

8.4.2 Staffing levels

Recovery operations can be complex and lengthy and depending on the nature of the event, some recovery services may be required for months or years, which may require additional staff being employed.

Shire must ensure availability of adequate staff and, if necessary, employ additional staff. If appropriate, forward a request for assistance to the LRG for consideration.

(See Local Emergency Management Arrangements - General Plan - Appendix 12 MOU Agreements).

8.4.3 Stress and fatigue

Throughout the recovery process, senior staff must consider and monitor fatigue, stress and pressure on staff; make allowances for any staff members who live in the affected community and have been personally touched by the situation. Shire management should consider additional support for staff, depending on the disaster's nature and impact.

Senior staff should access the Shire current Employee Assistance Programs as necessary.

8.4.4 Staff communication

Regularly brief staff to keep up to date with all activities and recovery progress. Disseminate situation reports in throughout the workplace.

As staff interact with community members every day, they can relate Shires and LRG's current extensive activities and actions.

Shire will arrange a formal debriefing for all staff as they transition from recovery back to normal duties.

»»» ACTION

- **SHIRE STAFF TO BE REGULARLY BRIEFED ON CURRENT SITUATION AND ACTIVITIES WITHIN RECOVERY.**
- **STRESS AND FATIGUE OF SHIRE STAFF TO BE MONITORED AND ASSISTANCE PROVIDED WHERE APPROPRIATE.**
- **AS SOON AS POSSIBLE, DETERMINE INCREASE IN STAFFING LEVEL TO MEET DEMANDS (REFER 1.7.3.).**
- **SHIRE OF THREE SPRINGS TO CONSIDER APPROPRIATE PROVISIONS FOR STAFF OUT OF HOURS WORK AND ALTERED REGULAR ROSTERED WORK HOURS WHEN ENGAGED IN RECOVERY**

ROLES & RESPONSIBILITIES



9.1 Local Emergency Management Committee (LEMC)

Shire of Three Springs' LEMC is a planning committee with the role of developing local emergency management plans (arrangements) for its district.

To assist Shire of Three Springs manage its recovery activities, during the response phase, some members may be part of the ISG while also forming part of the LRG.



9.2 Local Recovery Coordinator (LRC)

Shire of Three Springs' LRC has been appointed in accordance with the [Emergency Management Act 2005](#), Section 41(4).

A deputy has also been appointed and trained to undertake the role in case the primary appointee is unavailable when an emergency occurs. See **Appendix 2**.



9.3 Local Recovery Group (LRG)

Shire of Three Springs' LRG is the strategic decision-making body that oversees the recovery process. The LRG has a key role in coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

LRG is formed from LEMC members responsible for specific recovery and restoration tasks, support organisations, non-government organisations and significant community representatives.



9.4 Shire Roles & Responsibilities

A comprehensive list of the LRC's duties, roles and responsibilities for disaster recovery and identified Shire staff can be viewed at **Appendix 2**.



9.5 External Agencies Recovery Roles and Responsibilities

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



Department of
Communities

9.5.1 Department of Communities

The [State Emergency Management Plan](#), section 5.5.4, states Communities has the **primary responsibility** for coordinating the provision of Emergency Relief & Support services across six functional domains:



Communities has a major role and primary responsibilities ensuring the [State Support Plan for ERS services](#) are enacted.

9.5.1 Higher Risk Persons and Groups, (Vulnerable, Disadvantaged and Disabilities).

The Shire of Three Springs has various community members who are at higher risk, including vulnerable, disadvantaged individuals, and persons with disabilities. The Shire of Three Springs aims to ensure that this group of community members is appropriately considered in recovery efforts.

All community members at Higher Risk, are encouraged to have a Person-Centred Emergency Prepared Plan in place. More information around P-CEP can be found at:

<https://collaborating4inclusion.org/pcep/pcep-tools/>

Further information can be found within the Three Springs Higher Risk Persons & Groups Plan including community contacts and supporting agencies, found In:

Local Emergency Management Arrangements- General Plan at Appendix 5.

