



City of
**Kalgoorlie
Boulder**



City of Kalgoorlie-Boulder

Local Recovery Plan



CONTENTS

CONTENTS	1
1. ADMINISTRATION	5
1.1 Amendment Record	5
1.2 Endorsement – City of Kalgoorlie Boulder Local Recovery Plan	6
1.3 Acronyms	7
1.4 Document Availability	8
1.5 Feedback	8
1.6 Distribution	9
Full Unrestricted Version.....	9
Restricted Version.....	9
1.7 Related Documents, Agreements and Understandings, Special Considerations 10	
1.7.1 Related Documents	10
1.7.2 Agreements and Understanding	10
2. RECOVERY	11
2.1 Overview	11
2.2 Authority	11
2.3 Purpose	11
2.4 The City’s Recovery Principles	12
2.5 The City’s Recovery Values	13
2.6 Threats	13
2.7 Scope	14
2.8 Geographic Location	14
3. ACTIVATION & ACTIONS	15
3.1 Activation of Recovery	15
3.1.1 Emergency Management Phases	15
3.2 Response to Recovery Responsibilities	16
3.3 Impact Statement & Needs Assessment	16
3.3.1 Impact Statement.....	17
3.3.2 Outreach Needs Assessment	17
3.3.3 Sources of Information – Impact and Needs Assessment.....	18
3.4 Operational Recovery Plan	18
3.5 Long-Term Recovery Strategy	19
3.6 Managed Withdrawal	19
4. OPERATIONAL RECOVERY MANAGEMENT	20
4.1 Management Structure	20
4.2 Local Recovery Group (LRG)	20
4.2.2 Membership.....	20
4.2.3 Functions	21
4.3 Community Involvement – Cultural and Diversity Inclusiveness	21
4.4 Local Recovery Group Sub Committees	22
4.5 State Government Involvement	22
4.5.1 State Recovery Coordinator/State Recovery Controller	23
4.5.2 State Recovery Coordination Group	23
5. FINANCIAL MANAGEMENT	24
City of Kalgoorlie-Boulder - Local Recovery Plan - 2023	1

5.1 Financial Management	24
5.1.1 Insurance.....	24
5.1.2 Financial Records.....	24
5.1.3 Internal Finance.....	24
5.2 Financial Assistance	25
5.2.1 Disaster Recovery Funding Arrangements-Western Australia (DRFAWA).....	25
5.2.2 Centrelink	26
6. APPEALS, DONATIONS & VOLUNTEERS.....	27
6.1 Appeals and Donations	27
6.1.1 Lord Mayor’s Distress Relief Fund	27
6.1.2 Donations of goods.....	27
6.1.3 Donations of Cash	27
6.1.4 Non-Government Organisations (NGO) Assistance	27
6.1.5 Donations of Service and Labour.....	27
6.2 Spontaneous Volunteers.....	28
7. FACILITIES & RESOURCES	29
7.1 Hazard Management Agency Response Resources	29
7.2 City of Kalgoorlie Boulder Contacts, Resources and Assets Registers.....	29
7.3 Australian Red Cross	29
7.4 Recovery Facilities and Staff	29
7.4.1 Recovery Centre and One-Stop-Shop	29
7.4.2 City of Kalgoorlie Boulder Staff.....	32
8. ROLES & RESPONSIBILITIES	33
8.1 Local Emergency Management Committee	33
8.2 Local Recovery Coordinator	33
8.3 Local Recovery Group.....	33
8.4 City Recovery Roles and Responsibilities.....	33
8.5 External Agencies Recovery Roles and Responsibilities	34
9. COMMUNICATIONS.....	35
9.1 Recovery Communication Plan	35
9.2 Spokesperson/s.....	35
10. STAND DOWN	36
10.1 Debriefing.....	36
10.2 Evaluation	36
11. APPENDICES	37
Appendix 1.....	38
Local (Kalgoorlie Boulder) Recovery Group Management Structure and Functions.....	38
1.1 Initial Recovery Management Structure during Response phase	38
1.2 Partial Recovery Management Structure – Initial	39
1.3 Full Management Structure (Comprehensive/Complex Event).....	40
1.4 Local Recovery Group Sub-Committee Functions.....	41
Social Community Wellbeing Sub-Committee	41
Built Infrastructure Sub-Committee.....	41
Finance Economics Sub-Committee	42
Natural Environment Sub-Committee.....	42
Appendix 2.....	43
Recovery Roles and Responsibilities City of Kalgoorlie Boulder Staff.....	43
LOCAL RECOVERY COORDINATOR.....	43

