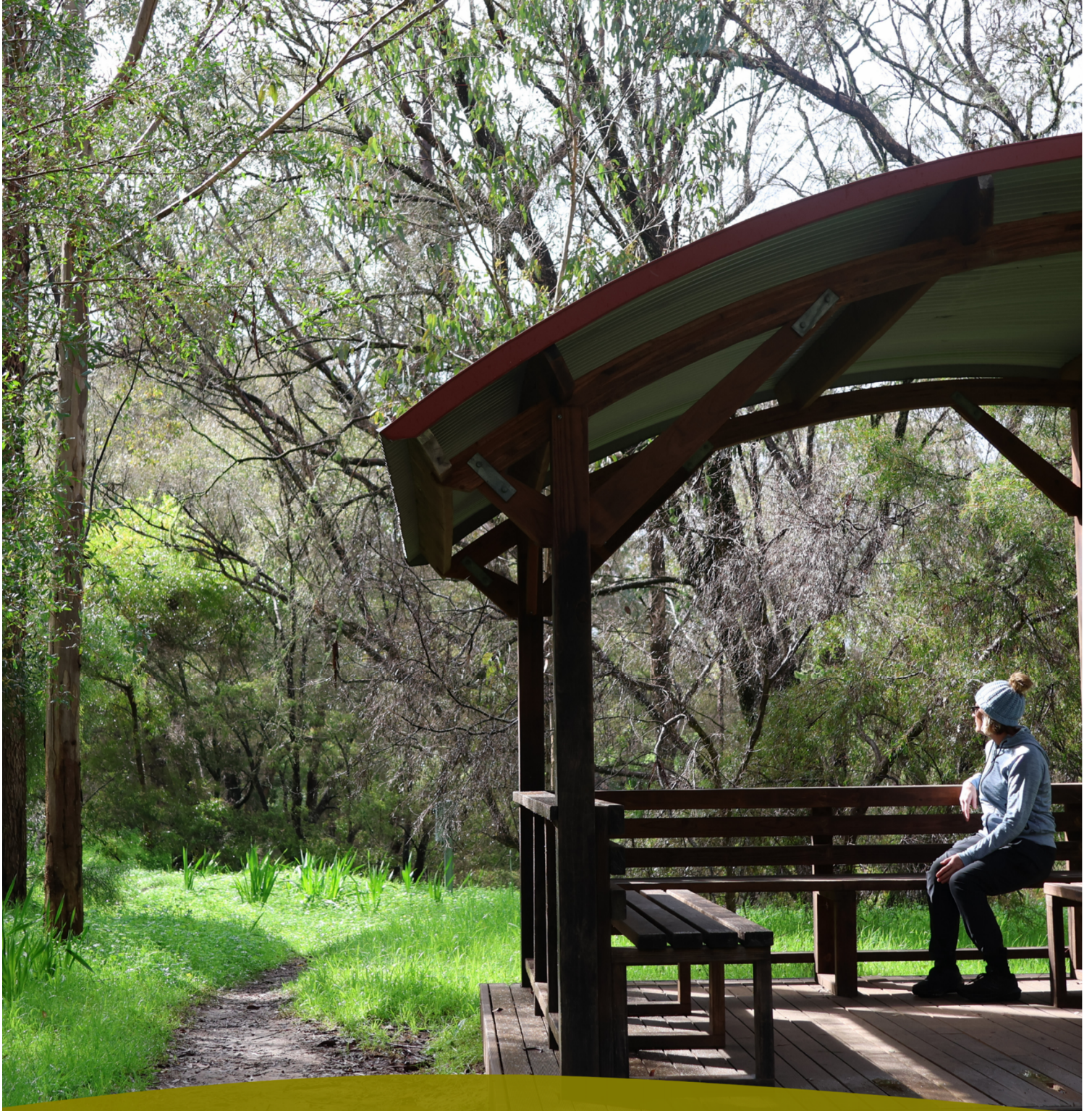




LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

Local Recovery Plan
2025 - 2030



Contents

.....	1
CONTENTS	2
ADMINISTRATION	5
1.2 ENDORSEMENT OF SHIRE OF CAPEL	6
LOCAL RECOVERY PLAN.....	6
1.3 ACRONYMS.....	7
1.4 DOCUMENT AVAILABILITY	8
1.5 FEEDBACK	8
1.6 DISTRIBUTION	9
1.7 RELATED DOCUMENTS, AGREEMENTS & UNDERSTANDINGS, SPECIAL CONSIDERATIONS	10
1.7.1 <i>Related Documents</i>	10
1.7.2 <i>Agreements and Understanding (MoU)</i>	10
RECOVERY.....	11
2.1 OVERVIEW	11
2.2 AUTHORITY.....	11
2.3 PURPOSE.....	11
2.4 SHIRE OF CAPEL RECOVERY PRINCIPLES.....	12
2.5 SHIRE OF CAPEL RECOVERY VALUES	13
2.5.1 <i>Shire of Capel Sense of Place Values</i>	13
2.6 COMMUNITY DEVELOPMENT IN RECOVERY	14
2.7 THREATS & CONSIDERATIONS.....	14
2.8 SCOPE	15
2.9 GEOGRAPHIC LOCATION.....	15
ACTIVATION & ACTIONS	16
3.1 ACTIVATION OF RECOVERY	16
3.1.1 <i>Emergency Management Phases</i>	16
3.1.2 <i>Stages of Recovery</i>	17
3.2 RESPONSE TO RECOVERY RESPONSIBILITIES.....	18
3.3 IMPACT STATEMENT & NEEDS ASSESSMENT	19
3.3.1 <i>Impact Statement (IS)</i>	19
3.3.2 <i>Needs Assessment</i>	19
3.3.3 <i>Needs Outreach:</i>	20
3.3.4 <i>Sources of Information - Impact & Needs Assessment</i>	20
3.4 OPERATIONAL RECOVERY PLAN	21
3.5 LONG-TERM RECOVERY STRATEGY.....	21
3.6 MANAGED WITHDRAWAL	22
OPERATIONAL RECOVERY MANAGEMENT.....	23
4.1 MANAGEMENT STRUCTURE	23
4.2 LOCAL RECOVERY GROUP (LRG)	23
4.2.2 <i>Membership</i>	23
4.2.3 <i>Functions</i>	24
4.3 COMMUNITY INVOLVEMENT –CULTURAL & DIVERSITY INCLUSIVENESS.....	24
4.4 LOCAL RECOVERY GROUP SUB COMMITTEES	24
4.5 STATE GOVERNMENT INVOLVEMENT.....	25
4.5.1 <i>State Recovery Coordinator/State Recovery Controller</i>	25



4.5.2	State Recovery Coordination Group.....	25
FINANCIAL MANAGEMENT		27
5.1	FINANCIAL MANAGEMENT.....	27
5.1.1	Insurance.....	27
5.1.2	Financial Records	27
5.1.3	Internal Finance	27
5.2	FINANCIAL ASSISTANCE.....	28
5.2.1	Disaster Recovery Funding Arrangements – Western Australia (DRFAWA).....	28
5.2.2	Centrelink.....	28
5.2.3	Premiers Natural Disaster Recovery Fund.....	29
5.2.4	Premiers Relief Payments.....	29
APPEALS, DONATIONS & VOLUNTEERS		30
6.1	APPEALS AND DONATIONS	30
6.1.1	Lord Mayors Distress Relief Fund	30
6.1.2	Donations of Physical Goods	30
6.1.3	Donations of Cash	30
6.1.4	Non-Government Organisations (NGO) Assistance	30
6.1.5	Donations of Service and Labour.....	31
6.1.6	Managing Spontaneous Volunteers.....	31
EMERGENCY RELIEF & SUPPORT ORGANISATIONS & VOLUNTEERS.....		32
FACILITIES & RESOURCES		33
8.1	HAZARD MANAGEMENT AGENCY RESPONSE RESOURCES.....	33
8.2	CONTACTS RESOURCES & ASSETS REGISTERS.....	33
8.3	RECOVERY CENTRE FACILITIES	33
	Recovery Centre and One-Stop-Shop.....	33
8.4	SHIRE AND RECOVERY STAFF.....	34
8.4.1	Staff considerations	34
8.4.2	Staffing levels.....	35
8.4.3	Stress and fatigue.....	35
8.4.4	Staff communication.....	35
ROLES & RESPONSIBILITIES		36
9.1	LOCAL EMERGENCY MANAGEMENT COMMITTEE	36
9.2	LOCAL RECOVERY COORDINATOR.....	36
9.3	LOCAL RECOVERY GROUP	36
9.4	SHIRE ROLES & RESPONSIBILITIES.....	36
9.5	EXTERNAL AGENCIES RECOVERY ROLES AND RESPONSIBILITIES.....	37
9.5.1	Department of Communities	37
9.5.2	Higher Risk Persons and Groups.....	37
COMMUNICATIONS.....		39
10.1	RECOVERY COMMUNICATIONS PLAN	39
10.2	SPOKESPERSON/S.....	39
STAND DOWN.....		40
11.1	DEBRIEFING	40
11.2	EVALUATION	40
APPENDIX		41

LOCAL RECOVERY PLAN APPENDIX GUIDE (COLOUR TAB COORDINATED)		
1. LRG Structure	5. Rec. Actions Checklist	9. LRP Action Items
2. Roles & Responsibilities	6. Operational Recovery Plan	10. LRG Report template, Post Incident Analysis template
3. Rec. Communications Plan	7. Recovery Coord. Centre & One Stop Shop guide	11. Emergency Relief and Support (not for profit agencies).
4. Recovery Operational Sequence + Recovery RACI Matrix	8. Higher Risk Persons & Group Plan + Health/ Welfare Guidelines	12. Conflict Resolution Guide

1 ADMINISTRATION



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

No	Details of Amendment	Date	Initials
1	Original Document	April 2018	Manager of Ranger & Emergency Services
2	Revised Document	March 2021	Emergency Management Coordinator
3	Full Review	March 2025	LRW



1.2 Endorsement of Shire of Capel Local Recovery Plan

This Local Recovery Plan is part of the Local Emergency Management Arrangements that has been produced and issued under the authority of S. 41(1) of the [Emergency Management Act 2005](#), endorsed by the Shire of Capel (the Shire) and have been tabled with the District Emergency Management Committee.

Date: _____
Chair Local Emergency Management Committee
Shire of Capel Shire President
Cr Doug Kitchen

Date: _____
Local Emergency Coordinator
Capel Police
Officer in Charge
Tim Rainer

Date: _____
A/Chief Executive Officer
Shire of Capel
Kenn Donohoe

Disclaimer: This Plan has been produced by the Shire of Capel 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 Shire of Capel 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.

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1.3 Acronyms

(The) Act	Emergency Management Act 2005 (WA)
ARC	Australian Red Cross
CA	Controlling Agency
CALD	Cultural and Linguistically Diverse Communities
CEO	Chief Executive Officer
Communities	Department for Communities
DFES	Department of Fire and Emergency Services
DEMA	District Emergency Management Advisor
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
Shire	Shire of Capel
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 Capel website. Physical copies are available for inspection, during office hours, at Shire of Capel Administration Office.



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 Capel
PO Box 369
CAPEL Western Australia 6271
Ph: (08) 9727 0222
Email: info@capel.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	
Shire of Capel	#
Chief Executive Officer	1
President - Local Emergency Management Committee Chairperson	1
Local Recovery Coordinator	1
Emergency Services Coordinator	1
Director Infrastructure and Development Services	1
Director Community and Corporate Services (Deputy LRC)	1
Ranger Services Coordinator	1
Manager Development Services	1
Manager Engineering and Works	1
Local Emergency Management Committee	
WA Police, Officer in Charge Capel Police Station - Local Emergency Coordinator	1
Department of Fire and Emergency Services – South West Regional Office	1
Department of Fire and Emergency Services - DEMA South West	1
State Emergency Services Bunbury Unit - Unit Manager	1
Department of Biodiversity, Conservation and Attractions (Wellington & Blackwood)	2
Department of Communities South West District	1
Department of Primary Industries and Regional Development	1
Water Corporation	1
Western Power	1
ATCO Gas	1
Other	
State Emergency Management Committee	1
District Emergency Management Committee – South West District (Chair and XO)	2
St John Ambulance - Bunbury	1
Salvation Army (Emergency Services) WA	1
Australian Red Cross	1

Restricted version

Public Access	
Main Administration Reception	1
Shire of Capel Libraries	3
Shire of Capel Website: info@capel.wa.gov.au	1



1.7 Related Documents, Agreements & 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 the Shire of Capel Local Emergency Management Arrangements – General Plan.

Details are held at the Shire of Capel Administration Office at:

Shire of Capel
31 Forrest Road
CAPEL
Email: info@capel.wa.gov.au

1.7.2 Agreements and Understanding (MoU)

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

Augusta/Margaret River, Shire of	Collie, Shire of
Boyup Brook, Shire of	Dardanup, Shire of
Bridgetown/Greenbushes, Shire of	Donnybrook/Balingup, Shire of
Bunbury, City of	Harvey, Shire of
Busselton, City of	Manjimup, Shire of
Capel, Shire of	Nannup, Shire of

These parties are referred to as the “Partnering Agencies and Organisations” and agree 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 Capel 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 the Shire of Capel.

Shire of Capel 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 Capel 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 the Shire of Capel LEMC and Shire of Capel 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 of Capel Recovery Principles

The Shire of Capel 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**

The Shire of Capel 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**

The Shire of Capel acknowledges the complex and dynamic nature of both emergencies and the diverse nature of its communities.