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

ACTION

- **ALL SHIRE STAFF COULD BE ENGAGED IN VARIOUS STAGES OF DISASTER RECOVERY.**
- **SPECIFIC SHIRE STAFF IDENTIFIED IN THIS PLAN SHOULD BE FAMILIAR WITH THE ROLES AND RESPONSIBILITIES INVOLVED WITH DISASTER RECOVERY.**
- **EXTERNAL AGENCIES SHOULD BE ENGAGED AND USED WHEREVER POSSIBLE.**
- **COMMUNITIES HAVE SIGNIFICANT LEAD ROLE IN EMERGENCY RELIEF AND SUPPORT**
- **HIGHER RISK PERSONS & GROUPS WILL BE CONSIDERED VITAL WHEN WORKING WITH RESPONSIBLE PARTNERING AGENCIES**

COMMUNICATIONS

Recovery communication is the practice of sending, gathering, managing, evaluating, and disseminating information.

In an emergency and during the response phase, the HMA/CA manages communications.

The HMA/CA officially hands responsibility for communication to the local government leading the recovery complete with the IS, as the transfer of event management to recovery is conducted. The local government coordinates the recovery of the affected community, including communications.

Communities threatened by, or experiencing, an emergency have an urgent and vital need for direction and information. They need to know what is likely to happen (or has happened), what to do and what to expect. They also need to know what the authorities are doing.



10.1 Recovery Communications Plan

A template for the Recovery Communications Plan has been developed to guide recovery communications. It details a vision, mission, and direction for communicating with the affected community and is provided to the LRG.

The Recovery Communications Plan can be found at **Appendix 3**.



10.2 Spokesperson/s

During recovery, Shire of Three Springs' spokesperson will be the Shire President and or CEO. The CEO may delegate authority for specific person/s to act as a spokesperson.

ACTION

- **THE RECOVERY COMMUNICATIONS PLAN WILL BE USED TO PROVIDE GUIDANCE IN PUBLIC INFORMATION AND COMMUNICATIONS.**
- **FOR FURTHER GUIDANCE REFER COMMUNICATION IN RECOVERY GUIDELINES**
[HTTPS://WWW.WA.GOV.AU/GOVERNMENT/DOCUMENT-COLLECTIONS/EMERGENCY-MANAGEMENT-GUIDELINES](https://www.wa.gov.au/government/document-collections/emergency-management-guidelines)

STAND DOWN

Recovery doesn't have a definite end date; however, Shire of Three Springs will consult with all interested parties to decide when it will resume normal service delivery. This decision will be made depending on the severity and nature of the emergency, and the effect on Three Springs and the community.



11.1 Debriefing

The Three Springs Officer responsible for Human Resources will instigate a formal debriefing session(s) for all staff and through the Employee Assistance Program (EAP) as required, while Shire transitions from recovery back to its normal duties.



11.2 Evaluation

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

The LRC will provide the State Recovery Coordinator with a formal report that reflects on the recovery process undertaken by Shire of Three Springs and its LRG.

See **Appendix 11** Post-Incident Analysis, and **Appendix 10** Local Recovery Group Standard Reporting Update.

ACTION

- **A FORMAL POST RECOVERY ANALYSIS WILL BE HELD FOR LRG FOR EVALUATION AND APPLICATION OF LESSONS LEARNT (SEE APPENDIX 11).**
- **A FORMAL DEBRIEF WILL BE HELD FOR SHIRE STAFF FOR EVALUATION AND APPLICATION OF LESSONS LEARNT.**
- **ASSISTANCE WILL BE MADE AVAILABLE THROUGH EAP FOR ANY STAFF WORKING IN THE RECOVERY PROCESS.**
- **FORMAL REPORT COMPILED BY LRC FOR COUNCIL AND STATE RECOVERY COORDINATOR.**

Appendix 1	Local Recovery Group Management Structure and Functions
Appendix 2	Recovery Roles and Responsibilities – Shire of Three Springs Staff
Appendix 3	(Emergency Event) Recovery Communications Plan
Appendix 4	(a)Recovery Operational Sequence Guide + (b)Recovery Action RACI Matrix
Appendix 5	Recovery Actions Checklist
Appendix 6	Operational Recovery Plan
Appendix 7	Recovery Coordination Centre/s and Event Guidelines
Appendix 8	Emergency Relief and Support and Health Guidelines
Appendix 9	Local Recovery Plan Action Items
Appendix 10	(a)Local Recovery Group Standard Reporting Update
Appendix 11	Post incident Analysis template
Appendix 12	Principles Conflict Resolution Guide