Chief Executive Officer	43
CHAIR43	
Local Recovery Group – Mayor, Deputy Mayor (proxy).....	43
CHAIR44	
Local Emergency Management Committee – Mayor, Deputy Mayor (proxy).....	44
RECOVERY SUPPORT OFFICER.....	44
CKB LIAISON OFFICER.....	44
RECOVERY CENTRE COORDINATOR (RCC).....	44
MUNICIPAL EMERGENCY RESOURCE OFFICERS.....	46
Appendix 3: Recovery Communications Plan	49
1. <i>Vision</i>	51
2. <i>Mission</i>	51
3. <i>Background</i>	51
4. <i>Communication Objectives</i>	51
5. <i>Communication - Outlying Communities</i>	51
6. <i>Key Target Audience</i>	52
7. <i>Key Messages</i>	54
8. <i>Actions</i>	55
9. <i>Risk Management</i>	56
10. <i>Communication Plan Review</i>	57
11. <i>Communications Budget</i>	57
12. <i>Attachments</i>	57
PART 1 – Communications Planning Guide	58
PART 2 – Listening: 1. Ask A Question 2. Make A Statement	60
PART 3 – Outreach Needs Assessment and Initial Contact Form	62
PART 4 – Recovery Meeting Guidelines	63
Appendix 4:.....	64
Recovery Operational Sequence Guide/Checklist.....	64
Appendix 5.....	65
Appendix 6: Operational Recovery Plan Template.....	69
Emergency Event: (Type and location).....	69
Date of Emergency: _____	69
Section 1.....	69
Introduction:.....	69
Section 2.....	69
Assessment of Recovery Requirements:.....	69
Section 3.....	70
Organisational Aspects:	70
Section 4.....	71
Operational Aspects:	71
Administrative Arrangements:	71
Section 5.....	72
Conclusion:	72
Appendix 7: Local Recovery Centre (RC) Guidelines & Event Guideline.....	73
Appendix 8: Welfare and Health Services.....	79
Appendix 9: Local Recovery Plan – Action Items.....	81
Activation of recovery.....	81

Response to recovery transition of event responsibilities	81
Impact Statement and Needs Assessment.....	81
Operational Recovery Plan.....	81
Strategic Long-Term Recovery Plan.....	81
Managed Withdrawal.....	82
Establishing LRG Management Structure	82
Financial Management.....	82
Appeals and Donations	82
Spontaneous volunteers	82
Recovery Coordination Centre and One-Stop-Shop.....	83
STAFF – City of Kalgoorlie Boulder.....	83
City of Kalgoorlie Boulder Staff – Recovery Roles and Responsibilities.....	83
Disaster Event Recovery Communication Plan	83
Debriefing and Evaluation	83
Appendix 10: Local Recovery Group Standard Reporting.....	84
Appendix 11: Post Incident Analysis – Emergency and Recovery Management.....	85
Appendix 12.....	86

1. LRG Management Structure	5. Recovery Actions Checklist	9. LR Plan Action Items
2. Roles & Responsibilities	6. Operational Rec. Plan	10. LR Group Reporting
3. Comms Plan	7. Recovery Centres	11. PIA – Debrief
4. Operation Sequence Guide	8. Health & Welfare	12. MOUs

1. ADMINISTRATION

1.1 Amendment Record

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

No	Amendment Date	Details of Amendment	Review Date	Initials
1	2016	Development of Plan		
2	2023	Full Review of {Plan	01/01/2023	L.Winter
3				
4				
5				
6				

1.2 Endorsement – City of Kalgoorlie Boulder Local Recovery Plan

The Local Recovery Plan (LRP) has been developed in accordance with Section 41(4) of the [Emergency Management Act 2005](#) (WA) (the Act) and forms part of the Emergency Management Plans and Arrangements for the City of Kalgoorlie Boulder (the City).

The City's Local Emergency Management Committee (LEMC) endorsed the LRP.

Chair: _____ Date: _____
City of Kalgoorlie Boulder LEMC
Cr John Bowler – City Mayor

_____ Date: _____
City of Kalgoorlie Boulder
Endorsed by Council

_____ Date: _____
City of Kalgoorlie Boulder CEO
Mr Andrew Brien

Disclaimer: This Plan has been produced by the City of Kalgoorlie Boulder 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 the City expressly disclaims liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect arising from such omission.

1.3 Acronyms

(The) Act	Emergency Management Act 2005 (WA)
ARC	Australian Red Cross
CA	Controlling Agency
CEO	Chief Executive Officer
CKB	City of Kalgoorlie Boulder
CITY	City of Kalgoorlie Boulder
LEMG	City of Kalgoorlie Boulder Local Emergency Management Group
DC	Department for Communities
DFES	Department of Fire and Emergency Services
DRFA-WA	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
LEMC	Local Emergency Management Committee
LGA	Local Government Authority
LEMP	Local Emergency Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
LRP	Local Recovery Plan (this document)
OIC	Officer in Charge
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Policy
SES	State Emergency Services

1.4 Document Availability

Members of the public can view a copy of the LRP on the City's website. Physical copies are available for inspection, during office hours, at the City's Administration Offices.