Using **COMMUNITY-LED** approaches

The Shire of Capel 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

The Shire of Capel 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

The Shire of Capel 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**

The Shire of Capel 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 Shire of Capel Recovery Values

The Shire of Capel 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 the Shire of Capel's communities
3. Recognising the Shire of Capel's 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 Shire of Capel community

2.5.1 Shire of Capel Sense of Place Values

The Shire of Capel values align closely with Shire of Capel Recovery values and will ensure these values are applied to Community Disaster Recovery efforts:

Our Values:

- H Honesty** We are respectful in all that we do, and all interactions we have, whilst being inclusive and mindful of differences.
- E Empathy** We are kind and show understanding of peoples circumstances, perspectives and differences.
- A Accountability** We are transparent in all that we do, and stay true to our word by taking responsibility for our actions.
- R Respect** We are respectful in all that we do, and all interactions we have, whilst being inclusive and mindful of differences.
- T Teamwork** We are cooperative, collaborative and united while working towards common goals of our Shire.



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 Shire of Capel Community Development Officers (CDOs).

CDO's are skilled professionals in engaging residents, coordinating community initiatives, advocating for vulnerable 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 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)



2.7 Threats & Considerations

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

Risk	Season
Bush Fire Season	October – April
Storm Season	May - July
Mosquito breeding season	September - November
Public Events (Influx of People): - o Captivate Capel - o Dalyellup Mingle and Jingle - o Anzac Day Ceremony - Memorial Park	March, 600 people December, 4,500 April
Road Transport (Accident and/or Closure) - o Bussell Highway - o South West Highway - o Wilman Wadandi Highway	All Year All Year All Year
Bio Security & Health Hazards	All Year



2.8 Scope

This LRP is limited to the boundaries of the Shire of Capel. 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 the Shire of Capel Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.



2.9 Geographic Location

The Shire of Capel is situated in the southwest region of Western Australia, 212 kilometers south of Perth with an area of 558 square km. Capel is bounded by the City of Bunbury to the north, City of Busselton to the south and Shires of Dardanup and Donnybrook-Balingup to the east, and 27 km of coastline along Geographe Bay to the west, as shown in the map in figure 1. An overview map of the Shire is included in Appendix 13

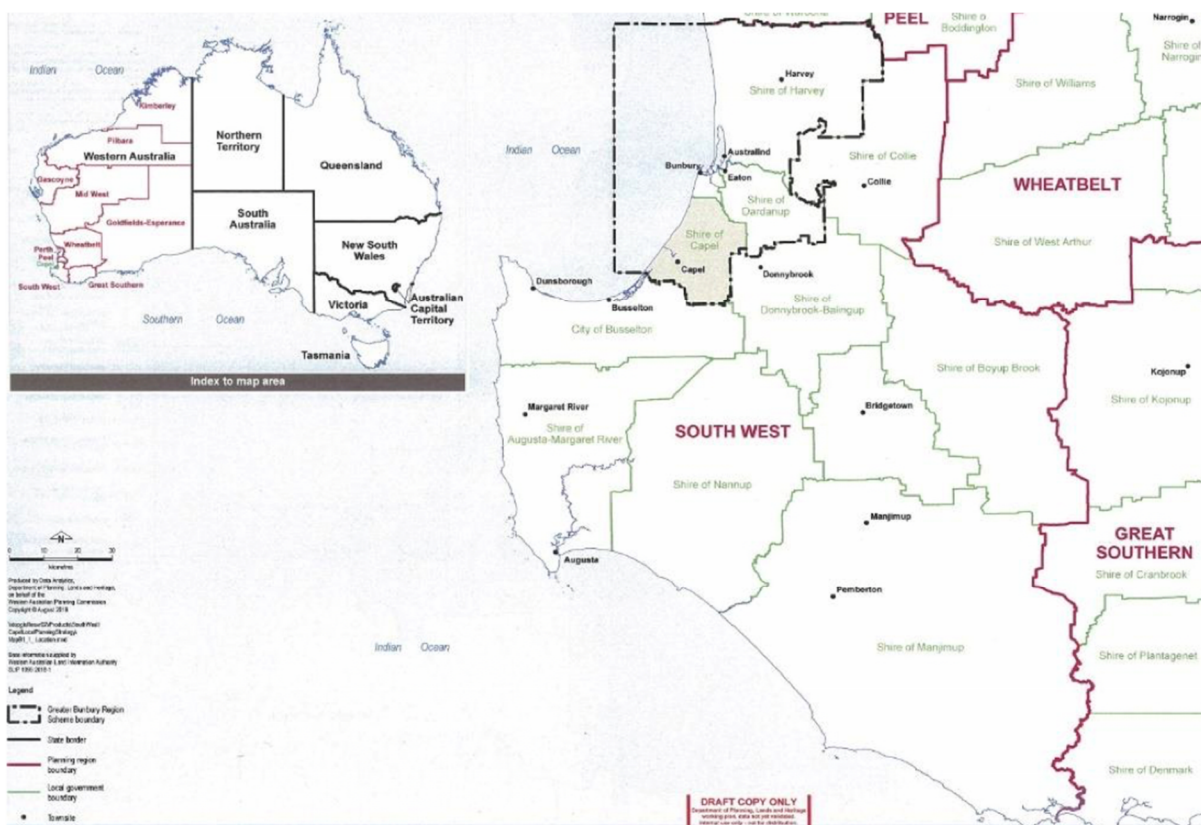


Figure 1 – Shire of Capel

Figure 1. Map of the Shire of Capel Suburbs

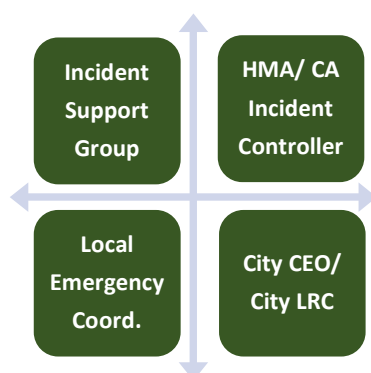
ACTIVATION & ACTIONS

3.1 Activation of Recovery



Shire of Capel at the outset of a recognised emergency will ensure the Local Recovery Coordinator (LRC) are alerted and are in attendance and part of the Incident Support Group (ISG). The Shire of Capel 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 Capel.

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.

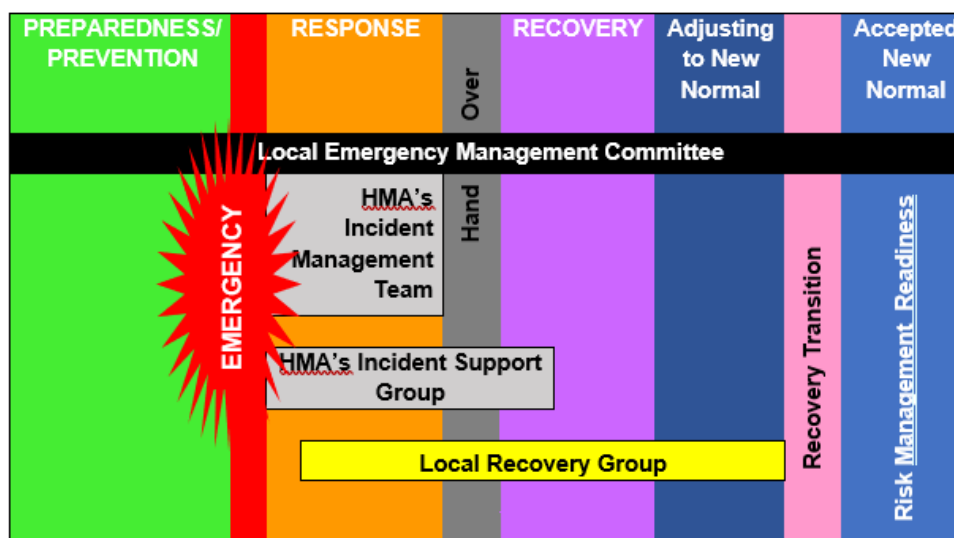


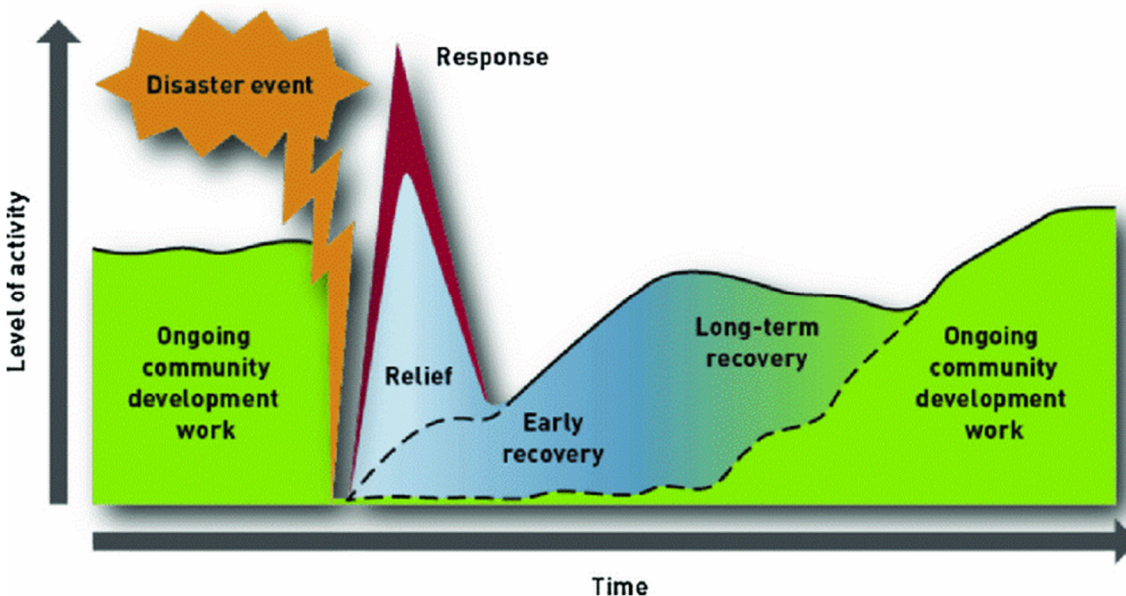
Figure 1: Phases of Emergency Management (PPRR)

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 Capel understands accompanying a community through all the phases of disaster recovery requires a long-term commitment.

Figure 2: Effect of Disaster on Ongoing Community Development and Interface with Relief and Recovery

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



»»» ACTION

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



3.2 Response to Recovery Responsibilities

The Shire of Capel will initiate the Local Recovery Plan (**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 Local Recovery Group (**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 Capel 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 Capel 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

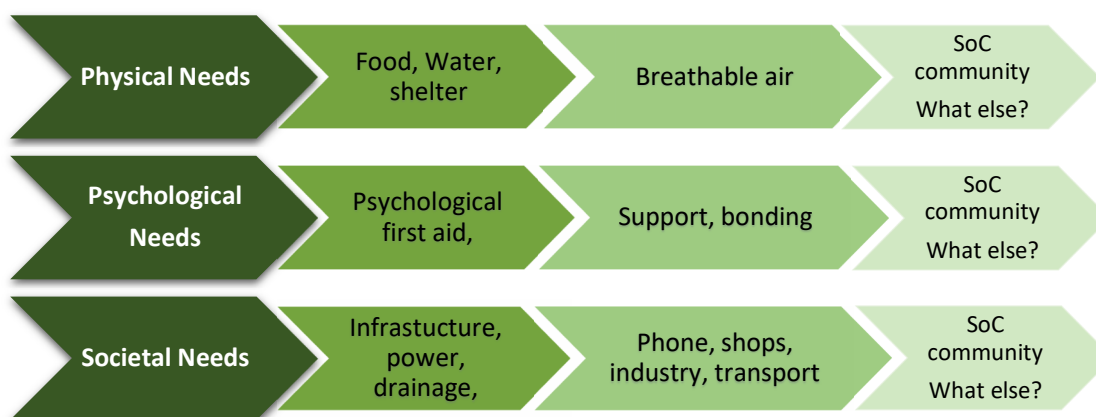
3.3.1 Impact Statement (IS)

The event Control Agency (CA) will complete an Impact Statement (IS) in consultation with the Incident Support Group (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 for 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?
Who has been affected?	Are there any displaced community members?

3.3.3 Needs Outreach:

Involves visiting people in their homes or temporary accommodation to provide access to core recovery information and services. Consider trained volunteers from organisations such as the Australian Red Cross (ARC) partnering with the Shire of Capel and other identifiable volunteers (and assisting SW Local governments) who speak directly to affected individuals to determine their requirements:

Establishes contact ASAP with the affected

Captures data to assist the LRG prioritise allocation of

Provides opportunity to share critical information with affected

A template form for Outreach Needs Assessment can be found at:
Within **Recovery Communications Plan - Appendix 3 – Attachment 3**

3.3.4 Sources of Information - Impact & Needs Assessment

The Incident Statement and Needs Assessment 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 Officers, Engineers, Environmental Health Officers, Rangers, Community Development Officers etc

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

Australian 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

»»» ACTION

- RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- LRCOORD. TO ATTEND ISG MEETINGS AND LIAISE WITH IC.
- LRGROUP 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 BE CARRIED OUT ASAP, WHEN SAFE, AFTER EVENT.
 - AUSTRALIA RED CROSS CONTACTED ASAP AND OTHER RELIEF AGENCIES AS NECESSARY TO ESTABLISH PARTNERSHIP IN RECOVERY ACTIVITIES. SEE SECTION 8



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.

The Shire of Capel, 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 CAPEL 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 CAPEL 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 Capel 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

- **THE SHIRE OF CAPEL 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.**

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 President
Local Recovery Coord.	LRG Representative, as appointed by the CEO
Executive Officer/PCBU	CEO or nominated Senior Officer
LEMC members	LEMC – members are required
State Government	Relevant government agencies /statutory authorities to nominate their representatives 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 ➤ WA Dept. of Primary Industries and Regional Development ➤ Insurance Council of Australia
Non-Government Orgs.	Australian Red Cross, local service clubs, aged care, schools, others as required
Identified Community Members	To be identified depending on event and location
Identified Shire Staff & Recovery Support Personnel	Environmental Health Officers, Building Officers, Engineering staff etc

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 the Shire of Capel
 - *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

The Shire of Capel is a diverse and inclusive region with strong history, culture and identity. During 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. 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 LRG 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 Shire of Capel. The structure of the State Recovery Coordination is shown in figure 3.