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:

Senior Emergency Management Officer
City of Kalgoorlie Boulder
(577 Hannan Street)
PO Box 2042
BOULDER WA 6432
mailbag@ckb.wa.gov.au

The 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

CKB Chief Executive Officer

CKB Mayor

CKB Executive Staff members

CKB Management staff

CKB Media Coordinator Communications

LEMC Membership

WAPOL Goldfields District Office

DFES Goldfields District Office

Other committees

Goldfields–Esperance District Emergency Management Committee

Restricted Version

Public Access Restricted Version

City of Kalgoorlie Boulder Administration Office – Front Counter/Reception

City of Kalgoorlie Boulder Public Library

City of Kalgoorlie Boulder Website: www.ckb.wa.gov.au

1.7 Related Documents, Agreements and Understandings, Special Considerations

1.7.1 Related Documents

The LRP is consistent with State Emergency Management Policies and State Emergency Management Plans.

The LRP is to be read in conjunction with the City's Local Emergency Management Plan and Arrangements.

Details are held by the City's Administration Offices, contact the Senior Emergency Management Officer at:

City of Kalgoorlie Boulder
(577 Hannan Street)
PO Box 2042
BOULDER WA 6432
mailbag@ckb.wa.gov.au

1.7.2 Agreements and Understanding

An informal partnering agreement is in place between Local Governments of the Goldfields Region to provide mutual aid for recovery during emergencies and post-incident recovery.



These parties are referred to as the "Partnering Local Governments" and have all agreed to assist by providing additional resources for managing recovery during emergencies and post-incident recovery. See **Appendix 12**.

2. 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 event, the City is the closest form of government 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 City.

The City recognises disaster recovery is more than simply replacing what has been destroyed and the rehabilitation of those affected.

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

For this reason, the City and its 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 is prepared in accordance with the Act and endorsed by the City's LEMC and City's Council. The Plan is tabled for noting with the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).

2.3 Purpose

To detail planning, arrangements and processes established 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 The City's Recovery Principles

The City's LRP and its 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 City 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 City acknowledges the complex and dynamic nature of both emergencies and the diverse nature of its communities.

Using **COMMUNITY-LED** approaches

The City 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 City 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 City understands the imperative of effective communication for successful recovery and will ensure the Recovery Communication Plan (located as Appendix 3) is activated to ensure community and partners are always informed and heard.

Building **CAPACITY**

The City 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 The City's Recovery Values

The City 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 City's communities
3.	Recognising the City's key role is to foster COLLABORATION between partner agencies, community and Council
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 providing capacity building and resilience

2.6 Threats

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

Description	Time	Impacts
Bush Fire	November - April	Rural areas, residential areas subject to ember attack
Severe Storm	May - October	City wide, residential and environment
Flood	May – October	City wide, residential and environment
Hazardous Material Incident	All year	Major Arterial Routes and mining operations
Public Health Emergency	All year	Extensive economic and social risk
Earthquake	All year	Damage/ collapse of built environment

2.7 Scope

This LRP is limited to the boundaries of the City of Kalgoorlie Boulder. 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 City's Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.

2.8 Geographic Location

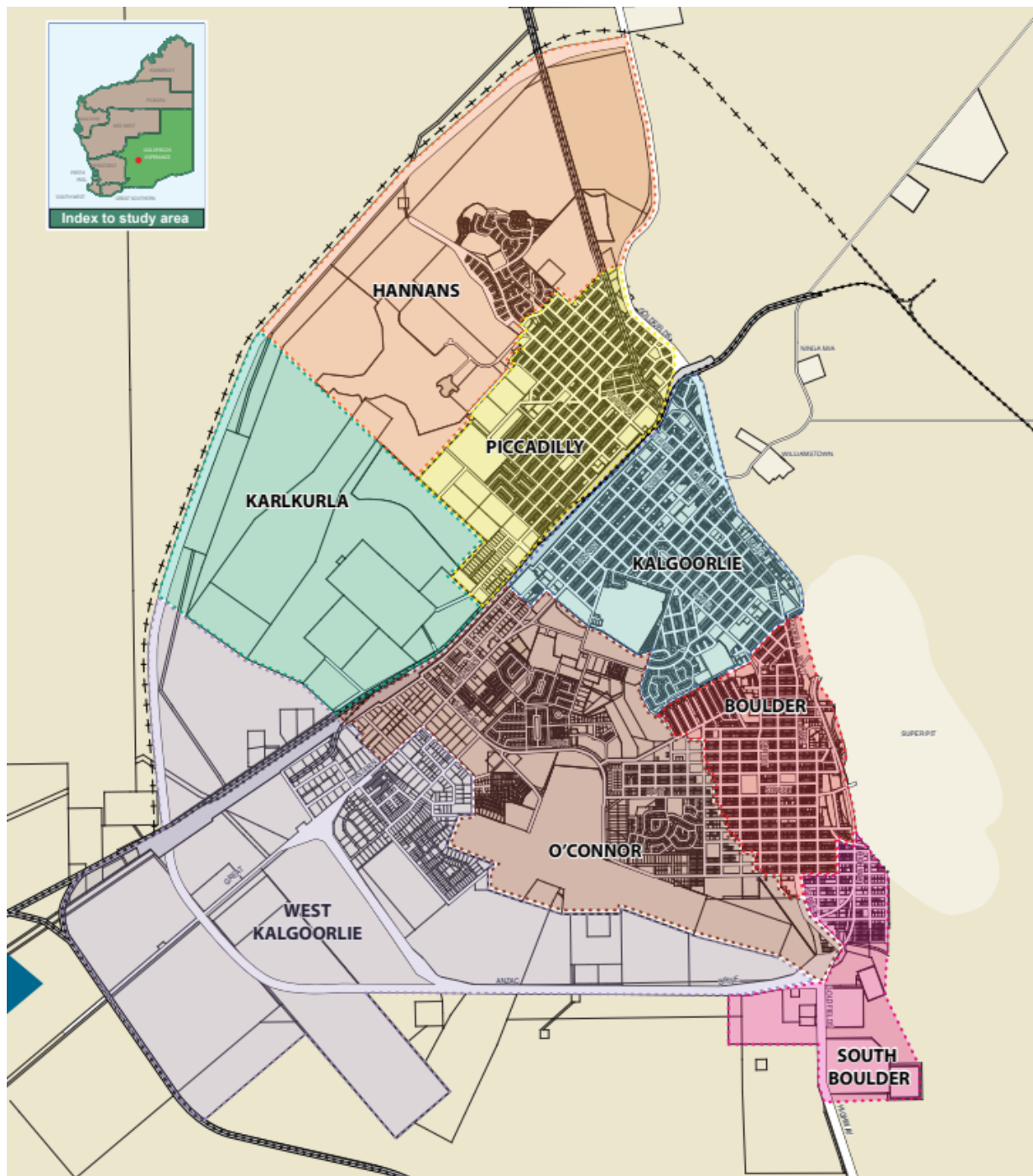


Figure 1: Map of City of Kalgoorlie Boulder

3. ACTIVATION & ACTIONS

3.1 Activation of Recovery

The City’s CEO will activate the LRP on advice from the Local Recovery Coordinator (LRC). Assistance required for recovery will be assessed by:

- The Incident Support Group (ISG)
- Consultation between Hazard Management Agency (HMA)/ Controlling Agency (CA), Incident Controller (IC) and
- Local Emergency Coordinator (LEC), and
- The City of Kalgoorlie Boulder’s Chief Executive Officer (CEO) Local Recovery Coordinator (LRC).

The LRG Chairman, together with the LRC, is responsible for implementing the recovery processes of the LRP, once it is activated.

3.1.1 Emergency Management Phases

The Australian approach to managing emergencies recognises 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 incident.

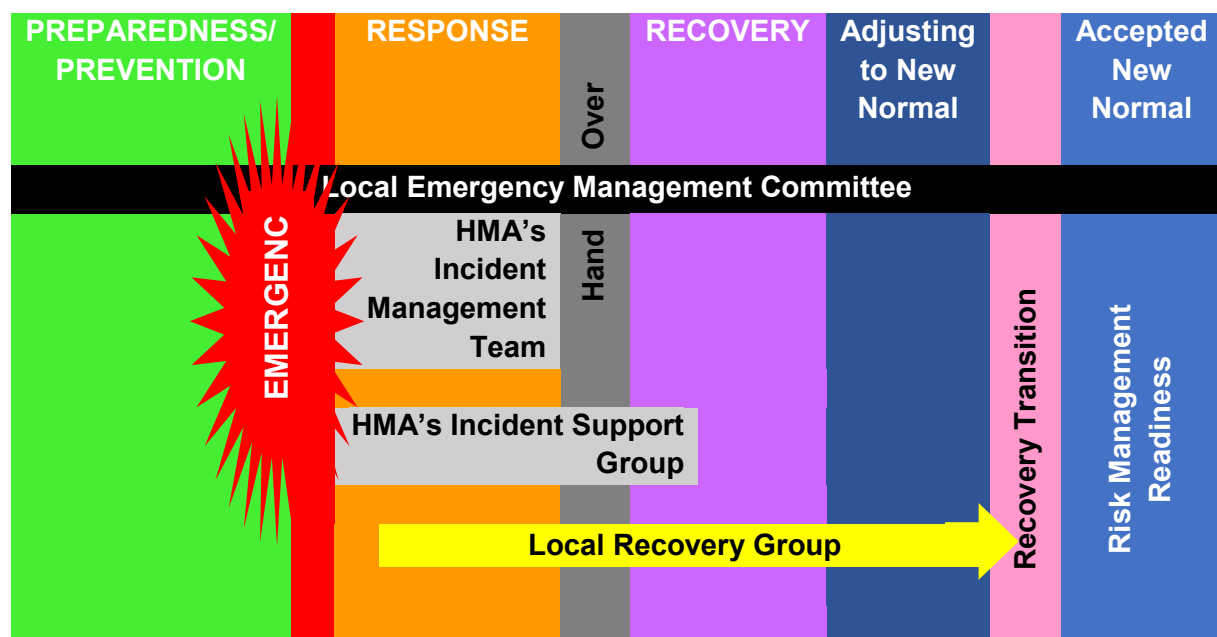


Figure 2: Groups, teams and committees through preparedness, response and recovery

ACTION

- LRC consults and advises City's CEO of recovery activation.
- Assessment of assistance determined.
- Local Recovery Plan is activated.