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.

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

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

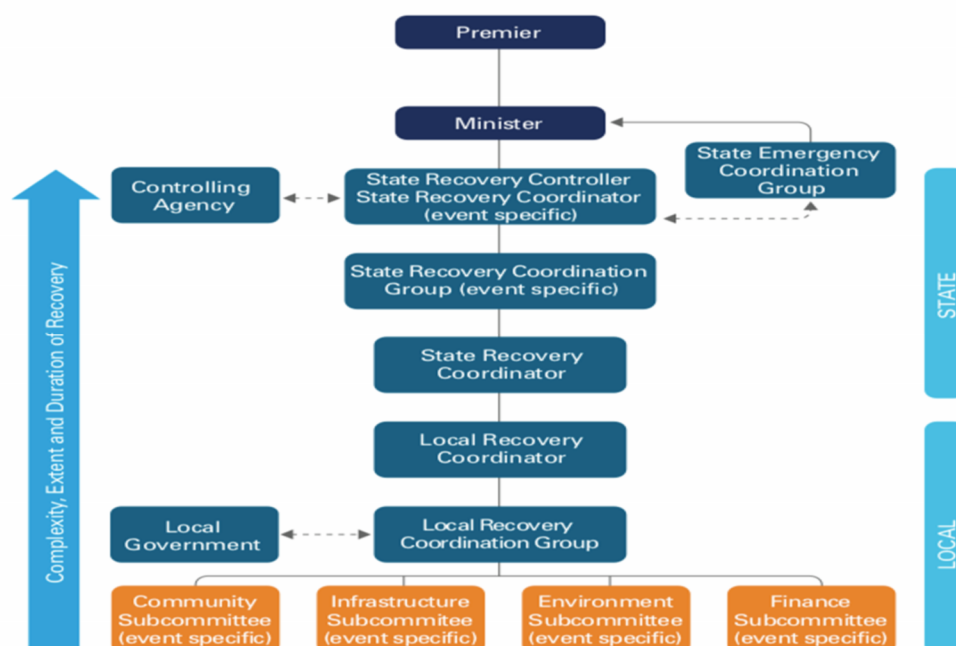


Figure 3: State Government Coordination Structure

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

- **SHIRE OF CAPEL WILL ESTABLISH AN LRG MANAGEMENT STRUCTURE RELEVANT TO EVENT SIZE AND COMPLEXITY.**
- **LRG WILL ESTABLISH MEMBERSHIP FROM SHIRE OF CAPEL 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 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. Shire of Capel 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 Capel 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 Capel funds.

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.

Please refer to the [DRFAWA Activation Process Factsheet](#) for further information

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

DRFAWA Officers can be contacted via:

Email: drfawa@dfes.wa.gov.au
Phone: 1800 920 659
Website: [Recovery Funding - Department of Fire and Emergency Services \(dfes.wa.gov.au\)](#)

5.2.2 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>

5.2.3 *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.

5.2.4 *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>

ACTION

- ON ADVICE AN EMERGENCY IS AN ELIGIBLE EVENT AND SIGNIFICANT RESOURCES HAVE BEEN EXPENDED LRC WILL DIRECT SHIRE OF CAPEL TO CONTACT DRFAWA OFFICERS FOR ADVICE AND GUIDANCE.
- AUSTRALIAN RED CROSS AND WA COUNCIL OF SOCIAL SERVICES WILL ADMINISTER THE PREMIERS NATURAL DISASTER RECOVERY FUND
- CAPEL COMMUNITY MEMBERS WILL BE DIRECTED AND TO THE DFES WEBSITE PREMIERS RELIEF PAYMENTS FOUND AT [HTTPS://WWW.DFES.WA.GOV.AU/RESILIENCE-AND-RECOVERY-FUNDING/RECOVERY-FUNDING](https://www.dfes.wa.gov.au/resilience-and-recovery-funding/recovery-funding)
- IN AN ELIGIBLE MAJOR DISASTER, LRC WILL ASSIST AFFECTED INDIVIDUALS TO CONNECT WITH CENTRELINK FOR ASSISTANCE PAYMENTS.
- FOR SIGNIFICANT EMERGENCY EVENTS, IMMEDIATELY BEGIN TO TRACK COSTS IN CASE CLAIMS CAN BE PRESENTED TO DRFAWA.

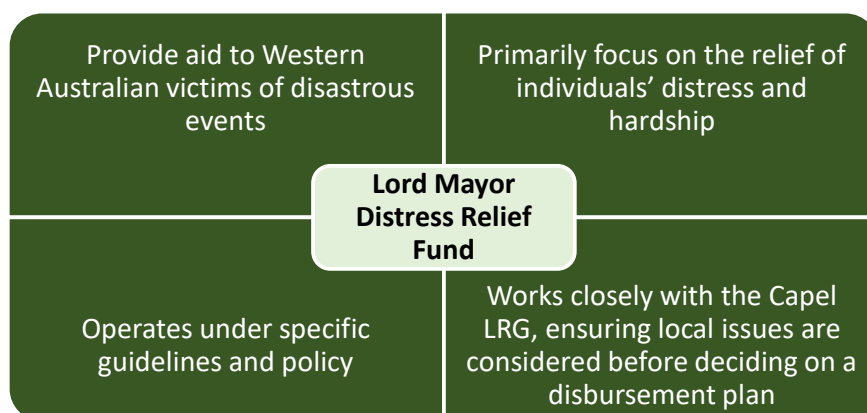
APPEALS, DONATIONS & VOLUNTEERS



6.1 Appeals and Donations

6.1.1 Lord Mayors Distress Relief Fund

Shire of Capel 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 Physical Goods

At every opportunity, donations of physical goods should be discouraged.

This is 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. Where possible all offers or requests should be coordinated through the LRG to avoid duplication and confusion.

Refer Section 7 for further details.

6.1.5 Donations of Service and Labour

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

Refer Section 7 for further details.

6.1.6 Managing 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.

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](#).

See Appendix 11 for Emergency Relief Not-For Profit organisations.

»»» ACTION

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

7 EMERGENCY RELIEF & SUPPORT ORGANISATIONS & VOLUNTEERS



Emergency relief organisations and volunteers play a crucial role in the immediate and long-term recovery efforts following a disaster. These groups, including government agencies, non-profits, community-based organizations, and spontaneous volunteers, provide essential services such as food, shelter, medical aid, and emotional support. While their contributions are invaluable, effective coordination, clear communication, and resource management are critical to ensuring their efforts align with broader recovery goals and do not create duplication or gaps in service delivery.

Emergency relief organisations and volunteers provide the human capacity and resources needed to bridge gaps between government recovery programs and community needs. They ensure recovery efforts are community-focused, compassionate, and responsive to the evolving challenges of disaster recovery.

Recognised volunteer organisations specialising in Recovery can be view in:

Appendix 11 - Emergency Relief Organisations and Volunteer Links

»»» ACTION

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

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 Contacts Resources & Assets Registers

The Shire of Capel Emergency Contacts and Resources Directory' can be found in Shire of Capel' Local Emergency Management Arrangements **Appendix 4**. This document is reviewed and updated quarterly at each LEMC meeting and contains:

Shire Emergency Contact
Details

Contact details of Service
Providers

Contacts details for
Resources



8.3 Recovery Centre 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 Recovery Centre

Location	Address	Available Resources
Shire of Capel Community Centre	31 Forrest Road Capel	Internet, Meeting rooms, Telephone service Back-up power, Data points, Office equipment, Bathrooms, Catering facilities, Wheelchair Accessible
Elgin Hall	412 Elgin Road, Elgin	Internet, Telephone service, Office equipment Bathrooms, Catering facilities, Wheelchair Accessible

Dalyellup Community Centre	6 Gosse Way	Internet, Meeting rooms, Telephone service Back-up power, Data points, Office equipment, Bathrooms, Catering Facilities, Parking, Fenced Playground, Wheelchair Accessible
Jack and Mary Kitchen Community Centre (Boyanup)	55 Thomas St Boyanup	Small meeting rooms, toilets, Wheelchair Accessible, Fenced Playground, Parking, Telephone service, adjacent to the library
Peppermint Grove Beach Community Centre	26 Hayfield Drive	Internet, Meeting rooms, Telephone service Office equipment, Fenced Playground, Parking, Bathrooms, Catering Facilities, Wheelchair Accessible,

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 Capel 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 Capel Human Resources 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
- 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

If there is a large-scale emergency, the 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 LEMA - General Plan - Appendix 12- MOU's).

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 of Capel Human Resources Officers should consider additional support for staff, depending on the disaster's nature and impact.

Senior staff should access the Shire's current Employee Assistance Programs for employee assistance as necessary.

8.4.4 Staff communication

Regularly brief staff and keep them up to date with all activities and recovery progress. Display situation reports in a prominent position within the workplace and dedicated page on the Capel staff intranet.

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

The Shire of Capel 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.**
- **ASAP, DETERMINE INCREASE IN STAFFING LEVEL TO MEET DEMANDS (REFER 1.7.3.).**
- **SHIRE HUMAN RESOURCES TO CONSIDER APPROPRIATE PROVISIONS FOR STAFF OUT OF HOURS WORK AND ALTERED REGULAR ROSTERED WORK HOURS WHEN ENGAGED IN RECOVERY**

ROLES & RESPONSIBILITIES

9



9.1 Local Emergency Management Committee

The Shire of Capel LEMC is a planning committee with the role of developing local emergency management plans and arrangements for its district.

To assist the Shire of Capel 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

The Shire of Capel 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

The Shire of Capel 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 provide a range of services and resources to the recovery effort and should be used wherever possible.

9.5.1 *Department of Communities*



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.

9.5.2 *Higher Risk Persons and Groups,* (Special needs groups).

The Shire of Capel has a diverse range of community members at Higher Risk. These could be the vulnerable, disadvantaged and persons with special needs. The Shire of Capel will strive to ensure inclusion of this group of community members being well 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, including identifying the range of organisations working with Shire of Capel's Higher Risk community members, can be found Appendix 8.

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 A PRIME A FOCUS AREA TO BE CONSIDERED 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, the Shire of Capel's spokesperson will be the President, the Shire President may delegate this to the CEO and with the Shire Presidents approval 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, the Shire of Capel 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 Shire of Capel and the community.



11.1 Debriefing

The Shire of Capel officer responsible for Human Resources will instigate a formal debriefing session(s) for all staff and through the Employee Assistance Program (EAP) as required, whilst the 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 the Shire of Capel and its LRG.

See **Appendix 10(a)** Post-Incident Analysis, and **Appendix 10 (b)** 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.

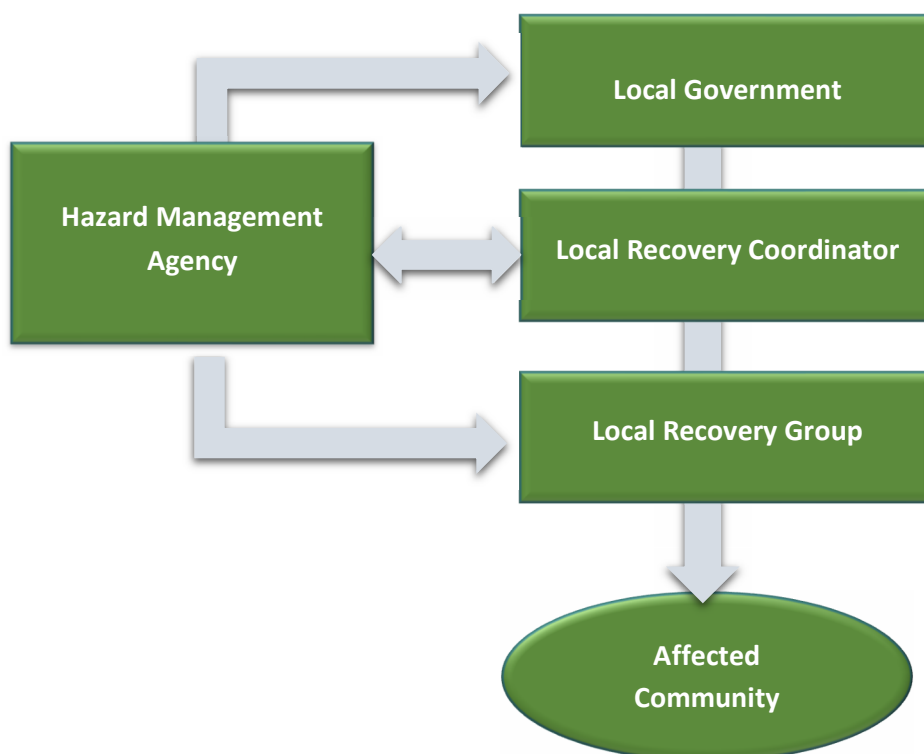
APPENDIX

- Appendix 1** Local Recovery Group Management Structure and Functions
- Appendix 2** Recovery Roles and Responsibilities – Shire of Capel Staff
- Appendix 3** Recovery Communications Plan
- Appendix 4** Recovery Operational Sequence Guide
- Appendix 5** Recovery Actions Checklist
- Appendix 6** Operational Recovery Plan
- Appendix 7** Recovery Coordination Centre/s and One-Stop-Shop Guidelines
- Appendix 8** High Risk Persons & Groups Plan & Recovery Health/Welfare Guidelines
- Appendix 9** Local Recovery Plan Action Items
- Appendix 10** (a) LRG Standard Reporting Update, (b) Post-Incident Analysis
- Appendix 11** Emergency Relief & Support Organisations -not for profit
- Appendix 12** Conflict Resolution Guide
- Appendix 13** Shire of Capel Locality Map

Appendix 1

Local (Shire of Capel) Recovery Group Management Structure and Functions

1.1 Initial Recovery Management Structure during Response phase



1.2 Partial Recovery Management Structure – Initial

(Depending on community impact and complexity of event)



1.3 Full Management Structure (Comprehensive/Complex Event)



1.4 Local Recovery Group Sub-Committee Functions



Social Community Wellbeing Sub-Committee

Functions:

Provides advice and guidance to assist in restoration and strengthening of community wellbeing post event

Facilitates understanding of needs of affected community in relation to its wellbeing

Ensures the affected community is informed and involved in recovery processes so actions and programs match its needs

Assesses and recommends medium and long-term priority areas to Shire of Capel for consideration to assist with restoration and strengthening of community wellbeing

Assesses the requirement for personal support services in the short, medium and long-term

Facilitates resources (financial and human) as required to complement/assist existing local services

Monitors progress of local personal service providers and receives regular progress reports from agencies involved

Assesses the Environmental Health impacts of the incident on the affected community and advocates for Environmental Health priorities for the community in the immediate, short, medium and longer term.