3.2 Response to Recovery Responsibilities

Initiate the LRP while response activities are still in progress, as key decisions during the response phase are likely to directly influence and shape recovery.

Regardless of response engagement, as soon as possible assemble the LRG 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 LRG will:

- Align response and transitional recovery priorities
- Connect with key agencies and community
- Understand key impacts and tasks
- Identify recovery requirements and priorities as early as possible, and
- Include the LRC in ISG meetings from onset

Transfer of management from response to recovery handover to City 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 the City's CEO. The CEO has discretion regarding accepting this handover of responsibility and can take advice from LRC and LRG, in consultation with HMA/CA. Acceptance of this Impact statement and its responsibilities should not occur unless the CEO and the Local Recovery Coordinator and Group are fully aware of the extent of the impacts on the community and are willing to take on the responsibilities going forward.

ACTION

- Recovery initiated while response still in progress.
- LRC to attend ISG meetings and liaise with Incident Controller.
- LRG convened and briefed on incident ensuring coordinated recovery recommendations.
- CEO to sign off response to recovery handover with HMA/CA on completion of Impact Statement providing an acceptable and agreeable standard.
- CEO to sign off response to recovery handover with HMA/CA Impact Statement completed.

3.3 Impact Statement & Needs Assessment

3.3.1 **Impact Statement**

The event CA will complete an IS in consultation with the ISG. It will contain a detailed description of the impact on the affected community and provides the LRC and the LRG with a starting point for recovery of individuals, community and infrastructure.

The IS will be completed as recommended in the [State Emergency Management Procedure 5.4](#).

3.3.2 **Outreach Needs Assessment**

An Outreach Needs Assessment should be completed as earliest as possible to the affected area. The requirements of the impacted community will change over time and therefore it is necessary to determine the **NEEDS** of the community periodically.

NEEDS can broadly be defined as:

Physical Needs:	Food, water, shelter, clean breathable air
Psychological needs:	Psychological first aid/support, bonding
Societal needs:	Community infrastructure, power, drainage, shops, telephone, schools, industry, transport

Outreach involves visiting people in their homes or temporary accommodation to provide access to core recovery information and services. Trained volunteers from Australian Red Cross partner with the local government and other identifiable volunteers who speak directly to affected individuals to determine their requirements:

What has been affected?	Wish to be contacted for further information?
What information is needed?	Their best contact details?
What assistance is required?	Information on assistance for neighbours

Conducting an Outreach Needs Assessment establishes contact ASAP with the affected community and is an effective way to capture data to assist the LRG in prioritising the allocation of resources. It also provides the opportunity to share critical information directly to the affected community.

A form for Outreach Needs Assessment can be found in **Appendix 3** within the Recovery Communication Plan listed as **Form 3**.

3.3.3 Sources of Information – Impact and Needs Assessment

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

- HMA/CA
- Welfare agencies – identifying persons in need of immediate assistance
- City Building Surveyors, Engineers and Environmental Health Officers and Rangers
- Insurance assessors
- Business associations (Kalgoorlie industry, Chamber of Commerce)
- Recovery Outreach Needs Assessment form (Recovery Communications Plan **Appendix 3**), and
- Australian Red Cross (ARC) have systems to register individuals presenting at Welfare Centre's and resources to assist in outreach activities and will be activated by HMA/CA.

ACTION

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

3.4 Operational Recovery Plan

Where significant reconstruction and restoration is required, the LRC/LRG should prepare an Operational Recovery Plan (ORP). The ORP shall provide a full description and extent of damage, both physical and human, and detail plans for restoration and reconstruction of the affected community including community activities and community development activities.

A template of a ORP is offered in **Appendix 6**.

ACTION

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

3.5 Long-Term Recovery Strategy

Recovery must evolve, change and assist the affected community towards management of its own recovery. This transition from recovery to ongoing community activities and services, requires a comprehensive strategy (Long Term Recovery 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 process will need to be considered and developed to achieve holistic, enduring recovery for individuals, families, and communities, taking into consideration the economic environment, infrastructure and natural environment affects an emergency has had and to build resilience for future emergencies.

The City, 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

- City to develop a collaborative, comprehensive and inclusive long-term community recovery strategy which may include any changes in community needs and further outreach activities.
- City 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 City and its LRG will provide a clear path in the transition of recovery activities, programs, services and communications to mainstream service provisions and ongoing community development, while working towards maintaining the community's health and wellbeing.