Built Infrastructure Sub-Committee

Functions:

Assesses requirements for restoration of services and facilities with assistance from responsible agencies

Assesses restoration process and reconstruction policies, programmes, and facilitates reconstruction plans where required

Reports progress of restoration and reconstruction process to the Shire of Capel Recovery Group

Assesses and recommends priority infrastructure projects assisting with recovery process in immediate, short, medium and long-term



Finance Economics Sub-Committee

Functions:

Provides advice and guidance to assist in restoration and strengthening of the Shire's economy after the event

Makes recommendations to LMDRF on the orderly and equitable disbursement of donations and offers of assistance to individuals suffering personal loss and hardship, as a result of the event

Develops eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:

1. Ensure the principles of equity, fairness, simplicity and transparency apply
2. Ensure procedures developed are straightforward and not onerous to individuals seeking assistance
3. Recognise the extent of loss suffered by individuals
4. Complement other forms of relief and assistance provided by the government and the private sector
5. Recognise immediate- short- medium- and longer-term needs of affected individuals
6. Ensure the privacy of individuals is always protected.

Facilitates disbursement of financial donations from corporate sector to affected individuals, where practical



Natural Environment Sub-Committee

Functions:

Provides advice and guidance to assist with restoration of natural environment post event

Facilitates understanding of the needs of the affected community in relation to environmental restoration

Assesses and recommends priority areas, projects and community education to assist with recovery process in immediate and short-term regarding restoration of environment including weed management and impacts on wildlife

Assesses and recommends medium and long-term priority areas to the Shire of Capel for consideration to assist in the restoration of the natural environment in the medium to long-term

Animal Welfare – Refer to Animal Welfare Plan

Appendix 2

Recovery Roles and Responsibilities Shire of Capel Staff

LOCAL RECOVERY COORDINATOR

Manager of Community Development and Safety

- ✓ Forms part of Incident Support Group (ISG) to provide a coordinated response during an emergency
- ✓ Facilitates and coordinates all recovery actions as directed by Local Recovery Group (LRG)
- ✓ Works with the spokesperson (Shire President) to inform the community regarding all aspects of recovery as per communication strategy
- ✓ Assesses community recovery requirements for each emergency in liaison with HMA to:
 1. Provide advice to the CEO on requirements to activate Local Recovery Plan (LRP) and convene the LRG
 2. Provide advice to the LRG
- ✓ Undertakes the functions of the Executive Officer to the LRG
- ✓ Facilitates the acquisition and appropriate application of materials, staff and financial resources
- ✓ Manages resources required for an emergency disaster with assistance from Recovery Centre Coordinator
- ✓ Coordinates local recovery activities, in accordance with plans, strategies and policies determined by the LRG
- ✓ Monitors the progress of recovery and provides periodic reports to the LRG
- ✓ Liaises with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services
- ✓ Ensures regular reports are made to the State Recovery Coordination Group on progress of recovery
- ✓ Arranges a debriefing session for all participating agencies and organisations as soon as possible after stand-down including collating data developed throughout recovery for future reporting
- ✓ Ensures all emergency events and related meetings are minuted and all Emergency Coordination Centre and Recovery Centre records are kept for 7 years for the coronial inquest and legal defence purposes



CHAIR - LOCAL RECOVERY GROUP

Local Recovery Group – Shire President

- ✓ Provides information to the LEMC Chair on issues that need to be addressed from Authority's and LRG perspective

CHAIR – LOCAL EMERGENCY MANAGEMENT COMMITTEE

Local Emergency Management Committee – Shire President

- ✓ Identifies any issues that arise from the LRG and communicates to the relevant LEMC member for consideration and action

RECOVERY SUPPORT OFFICER

Administrative Officers.

- ✓ Provides administrative support as required to members of the LRC and LRG

SHIRE OF CAPEL LIAISON OFFICER

Emergency Services Coordinator

- ✓ Liaises with the HMA and Communication Coordinator
- ✓ Ensures a consistent message is released to the community and internal staff

RECOVERY CENTRE COORDINATOR (RCC)

Manager Customer Relations and Library Services

- ✓ Develops Management Arrangements, including the Local Recovery Plan (LRP)
- ✓ Appoints a deputy
- ✓ Prepares, maintains and exercises Recovery Centre (RC)
- ✓ Monitors and reviews information relating to centres (e.g. location, facilities)
- ✓ Builds and activates a team to open and manage centre
- ✓ Disseminates information on location, functions and hours of operation to public in conjunction with the Communication Coordinator
- ✓ Accesses and authorises the Shire to commit resources to the centre
- ✓ Coordinates the presence of relevant external agencies
- ✓ Ensures all emergency events and related meetings are minuted and all RC records are kept for 7 years for the coronial inquest and legal defence purposes
- ✓ Works in partnership with HMAs and SEMC Secretariat, during non-disaster periods, to increase recovery awareness and promote recovery planning with key stakeholders

Person Conducting Business Undertaking (PCBU)

CEO.

- ✓ Facilitate information on Local Government Resources
- ✓ Directs staff to participate in LRCG
- ✓ Ensures compliance with governance procedures

RECOVERY COMMUNICATIONS COORDINATOR

Communications Coordinator

- ✓ Liaises with other relevant Hazard Management Agencies
- ✓ Ensures communication strategy is in place to share information internally and externally
- ✓ Writes and distributes media statements in line with LG policy
- ✓ Writes, produces and distributes promotional material
- ✓ Advises Management Team on media issues
- ✓ Assists with preparing protocols for dealing with the media
- ✓ Reviews & implements Recovery Communication Plan in consultation with the LRC & LRG

SAFETY OFFICER

Work Health and Safety Advisor

- ✓ Provides advice to all sections of the LRG on WHS Risk Management during emergencies
- ✓ Liaises with relevant external services or agencies in relation to WHS practices

INFORMATION TECHNOLOGY SUPPORT OFFICER

Manager Business and Technology Services

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Ensures IT equipment and resources available for Service Units requesting support and equipment

COMMUNITY SERVICES COORDINATOR

Manager Customer Relations and Library Services

- ✓ Liaises with Dept. of Communities (Communities) Evacuation Centre Coordinator
- ✓ Assesses requirements for support services in short, medium and long-term
- ✓ Facilitates resources (financial and human) as required to complement/assist existing local services
- ✓ Monitors local service providers and receives regular progress reports from agencies involved
- ✓ Ensures maximum community involvement
- ✓ Ensures immediate and long-term individual and community needs are met
- ✓ Makes recommendations to the LRG

CHILDREN AND FAMILY SERVICES COORDINATOR

Community Development Officer

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/progress to the LRG on issues affecting Children/Family services

ENGINEER OPERATIONS AND LOGISTICS

Director Infrastructure & Development Services

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies
- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required
- ✓ Reports the progress of the restoration and reconstruction process to the LRG

FIELD COORDINATOR SUPERVISORS

Manger of Works and Engineering

- ✓ Assists with operational response as requested by Engineering Operations Logistics

FINANCIAL RECOVERY COORDINATOR

Manager of Finance

- ✓ Acquires, distributes and accounts for funds
- ✓ Liaises with the LRG to identify financial implications of emergency event
- ✓ Committees established to manage donations, appeals, etc.
- ✓ Keeps records of all costs as a result of the emergency (cost centre to track \$)
- ✓ Liaises with Communities to gain access of potential emergency funding
- ✓ Liaises with State Officers after declaration made that activates the DRFAWA fund
- ✓ Acts as representative to ensure appropriate recuperation of funds spent

Capel EMERGENCY RESOURCE OFFICERS

Rangers

- ✓ Assists Local Recovery Coordinator (LRC) as required

ECONOMIC RECOVERY COORDINATOR

Economic Development Officer

- ✓ Liaises with the Financial Recovery Coordinator to ensure funding is available for critical economical infrastructure affecting business operations)
- ✓ Assists businesses with recovery following an incident
- ✓ Liaises with the business community to ensure immediate/urgent needs are addressed
- ✓ Assists with DRFAWA funding arrangements if required
- ✓ Liaises with insurance companies and provides assistance where required to fast track claims from businesses (for example, provide temporary local office space for insurance assessors)

WASTE SERVICES OFFICER

Waste Officer

- ✓ Ensures waste services continue as the demand potentially increases from an emergency

HEALTH RISK ADVISOR

Coordinator Environmental Health

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/information to the LRG on issues affecting environmental health resulting from the emergency
- ✓ Evaluates/assesses properties affected by the emergency post event
- ✓ Liaises with Department of Health as required on behalf of the Authority

SUPERVISOR BUILDING MAINTENANCE

Manager Projects, Facilities and Assets

- ✓ Evaluates building structures following an emergency
- ✓ Assists with emergency permits
- ✓ Liaises with planning implementation, engineers and building practitioners

BUILDING STRUCTURAL OFFICER

Building Surveyor

- ✓ Evaluates/assesses building structures following an emergency
- ✓ Provides assistance to residents affected by a disaster with advice and processing of building plans

BUSINESS RISK MANAGEMENT OFFICER

Manager Finance

- ✓ Develops a business continuity plan to ensure LG Business continues during and after the emergency/recovery process
- ✓ Advises on Risk Analysis of Recovery Plan and actions

SUPERVISOR PARKS MAINTENANCE

- ✓ Assists with an operational response as requested by LRG and Engineer Operations and Logistics

Appendix 3



RECOVERY COMMUNICATIONS PLAN





Contents

PURPOSE	ERROR! BOOKMARK NOT DEFINED.
OBJECTIVE	ERROR! BOOKMARK NOT DEFINED.
BACKGROUND	1
COMMUNICATION OBJECTIVES.....	1
KEY TARGET AUDIENCE.....	2
KEY MESSAGES	4
ACTIONS	5
RISK MANAGEMENT.....	6
COMMUNICATION AIDE-MEMOIRE	6
COMMUNICATIONS PLAN REVIEW.....	7
COMMUNICATIONS BUDGET	7
ATTACHMENTS	8
ATTACHMENT 1 - RECOVERY COMMUNICATIONS PLANNING GUIDE.....	9
ATTACHMENT 2(A) – LISTENING - ASK A QUESTION.....	0
ATTACHMENT 2(B) – LISTENING - MAKE A STATEMENT	1
ATTACHMENT 3 – OUTREACH IMPACT AND NEEDS ASSESSMENT.....	2

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1

PURPOSE

The Shire of Capel's (the Shire) purpose during an emergency and subsequent recovery is to empower and support the community so it feels an active partner in its recovery.

To have a strategy in place to manage and/or avoid any adverse public actions and/or reactions which relate to the recent emergency.

2

OBJECTIVE

The Shire's objective is to provide widespread regular high-quality information to disaster affected community members and the greater community.

To acknowledge the psychological challenges and complexities of communicating with a community that has been affected by the disaster.

To encourage and promote two-way communication to better understand the community's needs and concerns.

3

BACKGROUND

Brief outline of details of emergency event.

4

COMMUNICATION OBJECTIVES



5

KEY TARGET AUDIENCE

The following have been identified as the primary target audience for communications.

Primary Target Audience	Description	Actions When/Where
Disaster affected community members	Reach those who have been directly affected and may be seeking assistance. Consider outreach and using this database.	Provide recovery contacts and key information to aid decisions via outreach. Shire's website to be kept updated with recovery information.
Displaced persons	Displaced persons need to remain contactable. Use a variety of networks to reach people.	Maintain master database of affected persons. Agencies to share information to build a clear picture of where people are and their contacts.
Community - Shire of Capel	Reach those who like to be kept up-to-date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided.	- Shire's Website - Recovery Newsletter - Local Paper - Community Radio - TV Interviews - Community Events - Group Gatekeeper Networks
Recovery agency partners	Ensure a coordinated effort and that all messages provided to the community are consistent.	All messages coordinated through Local Recovery Coordinator's office.
Pastoral and outlying community	Reach any rural community that may not have visited recovery centres or attended community meetings and may not know help is available.	Outreach conducted at interval: - Immediately after impact 6 monthly follow up 12 monthly follow up Ensure special issue of Recovery News attached to rates notices. Consider phone outreach.
Affected businesses and their employees	Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff.	Liaise with affected businesses. Engage key support agencies that aid the business community and ensure communication is encouraged.

Primary Target Audience	Description	Actions When/Where
Shire of Capel Community	Reach those who may want to donate cash, supplies/materials or labour.	Official Shire media releases. Website kept updated with latest recovery information. Engage radio and TV to keep the recovery of community positive and transparent.
State and Federal Government	Keep governments informed of Shire's challenges to enlist appropriate assistance.	Ensure key strategies and actions undertaken are communicated to State/Fed. Gov't agencies to ensure common objectives and goals are met and a united front is projected for recovery.
Shire's staff and elected Councillors	Provide information about the challenges to enlist appropriate solutions and provide actions.	Staff newsletter/Intranet information on what is 'happening' in recovery. Customer service information sheet for incoming enquiries. Recovery information is a regular Council agenda item.
Local Recovery Group and Sub-Committees	Provide information to the following committees: - Finance - Social Wellbeing - Infrastructure - Natural Environment	Maintain spreadsheet database of all sub-committee meetings highlighting actions, time schedules, responsibilities and outcomes, which are available across four sub-committees.

The following audiences have been identified as the secondary targets for communication.

Secondary Target Audience	Description	Actions When/Where
Media commentators	Provide information to: - Authorised State and regional newspapers - State and local radio - State and local television	Weekly newspaper updates. Monthly radio interviews updates. Encourage good news recovery stories for TV/Radio. Community events. Develop and manage an agreed reporting rhythm.

Business community	Keep the business community informed.	Form working groups of affected businesses so they are hubs to distribute information.
WA community	Keep the wider community informed.	Encourage wider syndication of good news stories and media releases.

6

KEY MESSAGES

Messages must be consistent with the overall purpose of the communication and meet the requirements of the Shire, stakeholders and the community.

Key messages to be delivered to both primary and secondary target audiences are:

Message: What do you want your audience to think, feel or do?	Purpose: Does this message meet your communication objective?
✓ All concerns/issues, whether great or small, matter to the Shire and are being addressed.	Objective 4, 3
✓ Current situations and information received will be acted upon.	Objective 2, 4
✓ The whole community is being informed and kept up to date.	Objective 4
✓ The community is an active partner in recovery and is consulted on decisions and activities that are organised.	Objective 1, 3
✓ The community is empowered by the information received and is encouraged to be self-sufficient to build capacity.	Objective 1

7

ACTIONS

Key Stakeholders	Proposed Consultation/Communication	Medium
Community	Community consultation via a range of mediums to reach appropriate members. Using existing community networks and information conduits to engage and inform. Recovery Community Meetings. Recovery Newsletter. Shire's website.	Face-to-face via Recovery Centre. Community Development team as needed. Weekly first month switching to fortnightly/monthly. Further outreach as needed to maintain contact and get to persons that don't have other forms of communication. Updates from Spokesperson
Local Recovery Group members	Implement updates via Shire meetings, email newsletters.	Weekly, via 'FYI' newsletter.
Shire's staff internal and operational	Updates regarding actions and ongoing issues.	Messages disseminated through senior staff via daily/weekly meetings. Agency updates via CEO.
Media	Shire segment updates in local papers. Regular interviews with local radio stations.	Locally read newspaper and possibly West Australian. Updates from Spokesperson
Shire of Capel	Develop and use a protocol to ensure that all information is vetted, factual, suitably endorsed for release.	LRC, CEO.

8

RISK MANAGEMENT

Risk	Action/Mitigation
Information overload	✓ Ensure information is fresh, different and interesting, e.g. consider news items found about other affected communities and their recovery. ✓ Ensure all information presented addresses a community need, thus minimising superfluous information.
Material poorly designed and ineffective in communicating key messages	✓ Design material so it is clear, easy to use and written in appropriate language for the chosen audience.
Material and information too late or too infrequent	✓ Have weekly or fortnightly deadlines.
Other agencies sending mixed messages	✓ Make sure all agencies are aligned and messages are consistent.

9

COMMUNICATION AIDE-MEMOIRE

Communication Channels	Monitor and Evaluate
Shire's Emergency/Disaster Event Recovery Newsletter	After publication, register any enquiries or comments regarding the content and assess weekly or immediately after publication.
Local Newspaper, Community Bulletins, West Australian Newspaper	After publication, register any enquiries or comments regarding the content and assess weekly.
Shire's website and FAQs	Assess the number of visits to event recovery page. Establish feedback loops through the website to gauge effectiveness of communications.
Radio interviews (spokesperson)	Record interviews for critical analysis.
Staff briefing notes/script	Check regularly to ensure information is up-to-date and updated immediately the situation changes.
Community events and community meetings	Register attendance numbers. Take notes at each event and meeting to gauge interest and relevance of content.
Distributing news through existing community networks	Monitor social media and other community networks.

10

COMMUNICATIONS PLAN REVIEW

The Communication Plan will be reviewed as necessary but at least weekly, as determined by Local Recovery Group Chairperson and/or CEO Shire of Capel.

11

COMMUNICATIONS BUDGET

To be determined when actions have been confirmed

ATTACHMENTS

- Attachment 1:** Recovery Communications Planning Guide
- Attachment 2:** (a) Ask a Question (b) Make a Statement
- Attachment 3:** Outreach Needs Assessment and Initial Contact Form
- Attachment 4:** Recovery Community Meetings Guidelines



Attachment 1 - Recovery Communications Planning Guide

Recovery Communications Planning Template

Recovery Communications Planning Checklist

Action	Y/N	Responsible Person
Communications Governance		
Lead spokesperson selected/ advised		
Message media chosen		
Liaison with CA PIO made		
Message rhythm/frequency decided		
Recovery Message Board locations established		
Internal staff messaging in place		
Outgoing community messaging in place		
Channels for incoming community messages to be received in place		
Communication links with agencies devised		
Messaging		
Regular message format developed		
Recovery branding devised and used		
Physical donations/goods messaging devised and promoted in all messaging		
Spontaneous volunteer management messaging devised and promoted in all messaging (as required)		
Community Outreach Program		
Format and content devised		
Received information management format devised		
Ongoing information access portal/ media devised and established		

Community Message Talking Points

Spokesperson _____ **Position** _____

Message timing

To be delivered at: _____ AM ☐ PM ☐

Media channel/s: _____

Target audience: Internal staff ☐

Community group/s _____

Agency/s _____

Message Body

Intro: Discuss current situation (include 'No physical donations accepted', etc.)

1 What we know

2 What we do not yet know

3 What we are doing

4 What we want you to do

Reiterate main and salient points

Next message will be available at: _____



Attachment 2(a) – Listening - Ask a Question

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Emergency/Disaster Event RECOVERY	
ASK A QUESTION	
If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.	
Your name:	Your contact details:

Printed on GREEN paper ✂-----

	
Emergency/Disaster Event RECOVERY	
ASK A QUESTION	
If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.	
Your name:	Your contact details:

Attachment 2(b) – Listening - Make a Statement

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Emergency/Disaster Event RECOVERY	
MAKE A STATEMENT	
Please feel free to provide us with feedback or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.	
Your name:	Your contact details if response required:

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Emergency/Disaster Event RECOVERY	
MAKE A STATEMENT	
Please feel free to provide us with feedback or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.	
Your name:	Your contact details if response required:



Attachment 3 – Outreach Impact and Needs Assessment

Date: _____ TEAM No: _____

Hello, my name is _____ and I am from Shire/ volunteer/ Aust. Red Cross on behalf of the Shire of Capel. We are here to (engage/ speak/ check in) with those affected from recent events to see how best we can assist. We're collecting a database of affected people and impact on properties to ensure we deliver up-to-date information and assistance to connect people with appropriate organisations/ agencies/ people depending on assistance you may require.

PROPERTY DETAILS

Property Location (Lot No, Street Name, Area):

		Nearest Road:	Cross
Property Owner/Occupant Name:			
How would you like to be contacted?		Your preferred time?	
☐	Phone:	☐	Morning (7am – 12noon)
☐	Email:	☐	Afternoon (12noon – 5pm)
☐	Post:	☐	Evening (After 5pm)

PROPERTY NEEDS

Please provide information on detail for any needs identified

☐	House destroyed/uninhabitable	
☐	House damaged	
☐	Outbuildings destroyed Total: _____	
☐	Rebuilding assistance	
☐	Asbestos/Possible asbestos	
☐	Water supply affected	
☐	Vehicle destroyed/damaged	
☐	Animals lost/injured	
☐	Utility services affected	
☐	Fencing destroyed/damaged	
☐	Environmental clean-up required	
☐	Other _____ (Please provide details)	

INFORMATION NEEDS

OTHER ASSISTANCE REQUIRED

☐	Rubbish collection/Disposal information	☐	Council Services TYPE:
☐	Recovery Information/Newsletter	☐	Referral to Agency WHO:
☐	Financial/Grant assistance	☐	Other (provide details):
☐	Counselling/Wellbeing check		

Would you like someone to contact you?

☐ Immediately ☐ Within the week ☐ In the future

Attachment 4 – Community Recovery Meeting Guidelines



Community Recovery Meeting

We promise to listen to you and do our best to answer your questions honestly and tell you exactly what we know. There will be many questions that we don't have answers to yet. Please accept this is our reality and we are doing everything we can to get these questions answered by the responsible agencies.

Unity at Community Meetings – Together we stand

- ✓ Let's keep the right thing at the centre: let's do the very best we can for our recovery as a community
- ✓ Together we are better and stronger: let's keep the spirit of community strong (and your Shire of Capel workers are part of that community)
- ✓ Treat each other with dignity and respect: everyone's concerns matter and are equally important
- ✓ Keep it as civil as you possibly can: abusive language is not acceptable and is not helpful
- ✓ Listen respectfully to each other and try to understand the other's point of view
- ✓ Only one person to speak at a time... we can only hear one person at a time
- ✓ Say what you need, and ask what you need to know
- ✓ Constructive suggestions are welcomed... everyone can be part of the problem-solving process
- ✓ It is OK to leave the room at any point. We have Councillors here who can help you if you feel overwhelmed

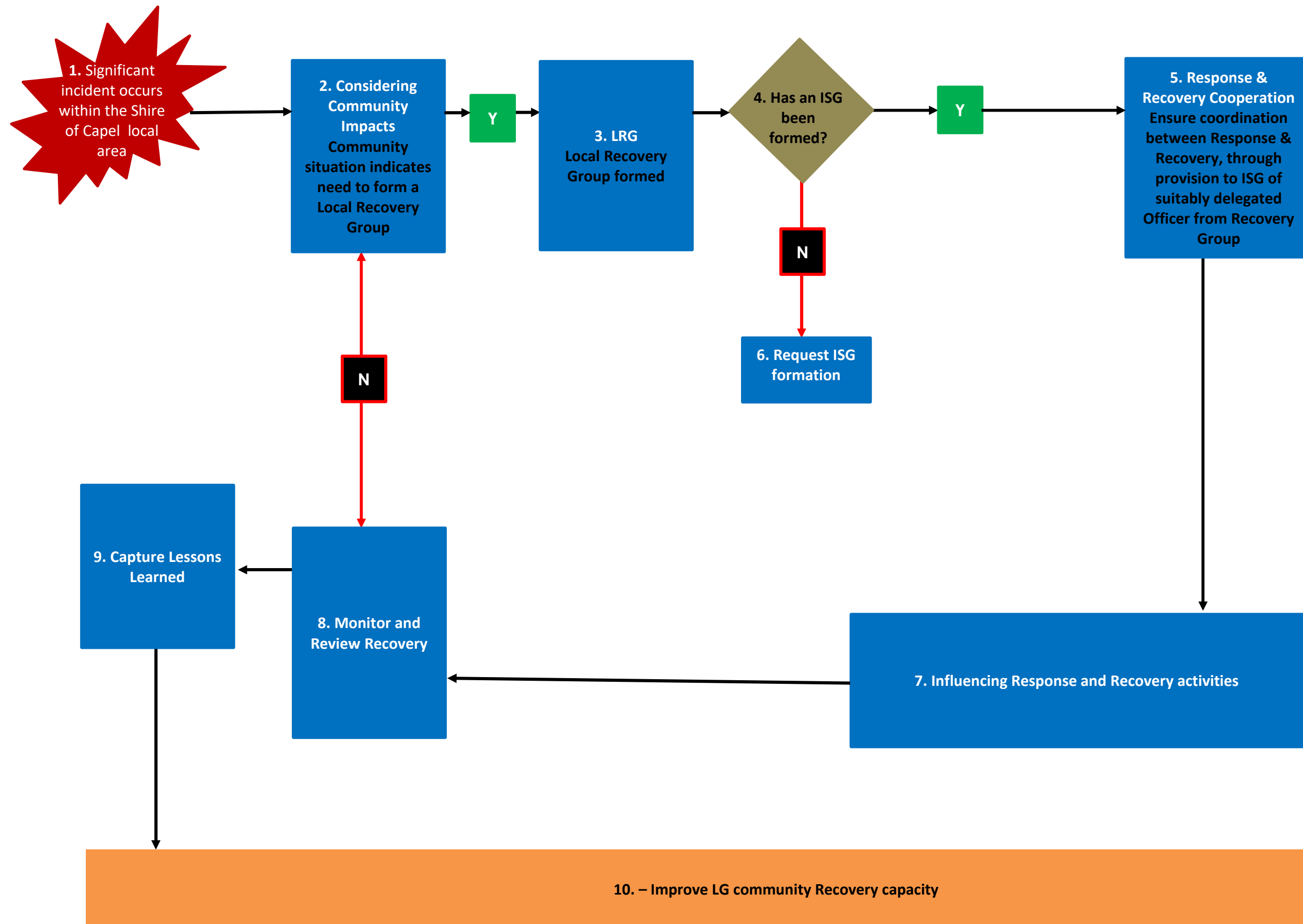
Appendix 4

Recovery Operational Sequence Guide/Checklist

Situation	Organisation/Action
ALERT (Transition) Advice of an emergency with potential to require local coordination of recovery activities	HMA/CONTROLLING AGENCY ➤ Ensure Local Emergency Coordinator (LEC) and affected Shire of Capel are advised of extent of potential recovery support requirements. ➤ State EM Policy - 6.2.1 – <i>The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to the four recovery environments (social, built, economic and natural) prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Where required, an Impact Statement must be completed, prior to the transfer of responsibility for management of recovery to the Shire of Gnowangerup(s) affected area.</i> 6.2.2 – <i>The relevant Controlling Agency with responsibility for the response to an emergency must initiate a range of recovery activities during the response to that emergency, as detailed in the State EM Plan (section 6.4).</i> ➤ Include Local Recovery Coordinators/ Shire of Capel in briefings/Incident Support Group (ISG).
	SHIRE OF CAPEL ➤ Establish liaison with Local Recovery Coordinator (LRC)/Local Recovery Group chairperson and appropriate core members considering requirement for local level coordination of recovery support. ➤ Advise and liaise with LRG members.
ACTIVATION Requirement for local level coordination of recovery identified/requested	SHIRE OF CAPEL ➤ When requested by, or on the advice of, the HMA or ISG, convene LRG and where required, establish a management structure.
	Local Recovery Coordinator ➤ Arrange for conduct of on-site assessment, if appropriate. ➤ Maintain links with affected organisations to identify and coordinate the provision of recovery support.
STAND DOWN On completion of local recovery activities.	SHIRE OF CAPEL / Local Recovery Coordinator ➤ Ensure handover of responsibility for ongoing recovery activities to a managing agency. ➤ Advise LEC (informal) and LRG members of stand-down. ➤ Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC and Chair SEMC Community Resilience and Recovery Sub-Committee (SEMC). ➤ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required.