ACTION

- City 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 community to continue.

4. OPERATIONAL RECOVERY MANAGEMENT

4.1 Management Structure

Full details of the Management Structures 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. LRG membership will expand or contract depending on recovery and community needs and requirements.

4.2.2 Membership

Chairperson	City Mayor or CEO
Local Recovery Coordinator	LG Representative, as appointed by the CEO
Executive Officer	City CEO or nominated Senior Officer
Local Government	City Local Emergency Management Committee – members are required
State Government	Relevant government agencies and other statutory authorities will nominate their representatives to be members depending on incident type. Recommended: <ul style="list-style-type: none"> ➤ HMA/CA (initially) ➤ Dept. of Fire and Emergency Services (initially) ➤ WA Police (initially) ➤ Dept. Biodiversity Conservation & Attractions ➤ Department of Communities ➤ Lifelines ➤ Main Roads WA ➤ St John Ambulance Service (initially) ➤ Dept. of Health ➤ Dept. of Food and Agriculture WA ➤ Insurance Council of Australia
Non-Government Organisations	Australian Red Cross, local service clubs, aged care provider, schools, etc. and others as required
Key Identified Community Members	To be identified depending on event and location

4.2.3 *Functions*

Appoints key positions within the LRG

Establishes sub-committees as required

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

Develops an Operational Recovery Plan to coordinate a recovery process that considers:

- Long-term planning and goals for the City
- Assessing recovery needs and determining recovery functions still required
- Developing a timetable, identifying responsibilities for completing major functions
- Considering 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 and Diversity Inclusiveness**

Diversity is an integral part of the City's history, culture and identity. Inclusion is the way the City treats and perceives all differences.

During the City's recovery activities, it will endeavour to create an inclusive culture, within the affected communities, by striving to involve all cultures and diversity within the recovery priorities, strategies and decision-making.

Key stakeholders and representatives will be sought from the community while acknowledging the significance of cultural and diversity makeup. These representatives will be considered for inclusion on relevant LRG sub-committees, depending on the nature and impact of the emergency.

When threatened or affected by an emergency, everyone within that community is encouraged to be actively involved in their own and collaborative recovery. It is the role of formal recovery agencies to provide structured support, communications and coordination to assist the community's efforts.

4.4 Local Recovery Group Sub Committees

Depending on the size of an emergency event, sub-committees may be established to assist LRC by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to the LRG. A full list of functions of various sub-committees can be viewed in **Appendix 4**.

4.5 State Government Involvement

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

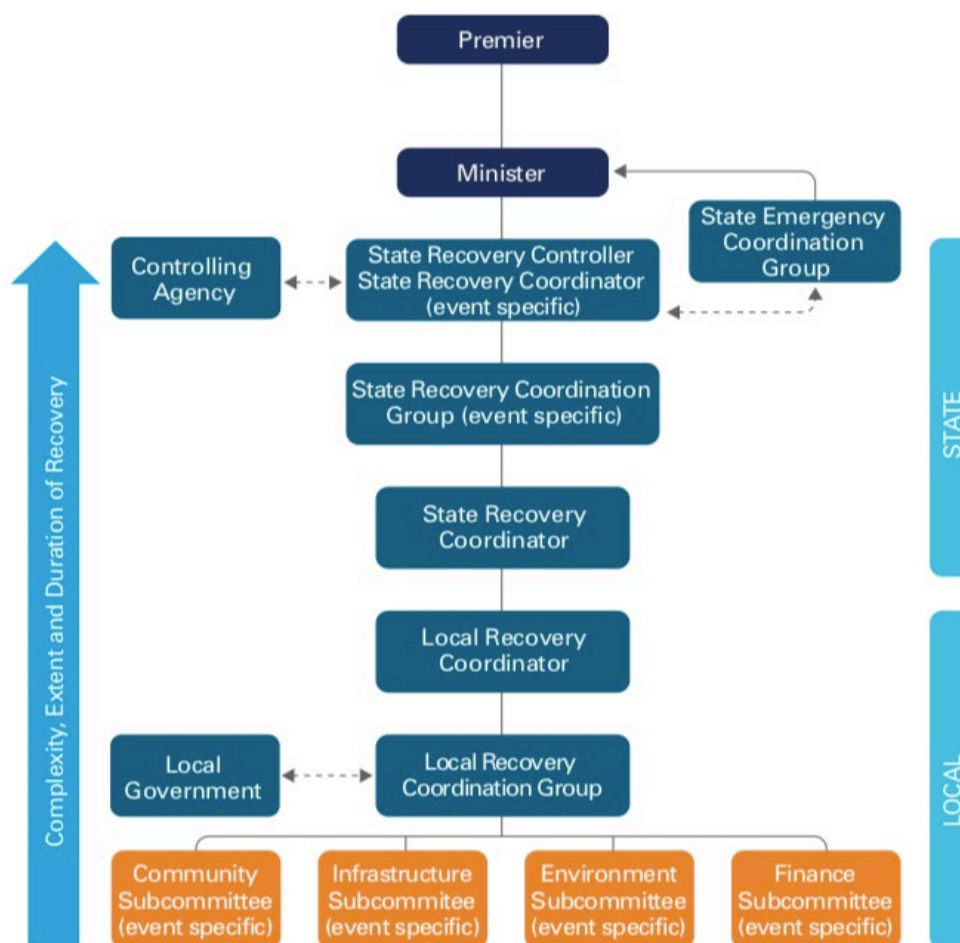


Figure 2: State Government Coordination Structure

4.5.1 State Recovery Coordinator/State Recovery Controller

The **State Recovery Coordinator** supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans, through the SEMC recovery sub-committee. The State Recovery Coordinator supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).

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

4.5.2 State Recovery Coordination Group

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

ACTION

- The City will establish an LRG management structure relevant to event size and complexity.
- LRG will establish membership from City staff, supporting agencies and community members.
- LRG will operate within recognised functions and relevant sub-committee structure.
- LRG will actively encourage and invite community participation within the LRG.
- LRG will actively engage with State Government to maximise recovery resources and synergies between Local and State recovery activities.

5. 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. The City's 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.

City assets are insured through policies with the [Local Government Insurance Scheme](#) (LGIS).

5.1.2 Financial Records

Records/invoices of costs associated to an emergency event are to be assigned to specific emergency cost centres by Local Government.

To ensure accurate records associated with recovery process, are easily identifiable and accessible at any time.

5.1.3 Internal Finance

In an emergency, the [Local Government Act 1995](#), Section 6.8(c) allows expenditure from municipal funds, not included in the annual budget, to be authorised by the CEO/Mayor at the time of an emergency.

Within this section 6.8(1) of the same act, tenders do not have to be publicly invited if goods and services are obtained from this expenditure.

Responsibilities for expending City funds

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

ACTION

- All invoicing and costs associated with the emergency event to be allocated against emergency cost centre.
- CEO and/or nominated senior officer have authority to expend funds on emergency event.

5.2 Financial Assistance

The State Emergency Management Policy (SEMP)

[SEMP Policy](#) Section 5.12 outlines the responsibility of the Hazard Management Agency/Control Agency to meet costs associated with an emergency.

Financial Assistance in Recovery

The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. Government recognises that communities and individuals do not always have resources to provide for their own recovery and financial assistance is available in some circumstances.

Information on these relief arrangements can be found in the State Emergency Management Plan for State Level Recovery Coordination ([SEMC EM Plan Section 6.10](#)).

5.2.1 Disaster Recovery Funding Arrangements- Western Australia (DRFAWA)

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

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

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

Once it has been determined that the emergency is a large-scale costly event, the City shall immediately contact the WA State Administrator of DRFAWA.

DRFAWA Officers can be contacted via:

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

5.2.2 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 recovery payment to eligible adults (\$1,000) and eligible children (\$400).

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

ACTION

- On advice an emergency is an eligible event and significant resources have been expended LRC will direct City to contact with DRFAWA Officers for advice and guidance.
- In an eligible major disaster LRC will assist affected individuals connect with Centrelink for assistance payments.
- For significant emergency events, immediately begin to track costs in case claims can be presented to DRFAWA.

6. APPEALS, DONATIONS & VOLUNTEERS

6.1 Appeals and Donations

6.1.1 Lord Mayor's Distress Relief Fund

The City will advise and direct the distribution of monetary donations through the Lord Mayor's Distress Relief Fund (LMDRF), which operates under specific guidelines and policy. LMDRF will provide aid to Western Australian victims of disastrous events. The Fund will primarily focus on the relief of individuals' distress and hardship of individuals.

LMDRF should work closely with the LRG, ensuring local issues are considered before deciding on a disbursement plan. LRG authenticates applications and provides recommendations to LMDRF for financial assistance to be disbursed.

For more information see: <http://www.appealswa.org.au>

6.1.2 Donations of goods

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

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

6.1.3 Donations of Cash

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

6.1.4 Non-Government Organisations (NGO) Assistance

NGOs may offer assistance by way of emergency relief funds, shelter or supplies. Where possible all offers, or requests should be coordinated through the LRG to avoid duplication of effort and confusion.

6.1.5 Donations of Service and Labour

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

ACTION

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

6.2 Spontaneous Volunteers

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

The likely sources of volunteers are:

- Clubs
- Community groups
- Non-government organisations, and
- Members of the public.

It's important to note that Volunteers are covered under the Work Health Safety Act 2020 and therefore have work health and safety duties. For more information refer to the [Work health and safety for volunteer organisations guide](#).

ACTION

- LRG will refer the management of volunteers to local service clubs and support organisations.