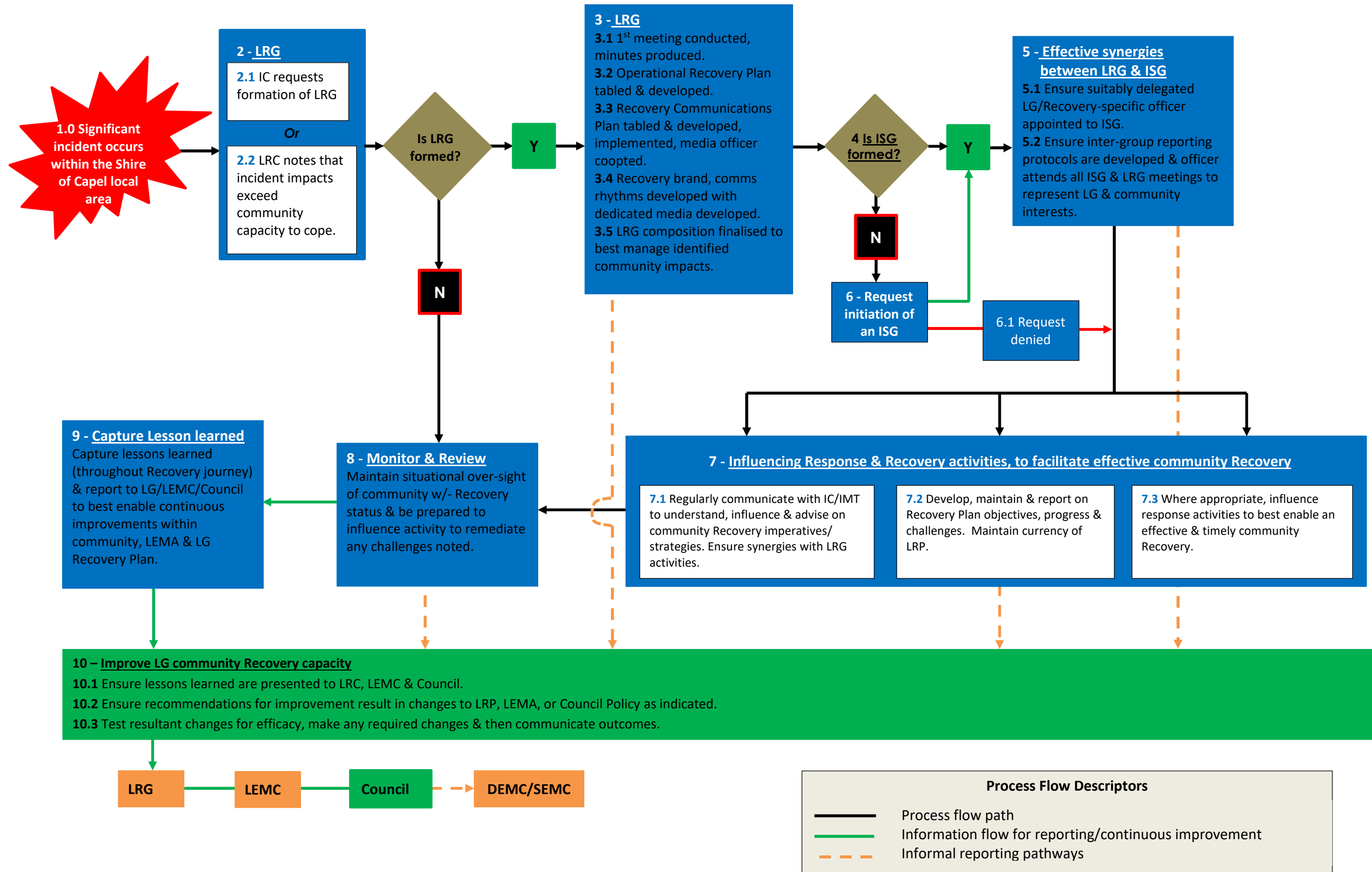
Appendix 4b

Community Disaster Recovery- Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart



Appendix 4b

Community Disaster Recovery- Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart



Appendix 4b



Community Disaster Recovery- Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart

Community Recovery – RACI Matrix

Serial	Incident	LRC	LRG	Mayor/Pres/CEO	Incident Controller	Local Emergency Coordinator	Community
1	Significant incident occurs within Shire of Capel (CoA) local area						
2	Local Recovery Group (LRG) triggers reached	R		A	C	C	I
2.1	IC requests establishment of LRG <i>or</i>	C	I	C	A	C	I
2.2	Community impacts noted to exist, likely to affect normal community functioning	A	I	C	C	C	
3	LRG called together to meet	R	R	A	I	I	I
3.1	Minutes produced and circulated to all stakeholders within this Matrix	A	C	C	I	I	I
3.2	Operational Recovery Plan (ORP) templates tabled and ORP development commenced	A	C	C	I	I	
3.3	Operational Communications Plan (OCP) templates tabled and development implemented – LG communications officer coopted to manage community comms plan.	R	C	A	I	I	C
3.4	Recovery brand developed, communications rhythms decided and dedicated media published.	R	C	A	C	I	I
3.5	Recovery Committee composition finalized w/- community impacts	R	C	A	C	C	
3.6	Ensure that community impact and needs assessment research begins.	A	R	C	I	I	C
4	Consider benefit of an Incident Support Group (ISG) to Community Recovery	AR	C	C	C	C	
5	ISG formed	C	I	C	AR	C	
5.1	Ensure delegation of suitably enabled LG/Recovery officer to represent Community Recovery effort	C	C	A	C	C	
5.2	Ensure inter-group reporting protocols are developed & officer attends all ISG & LRG meetings to represent LG & community interests.						
6	If ISG is desired to improve coordination (but not established), seek ISG formation to provide nexus between Response & Recovery activities.	A	C	C	C	C	C
6.1	If request to establish an ISG is denied, ensure sufficient representation of community needs exists at IMT, to influence a positive community Recovery.	R	C	A	C	C	C
7	Influence activities (Response & Recovery) to ensure effective community Recovery.	R	C	A	R	C	C
7.1	Regularly communicate with IC/IMT to understand, influence and advise on Community Recovery imperatives/strategies.	A	C	C	C	C	C
7.2	Develop, maintain & report on Recovery Plan objectives, progress & challenges. Maintain currency of LRP.	A	C	C	C	C	C
7.3	Where appropriate, influence response activities to best enable an effective & timely community Recovery.	R	C	A	C	C	C
8	Maintain situational over-sight of community w/- Recovery status & be prepared to influence activity to remediate any challenges noted.	A	C	C	C	C	C
9	Capture lessons learned (throughout Recovery journey) & report to LG/LEMC/Council to best enable continuous improvements within community, LEMA & LG Recovery Plan.	A	C	C			C
10	Improve LG community Recovery capacity						
10.1	Ensure lessons learned are presented to LRC, LEMA & Council.	A	C	C			
10.2	Ensure recommendations for improvement result in changes to LRP, LEMA, or Council Policy, as indicated.	A	C	C			I
10.3	Test resultant changes for efficacy, make any required changes & then communicate outcomes.	A	C	C			I

Note - Risks identified:

Code	Definition	
R	Responsible for action/initiation	Executes the task
A	Accountable to ensure outcomes	Owens outcomes – determines criteria for decisions
C	Consulted	Prior to & during execution
I	Informed	Prior to & post event
RA	Responsible & Accountable	



Plan-it Consulting
planitwaconsulting@gmail.com



Appendix 5

Recovery Action Checklist

Checklist: Recovery actions for Local Recovery Group and Local Recovery Coordinator

Please use the right-hand column to record your progress

Transition from Response	IC shall include the LRC in critical response briefings	✓
	LRC shall ensure the IC is aware of recovery requirements and tasks prior to terminating the state of emergency	✓
	LRG shall ensure that agencies with response and recovery obligations are aware of their continuing role	
	LRG to confirm whether the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia and if so, what assistance measures are available	
	LRC shall initiate key recovery arrangements and ensure formalisation of handover takes place	
	Ensure HMA completes an Impact Statement, and it is available for handover	
Management Structure	Ensure the appointment of a Deputy LRC has occurred	
	If required advise Local Recovery Centre Coordinator to activate the Local Recovery Centre	
	Facilitate representative sub-committee to coordinate and action recovery tasks and disseminate decision as required	
	Ensure and facilitate the completion of the Needs and Impact assessment	
	Assume public information responsibilities from response agency and provide information to the Authority's Coordinator Corporate Communications to disseminate to the community	
	Facilitate/advise on State/Federal Disaster Relief Funding, (DPIRD, Centrelink) and facilitate/advise on private aid and funding	
	Prepare oral and written financial and non-financial reports and briefs within Operational Recovery Plan	
	Provide adequate administration support to all recovery functions	
	Provide a succinct reporting system to Shire of Capel, State RC, LRG, community	
	Recruit and work with representatives of the affected community and include in recovery planning	
	Establish strategies for uniting the community behind agreed objectives (events, meetings)	



	Establish One-Stop-Shop and Recovery Centres providing advice, information and assistance to community during the recovery period	
	Enact Recovery Communication Plan for sharing information and enabling listening	
Impact and Needs Assessment	Use intelligence/planning information from the response operation and ensure LRC is liaising with HMA through response	
	Confirm the total area of impact for determination of survey focus	
	Set out the immediate information needs: infrastructure problems and status, damage impact and patterns, and welfare issues	
	Link with parallel data-gathering work	
	Identify and close information gaps (establish the “big picture”).	
	Assess the financial and insurance requirements of affected parties	
	Gather evidence to support requests for government assistance	
	Ensure all relevant information is strictly confidential to avoid use for commercial gain	
Inspections and Needs Assessments – Technical	Establish and define the purpose of inspection/assessment and expected outcomes	
	Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process)	
	Collect, interpret and analyse data	
	Establish a method/process to determine the type of information needed for this recovery operation: - How and who will gather the information (single survey) - How information will be shared - How information will be processed and analysed - How the data will be verified (accuracy, currency and relevance)	
	Manage the process to minimise calling back	
	Coordinate, select and brief staff	
	Maintain confidentiality and privacy of assessment data	



Data Management	Allocate responsibility for data management tasks ensuring proper process of relevant data transfer	
	Use templates/spreadsheets for impact assessment and for tracking assistance provided	
State Government Involvement	Establish robust relationships with key regional government agency representatives, and appoint them to appropriate LRG Sub-Committees and RCC, as required	
	Instigate liaison with DPIRD Officers for the recovery claim process	
	Attend ASAP to requests for information from government agencies	
Public Information	Ensure spokesperson available (CEO, delegated) to speak with the media	
	Manage public information in accordance with Recovery Communication Plan	
	Identify priority information needs	
	Monitor social media, and media and counter misinformation	
Rehabilitation and Assistance	Establish a mechanism for receiving expert technical advice from lifeline groups	
	Monitor and assist rehabilitation of critical infrastructure	
	Prioritise recovery assistance in line with community needs	
	Prioritise public health to restore health services and infrastructure	
	Assist and liaise with businesses to re-establish and reopen	
	Restore community and cultural infrastructure (including education facilities)	
	Restore basic community amenities for meetings and entertainment	
	Facilitate emergency financial assistance through the Department for Communities (Communities)	
	Be aware of need to adjust capital works and maintenance programs	

Implementation of Risk Management Measures	While doing the hazard analysis: - Identify essential services and facilities in high-risk areas - Consider the restoration betterment options for essential services	
	Identify betterment options based on research and consultation	
	Undertake urgent hazard reassessment based on new (event) information and relate to the Shire's Emergency Risk Management Plan	
Financial Management	Review financial strategies including use of Budget line items for tracking all recovery expenses	
	Communicate with financial agencies, including insurance companies	
	Keep financial processes transparent, appeal monies, etc.	
	Liaise with LMDRF for process and protocols for managing appeals system	
	Ensure recording of all expenditure during recovery, (expenditure, receipts, timesheets, contractors) for DRFAWA claims	
Reporting	Provide a succinct reporting system to the Shire of Capel, State RC, LRG, community	
	Provide adequate administration support to all recovery functions	
Recovery Long-Term Strategy (including Managed Withdrawal)	Continually review the Recovery Management process with a view to withdrawing as the community takes over	
	Conduct a Long-Term Recovery Strategy workshop with community representatives and key stakeholder organisations including managed withdrawal strategies	
	Ensure ongoing public information and communications including avenue for reporting and management of unresolved community recovery issues	
	Stage a public event of acknowledgement and community closure	
Recovery Post Analysis Report (Lessons Learnt)	Conduct a debrief and Post Recovery Analysis with key community members and key stakeholder organisations towards preparing a Recovery Lessons Learnt Report	
	Conduct a debrief and Post Recovery Analysis with Shire of Capel staff and elected members towards preparing a Lessons Learnt Report	

Appendix 6

Operational Recovery Plan Template

Operational Recovery Plan

Emergency Event: (Type and location)

Date of Emergency: _____

HMA/CA INCIDENT LEVEL: ____ DECLARED AS: _____

Section 1

Introduction:

Background on the nature of the emergency or incident	Compile the type of event and basic outline of sequence of events.
Aim or purpose of the plan	Like all management tools think about why you are engaged in recovery and what you hope to achieve overall.
Authority for plan	As a local authority you are charged with the responsibility of recovery under the <i>Emergency Management Act 2005</i> .

Section 2

Assessment of Recovery Requirements:

Details of loss and damage	Residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure). Your primary Impact Statement (IS) from HMA will give you an initial overview. This can be added to when subsequent reports are made.
Estimates of costs of damage	You may get indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment.
Temporary accommodation requirements	Include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons.
Additional personnel requirements (general and specialist)	It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads.

Human services (personal and psychological support) requirements	On completion of Outreach Individual Needs Assessment, you would have initial contact with your affected community ascertaining what physical and psychological resources are required in the immediate, short and medium term, understanding the impact on community.
Health issues	Medical/Health personnel and Shire EHOs will assess any significant issues (water, food spoilage, medical supplies or medivac).

Section 3

Organisational Aspects:

Details the composition, structure and reporting lines of the groups, sub-committees and working groups set up to manage the recovery process.

Details the inter-agency relationships and responsibilities.

Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Local Recovery Coordinator.

Section 4

Operational Aspects:

Details resources available and required	Give list of resources deployed and confer with the LRG network for future resources.
Redevelopment Plans (includes mitigation proposals for betterment)	This could be inappropriate in the early stages, however, should be part of the Long-Term Recovery Strategy in future reporting.
Reconstruction restoration programme and priorities	Detail agencies engaged in their specialist fields and estimates for re-establishing lifelines, waste, and restoration.
Includes programs and strategies of government agencies to restore essential services	Consider betterment when engaged in rebuilding.
Includes the local government program for community services restoration	Local events, meetings, coffee get togethers, recreation, breakfast BBQs, etc.
Financial arrangements	Assistance programs DRFAWA , insurance, public appeals, LMDRF , and physical and monetary donations.
Public information dissemination	From the Communication Plan outline what and how your communication is being staged.

Administrative Arrangements:



Administration of recovery funding	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.
Information management processes	How is the management and recording process being undertaken.
Reporting rhythm	Who, when and how is the reporting being undertaken.

Section 5

Conclusion:

Give an overall summary highlighting immediate, short, medium and long-term priorities and timetable.

Signed by:

Chairperson Local Recovery Group or Local Recovery Coordinator

Date:

Appendix 7

Local Recovery Centre (RC) Guidelines & Event Guideline

Aim

To assist the impacted community in their medium to long term recovery, by providing coordinated collocation of agencies to attend to psychosocial support in a neutral environment, ensuring people feel safe, welcome and comfortable.

Objectives

The objectives of a Recovery Centre are:

- ✓ To connect people with each other and with agencies and organisations which can assist people in their recovery
- ✓ To identify vulnerable individuals or families that may require immediate assistance from service providers who can address their particular needs and what those needs may be.
- ✓ To promote the importance of wellness and provide practical tools for coping with trauma and grief
- ✓ To provide regular, high-quality information on recovery milestones and other important information related to the recovery and be known as the primary location for up-to-date information
- ✓ To promote and demonstrate disaster preparedness to reduce the anxiety that may be felt within the community due to their experience
- ✓ To acknowledge the psychological challenges and complexities faced by the impacted community

Location:

Ideally the Recovery Centre will be in a central location to the impacted community and to public transport.

Building Features:

Specific features to consider in a potential building include:

- ✓ The building needs to be accessible for disabled persons
- ✓ A reception area and a comfortable place for people to wait
- ✓ Large rooms that will be suitable for office space

- ✓ An interview room for appointments with individuals and families
- ✓ Public toilets
- ✓ A multipurpose function room that has the capacity for meetings and events
- ✓ Storage such as a shed for storing 'new' donated items
- ✓ Kitchen suitable for catering for small events and acting as a staff room
- ✓ Ensure adequate parking is available

Set-up Considerations

Suggestions to consider for physically setting up a Recovery Centre include:

- ✓ Office furniture including desks, chairs, bookshelves, white boards, waiting room couch, meeting room fold-out tables (light easy to move)
- ✓ Office equipment including computers, printer, photocopier, phones
- ✓ Secure disposal of confidential papers
- ✓ Essential Services such as power, phone and internet will need to be connected
- ✓ Signage for the public and visiting stakeholders to locate with ease
- ✓ Children's corner with colouring in books and pencils and small toys
- ✓ Artwork to lighten and brighten the mood

Steps to Establish Recovery Centre:

Not all Local Governments will have the convenience of a spare building that is ready to be occupied. The following options may need to be considered:

- ✓ Rental of lease agreement for building
- ✓ Building modifications
- ✓ Mobile office building (donga)
- ✓ Arrange hire, lease or purchase of office equipment
- ✓ Second-hand furnishing
- ✓ Cleaning and rubbish collection

Record Keeping:

The Emergency Management Act 2005 allows information to be shared between State Agencies and the Shire of Capel.

It is recommended that LRC keeps a master database based that records:

- ✓ Property address
- ✓ Is it destroyed or damaged
- ✓ Owner contacts (including email, mobile number)
- ✓ Renters contacts (if rental or Dept of Communities)
- ✓ Insured or uninsured
- ✓ Received Centrelink Immediate Payment
- ✓ Received assistance from Department of Communities
- ✓ Applied for LMDRF
- ✓ Email collection for Newsletter and other important information
- ✓ Received Outreach from Australian Red Cross

Management of Recovery Centre (RC):

The following should be considered in the running of RC:

- ✓ All staff at the RC should be wearing identification such as name badges that show the organisation they are working for
- ✓ Beware of and monitor the health and safety issues, paying particular attention to staff stress and security for the staff and building
- ✓ Establish a process for regular operational staff briefing and debriefing

Recovery Events:

RC Staff will likely attend a wide range of recovery events that are located at the RC or within the impacted area.

Natural community desire will be to have social gatherings for their demographics, for example farmers will want to gather with other farmers.

Recovery activities will need to flex with the community's recovery as people's circumstances change. See the attached 'Recovery timeline- short, medium and long term.'

To assist in the management of recovery events see the attached 'Shire of Capel Recovery Event Planning Template.'

Closing of the Recovery Centre (RC):

The following should be considered in the running of RC:

- ✓ The RC will become an important point of community focus and solidarity. It is not unusual for the centre to open for months or even years
- ✓ Liaise with key stakeholders to establish the appropriate time for the RC to be closed and report to LRG
- ✓ Communicate well in advance with the community that the centre will be closed and on what date
- ✓ Ensure all people who have used the centre are contacted and notified of how they can access services in the future
- ✓ Consider a public function to thank all involved or have an official closing ceremony
- ✓ Consider an article in the local newspaper about the closing of the centre, what its purpose was, what it accomplished, services provided to the community
- ✓ Sync closure of recovery centre with formal cessation of recovery with community celebration.

ATTACHMENT 1

The Recovery Timeline: Short, Medium and Long- term

Short-term recovery (where we've been)

Short-term recovery is also called relief. The aim of relief is to address and support the immediate needs of individuals, businesses and the community affected by the event. Relief often happens while essential services are still being restored to the level where response agencies are no longer required to maintain them.

Relief agencies will usually undertake some form of impact assessment to get a clear idea of the extent of the impacts. This includes understanding the geographical extent of the impacts (i.e. how big), the human impacts (i.e. who is affected and are there casualties), the property and infrastructure impacts (i.e. what is damaged or destroyed), and the environmental impacts (i.e. are there threats to health and sanitation).

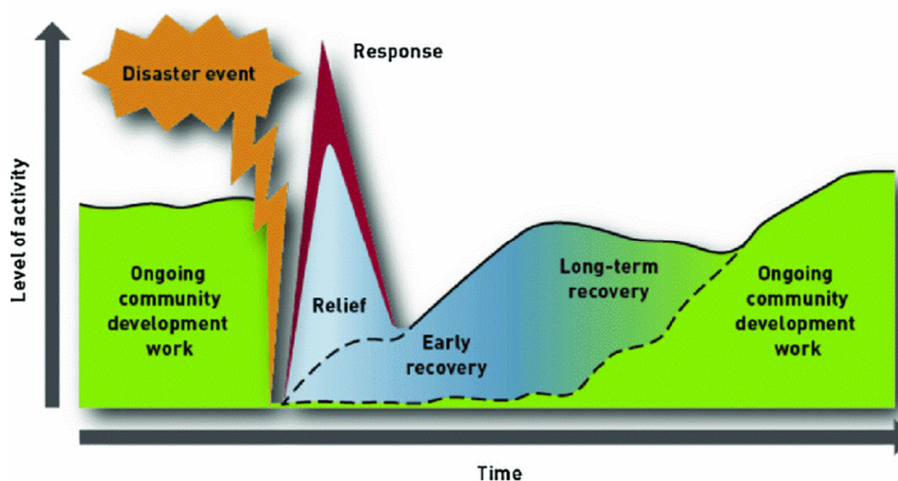
Medium-term recovery (where we are now)

The transition from short-term recovery to medium-term recovery happens when response agencies are 'stood down'. Medium-term recovery continues the coordinated process that was established during relief. Affected communities continue to be supported in terms of emotional, social and physical support. During this phase, critical physical infrastructure will be rebuilt, and the restoration of the economy and of the environment will begin.

Long-term recovery (where we're heading)

Recovery can continue for a very long time after an event: often it will take years. The role of the agencies and recovery groups continues to be critically important over these years, and it is best to plan for long-term recovery properly ahead of time, which is why we want to make this long term recovery strategy with you.

One of the key aims of long-term recovery should be to help the community become more resilient and more independent of agency support. This is why community-driven recovery is so important: it enables us to begin as we mean to continue: with community leading the way and with agencies in the supporting role.





ATTACHMENT 2

Shire of Capel Recovery Event Planning Template

ACTION	DESCRIPTION	GOALS

COMMUNITY SUPPORT:	
WHERE HAS CONCEPT / IDEA COME FROM:	
STAKEHOLDERS: Who owns the action?	
OTHER INVOLVEMENT: Who is needed?	
RESOURCES:	
COSTS:	
SPONSORS / FUNDING BODIES:	

HEALTH & WELLBEING RISK:	☐ High ☐ Medium ☐ Low	SUPPORT REQUIRED:	☐ Shire Staff ☐ Wellbeing ☐ Other: _____
ENVIRONMENTAL RISK:	☐ High ☐ Medium ☐ Low	SUPPORT REQUIRED:	☐ Shire Staff ☐ Other: _____

CATEGORY:	☐ Needs Assessment ☐ Communication ☐ Event ☐ Donations ☐ Wellbeing
RECOVERY VALUE:	☐ High ☐ Moderate ☐ Low ☐ Community Interest
PRIORITY / TIMELINE:	☐ High / Urgent ☐ Important ☐ Medium / Medium Term ☐ Lower / Long Term
DIFFICULTY:	☐ Straightforward ☐ Effort Required ☐ Long Term / Complex
OBJECTIVES:	☐ Promote health & wellbeing ☐ Increase / Enhance understanding of community needs ☐ Provide information / enhance communication ☐ Support Community Recovery through long term programs and projects
EVALUATION:	

Appendix 8

Emergency Relief, Support and Health Services

Relief activities meet the immediate food, shelter and security requirements of those affected by the emergency. Whereas recovery activities provide information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

The following link provides related support plans and detailed information: [Emergency Management Support Plans](#).

The Shire of Capel *Local Emergency Relief and Support Plan* provides local contingencies for health, emergency relief and support are to work in conjunction with State Agencies and other Non-Profit Organisations.

Principles:

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

Community and Wellbeing Sub-committee encourages community to participate in community recovery decision-making

The overall needs assessment of individuals and families is evaluated as early as possible

Personal support strategies are integral to overall recovery management process

Measures are taken to mitigate the effects of future emergencies on community

Recovery programs be coordinated to support and enhance community

Strategies:

Strategies to implement the principles of community and wellbeing recovery following an emergency are shown in ***conceptual, management*** and ***service delivery*** classifications. They are proposed as examples, rather than as an exclusive listing of strategies that might be invoked in all circumstances.

Conceptual:

Encourage emergency service agencies to implement procedures relating to personal support services (e.g. identify potential welfare needs)

Support and promote individuals, families and businesses of the affected community

Support and promote community improvements

Purchase replacement goods and services locally via local businesses and trades people wherever practical

Maintain the integrity of local community groups and experts and their capabilities

Build on existing organisations and networks through activating available systems within the community

Encourage support of local community groups and experts

Encourage agencies to employ local residents

Source government grants, distribution of appeal funds and charitable payments to assist with supporting needs of individuals and families during the recovery process

Avoid duplication of services and identify gaps

Management:

Identify all aspects of community and wellbeing that may be required

Establish liaison between community and wellbeing groups, community and government agencies in the community

Establish Community and Wellbeing Sub-Committee representatives from Health and Wellbeing groups, the community and government agencies

Provide community with information about recovery process and resources available through the Community and Wellbeing Sub-Committee via Communication Plan processes

Ensure community participation in the Community and Wellbeing Sub-Committee

Conduct inter-agency briefings and feedback sessions on effectiveness and progress of welfare recovery process

Identify gaps in Community and Wellbeing services for consideration in risk management processes

Develop risk management assessments aimed at minimising future Health and Wellbeing requirements

Service Delivery:

Ensure service delivery personnel is aware of the range of services available and appropriate referral processes

Ensure service delivery personnel is aware of the local welfare circumstances pre- and post-emergency

Ensure service delivery personnel has good interpersonal skills and understanding of the local community

Provide community and wellbeing services in a timely, fair, equitable and flexible manner; ensure services and/or information is coordinated and provided by a variety of means

Ensure availability and accessibility to community and wellbeing and recovery information and services

Appendix 9

Local Recovery Plan – Action Items

Activation of Recovery

- Approached by HMA/CA IC to initiate
- LRC advises the Shire's CEO of recovery activation
- Assessment of assistance determined
- LRP is implemented

Response to Recovery transition of event responsibilities

- Recovery initiated while response still in progress
- LRC to attend ISG meetings and liaison with Incident Controller
- LRG gathered and briefed ensuring coordinated transition
- CEO to sign off response to recovery handover with HMA/CA with Impact Statement developed and agreed by CA IC

Impact Statement and Needs Assessment

- Recovery initiated while response still in progress
- LRC to attend ISG meetings and liaise with Incident Controller
- LRG gathered and briefed ensuring coordinated transition
- CEO to sign off response to recovery handover with HMA/CA. Impact Statement is provided
- LRG Outreach Needs Assessment will be carried out ASAP, when safe, after event
- Aust. Red Cross contacted ASAP to establish agreed partnership in recovery activities

Operational Recovery Plan

- LRC to prepare Operational Recovery Plan where significant reconstruction and restoration is required

Strategic Long-Term Recovery Plan

- The Shire to develop a collaborative, comprehensive and inclusive long-term recovery strategy for the community, including objectives and timelines

Managed Withdrawal

- The Shire will communicate via the LRG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area
- The Shire to identify potential partnerships with existing community organisations and services and ascertain their capacity to support the recovery process in the medium and long-term
- LRG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to the community to continue

Establishing LRG Management Structure

- The Shire will establish the LRG management structure relevant to event size and complexity
- LRG will establish membership from Shire 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

Financial Management

- All invoicing and costs associated with the emergency event to be allocated against the Shire's emergency event cost centre
- On advice emergency is an eligible event and significant resources have been expended, LRC will direct the Shire to contact DRFAWA Officers (DFES) for advice and guidance
- CEO and/or nominated senior officer have authority to expend funds on emergency event
- In an eligible major disaster LRC will assist affected individuals connect with Centrelink for assistance payments

Appeals and Donations

- On advice of eligibility following a disaster, LRC will direct the Shire officers to LMDRF for advice and guidance
- Spokesperson will advise that the Shire **will not** accept donations of goods
- All financial donations will be direct through the LMDRF
- Offers of assistance will be directed to LRG



Spontaneous Volunteers

- The Shire's LRG will refer spontaneous volunteers to local service clubs and support agencies to manage
- Consider contacting and utilising the services of ***Disaster Relief Australia***

Recovery Coordination Centre and One-Stop-Shop

- LRC/LRG to determine location for Recovery Centre and establish as soon as possible
- One-Stop-Shop to be established immediately following event and located appropriately

STAFF – Shire of Capel

- Shire staff to be regularly briefed on current situation and activities within recovery
- Stress and fatigue of Shire staff to be monitored and assisted where appropriate
- As soon as possible determine staffing level increase to meet demands

Shire of Capel Staff – Recovery Roles and Responsibilities

- All Shire staff could be engaged in various stages of disaster recovery
- Specific Shire staff identified in this Plan should be very familiar with the roles and responsibilities involved with disaster recovery
- External agencies/ organisations are to be engaged and used wherever possible

Disaster Event Recovery Communication Plan

- The Recovery Communication Plan will provide guidance when distributing public information and communications

Debriefing and Evaluation

- The LRG will hold a formal Post Incident Analysis to evaluate the process and apply lessons learnt
- A formal debrief will be held for Shire staff to evaluate the process and apply lessons learnt
- Assistance will be made available through EAP for any staff working in the recovery process
- LRC will compile a formal report for Council and State Recovery Coordinator
- LRP amended (as required) to incorporate lessons learned for continuous improvement

Appendix 9

Local Recovery Plan – Action Items

Activation of Recovery

- Shire of Capel Liaison Officer (ESC) is approached by HMA/CA IC to initiate Recovery
- Shire of Capel Liaison Officer advises LRC of requirement to activate Recovery
- LRC advises the Shire's CEO and Shire President of recovery activation
- Assessment of assistance determined
- LRP is implemented

Response to Recovery transition of event responsibilities

- Recovery initiated while response still in progress
- LRC to attend ISG meetings and liaison with Incident Controller
- LRG gathered and briefed ensuring coordinated transition
- CEO to sign off response to recovery handover with HMA/CA with Impact Statement developed and agreed by CA IC

Impact Statement and Needs Assessment

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- A formal debrief will be held for Shire staff to evaluate the process and apply lessons learnt
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- LRC will compile a formal report for Council and State Recovery Coordinator
- LRP amended (as required) to incorporate lessons learned for continuous improvement



Appendix 10(a)

Local Recovery Group Standard Reporting

LOCAL RECOVERY GROUP – RECOVERY REPORT

<Insert Emergency Situation Here>

Shire of Capel Recovery Group

Report No:

To: Chairperson, SRG/ State Recovery Coordinator

Situation Update:

Should include full damage report (once only) and estimated amount in dollars, 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, LRG intervention with priorities.

Financial Issues:

May include support from LRG for additional funding from Treasury.

Recommendations:

Name & Signature: _____

Position: _____

Date: _____



Appendix 10(b)

Post Incident Analysis – Emergency and Recovery Management

ISSUE	COMMENT	RECOMMENDATIONS
Was notification/mobilisation satisfactory/appropriate?		
Was the Management/ Administration structure effective?		
Reporting relationships clear? (Did you know who to report to?)		
Was the transition from Response Phase to Recovery Phase clearly established?		
Were Recovery Objectives/Actions clearly defined?		
Were Recovery Arrangements useful or require review/upgrade?		
Inter-agency liaison Were there any issues working/liasing with other agencies/organisations?		
Emergency Management - Recovery Support Arrangements Are relevant Agency/Organisation arrangements established/current?		

Appendix 11

Emergency Relief Organisations (not for profit) and Volunteers



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](https://www.redcross.org.au) website to help communities prepare for, respond to and recover from disasters.



Disaster Relief Australia

Disaster Relief Australia (DRA) unites the skills and experiences of Australian 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.



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



Emergency Volunteers WA

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



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



F.A.W.N.A

FAWNA Inc. (Fostering and Assistance for Wildlife Needing Aid) was founded in 1984 in Busselton, Western Australia, to support wildlife rehabilitators caring for orphaned, injured, or abandoned animals. Over the years, FAWNA's membership has expanded from Mandurah to Albany, covering the Swan Coastal Plain and Great Southern regions—areas known for their rich biodiversity, including a globally recognised biodiversity hotspot and significant RAMSAR wetland.

For more information and registration visit [FAWNA Inc. | Western Australia Wildlife Rescue & Rehabilitation](https://www.fawna.org.au)



Appendix 12

Principles Of Conflict Resolution

1. Think Before Reacting

The tendency in a conflict situation is to react immediately. After all, if we do not react we may lose our opportunity. To resolve conflict successfully it is important to **think** before we react– consider the options, weigh the possibilities. The same reaction is not appropriate for every conflict.

Principles and Values – P1, P3, P5, V1, V2, V3

2. Listen Actively

Listening is the most important part of communication. If we do not hear what the other parties are communicating, we cannot resolve a conflict. Active listening means not only listening to what another person is saying with words, but also to what is said by intonation and body language. The active listening process also involves letting the speaker know that they have been heard. For example, “What I heard you say is.....”, in other words, paraphrase and confirm understandings.

Principles and Values – P1, P4, V1, V2, V4

3. Assure a Fair Process

The process for resolving a conflict is often as critical as the conflict itself. It is important to assure that the resolution methods chosen, as well as the process for affecting that method is **fair to all parties** to the conflict. Even the perception of unfairness can destroy the chances of a resolution.

Principles and Values – P2, P3, P4, V2, V3

4. Attack the Problem

Conflict can be very emotional. When emotions are high it is much easier to begin attacking the person on the other side, than it is to solve the problem. The only way conflicts get resolved is when we **attack the problem and not each other**. What is the problem that lies behind the emotion? Focus on what are the causes of the conflict, not the symptoms?

Principles and Values – P2, P4, P5, V1, V2, V3



5. Accept Responsibility

Every conflict can have many sides and there is enough responsibility for everyone. Attempting to place blame only creates resentment and anger that heightens any existing conflict. In order to resolve a conflict, we must be prepared to ***accept our share of the responsibility*** and eliminate the concept of blame.

Principles and Values – P2, P5, V1, V2, V5

6. Use Direct Communication

Say what we mean and mean what we say. Avoid hiding the ball by talking around a problem. The best way to accomplish this is to use “I-Messages”. With an “***I-Message***” we *express our own wants, needs or concerns to the listener*. “I-Messages” are clear and non-threatening way of telling others what we want and how we feel. A “***you-message***” blames or criticizes the listener. It suggests that the person is at fault.

Principles and Values – P5, V2, V4

7. Look for Interests

Positions are usually easy to understand because we are taught to verbalize what we want. However, if we are going to resolve conflict successfully, we must uncover why we want something and what is really important about the issue in conflict. Remember to look for the ***true interests of the all the parties*** to the conflict.

Principles and Values – P2, P3, V2, V3,

8. Focus on the Future

In order to understand the conflict, it is important to understand the dynamics of the relationship including the history of the relationship. However, in order to resolve the conflict, we must focus on the future. ***What do we want to do differently tomorrow?***

Principles and Values – P2, P6, V5, V6

9. Options for Mutual Gain

Look for ways to assure that we are all better off tomorrow than we are today. Our gain at the expense of someone else only prolongs conflict and prevents resolution.

Principles and Values – P2, P3, P5, V1, V2, V3

10. Timeframes for Consideration

Be prepared to preface any planning discussions with the likely requirement for staged planning. Some things can be resolved in the short term, while some matters may need more careful planning and decision making, into the median and longer terms. Not all matters can or should be decided immediately. Manage that expectation and provide examples of why this may be important (i.e., Marysville Recreation Centre)

Principles and Values – P3, P4, P5, V1, V2, V5

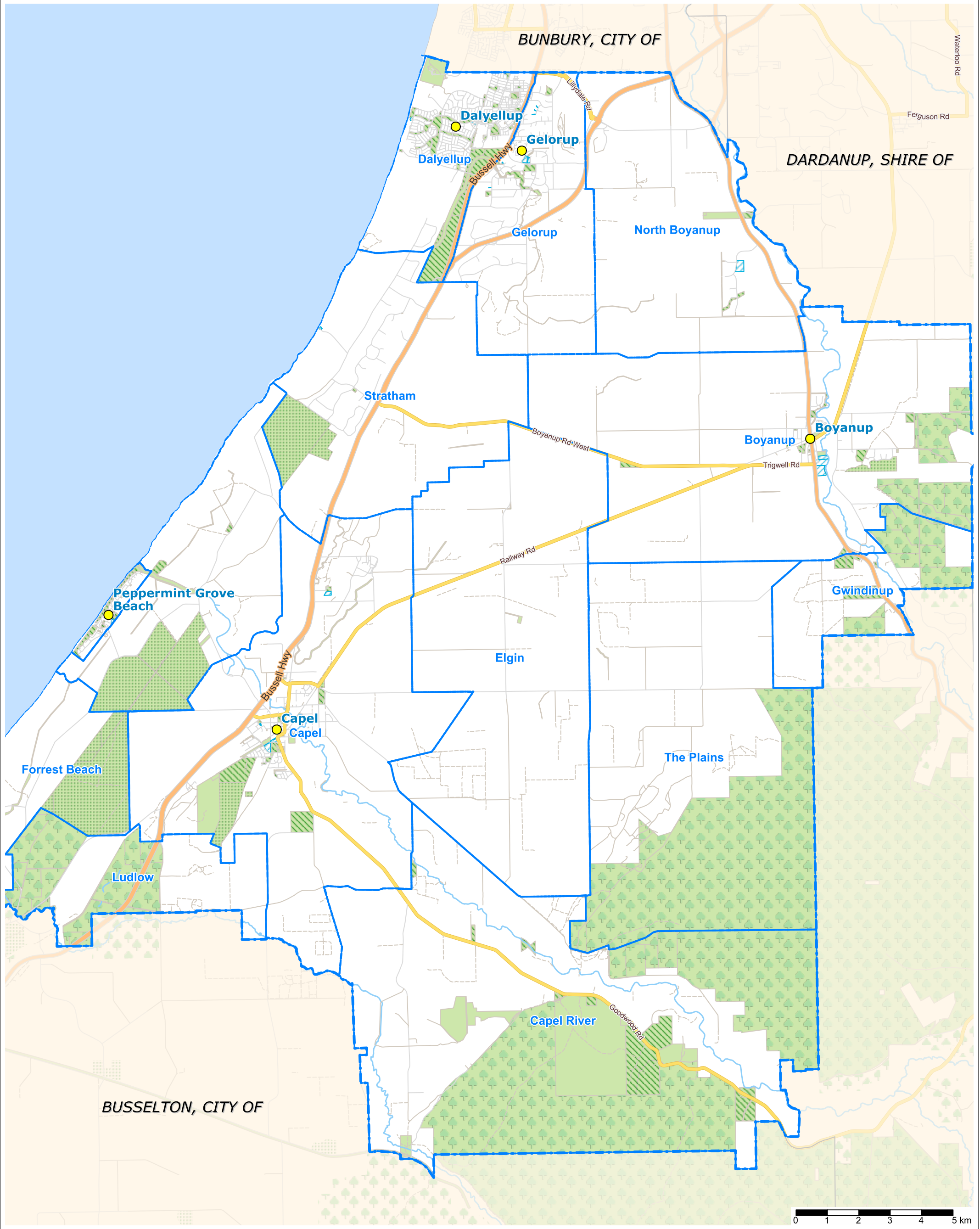
Recovery Principles and Values Alignment

P Recovery Principles

- P1 Context
- P2 Complexity
- P3 Community-Led
- P4 Coordination
- P5 Communication
- P6 Capacity Building (Resilience)

V Recovery Values

- V1 Do No Harm
- V2 Leadership
- V3 Collaboration
- V4 Empowering
- V5 Act quickly, plan for long term (long term recovery strategy)
- V6 Transition (Exit)
- V7 Capture Lessons (debrief)



Shire of Capel
Localities



The Shire of Capel does not warrant the accuracy of information in this publication and any person using or relying upon such information does so on the basis that the Shire bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

28/05/2025

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