7. FACILITIES & RESOURCES

7.1 Hazard Management Agency Response Resources

The Hazard Management Agency (HMA) is responsible for certain resources and should determine which are required to combat the hazards and facilitate the acquisition of these resources

7.2 City of Kalgoorlie Boulder Contacts, Resources and Assets Registers

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

- Contact Names
- Contact Details (Business/After Hours), and
- Resources and Service Providers

7.3 Australian Red Cross

The Australian Red Cross has over '100 years' experience of dealing with people in crisis. A wide range of helpful resources can be found on the [Australian Red Cross](#) website to help communities prepare for, respond to and recover from disasters.

7.4 Recovery Facilities and Staff

7.4.1 *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 on-going 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 suitable RCs:

Location	Address	Contact	Available Resources	Max Cap
Kalgoorlie Town Hall	304 – 314 Hannan Street Kalgoorlie	9021 9600		
Boulder Town Hall	116 Burt Street Boulder	9021 9600		
CKB Administrative Center	577 Hannan Street Somerville	9021 9600		
CKB Library	Cnr Roberts and President Street Kalgoorlie	9021 7112		

Kalgoorlie Town Hall	304 – 314 Hannan Street Kalgoorlie
----------------------	------------------------------------



Boulder Town Hall	116 Burt Street Boulder
-------------------	-------------------------



CKB Administrative Center	577 Hannan Street Somerville
---------------------------	------------------------------



CKB Library	Cnr Roberts and President Street Kalgoorlie
-------------	---



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 is to 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**.

ACTIONS

- LRC/LRG to determine location for RC and establish as soon as possible.
- OSS to be established immediately following event and located appropriately.

7.4.2 City of Kalgoorlie Boulder Staff

Staff considerations

To ensure the continuity of regular business processes, the demands of recovery operations on staff should be considered. It may be necessary to employ additional staff to ensure the City continues to fulfil critical service obligations to the community. The extent of the recovery operations should not be underestimated, as recovery can be a complex and lengthy process. Depending on the nature of the event, some recovery services may be required for months or even years after.

Staffing levels

In the event of a large-scale emergency, the City's management should assess staffing needs, as soon as possible, to ensure adequate resourcing is available. If appropriate, a request for assistance may be forwarded to the LRG for consideration. See **Appendix 12**.

Stress and fatigue

Senior staff are responsible for considering and monitoring the affects of fatigue, stress, and pressure on staff throughout the recovery process. Additionally, there may be situations where some staff members live in the affected community and have been personally affected by the disaster. Dependent on the nature and impact of the disaster, Council and Human Resources Officers should consider additional support for staff.

The City's current [Employee Assistance Programs \(EAP\)](#) should be used as necessary.

Staff communication

It is **imperative** that all staff be regularly briefed and kept up-to-date with all activities and progress of recovery. Every day staff communicate with a broad range of community members so can confidently understand and relate the extensive activities and actions the City and its LRG are currently engaged in. Situation Reports should be posted prominently within the workplace.

The City will instigate a formal debriefing arrangement for all staff as they transition from recovery back to their normal duties.

ACTION

- City staff to be regularly briefed on current situation and activities within recovery.
- Stress and fatigue of City staff to be monitored and assistance provided where appropriate.
- As soon as possible determine increase in staffing level to meet demands (refer 1.7.2).

8. ROLES & RESPONSIBILITIES

8.1 Local Emergency Management Committee

The City's LEMC is a planning committee with the role of developing local emergency management plans (arrangements) for its district.

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

8.2 Local Recovery Coordinator

The City's 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**.*

8.3 Local Recovery Group

The City's 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.

8.4 City Recovery Roles and Responsibilities

A comprehensive list of all roles and responsibilities for disaster recovery duties of the LRC and identified City staff can be viewed at **Appendix 2**.

8.5 External Agencies Recovery Roles and Responsibilities

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

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

ACTION

- All City staff could be engaged in various stages of disaster recovery.
- Specific City 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.

9. 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 CA officially hands responsibility for communication to the local government leading the recovery complete with the Impact Statement, 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 information and direction. 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.

9.1 Recovery Communication Plan

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

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

9.2 Spokesperson/s

During recovery, the City's spokesperson will be the City's Mayor and/or the CEO. The CEO may delegate authority for specific person/s to act as a spokesperson.

ACTION

- The Recovery Communications Plan will be used to provide guidance in public information and communications.
- For further guidance refer Communication in Recovery Guidelines <https://www.wa.gov.au/government/document-collections/emergency-management-guidelines>

10. STAND DOWN

Recovery doesn't have a definite end date, however, the City 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 impact on the City and the community.

10.1 Debriefing

The **Manager Human Resources** will instigate a formal debriefing arrangement for all staff through the Employee Assistance Program (EAP) as required, while the City transits from recovery back to its normal duties.

10.2 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 City and its LRG.

See **Appendix 11** Post Recovery Analysis, and **Appendix 10** Reporting template.

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 City 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.

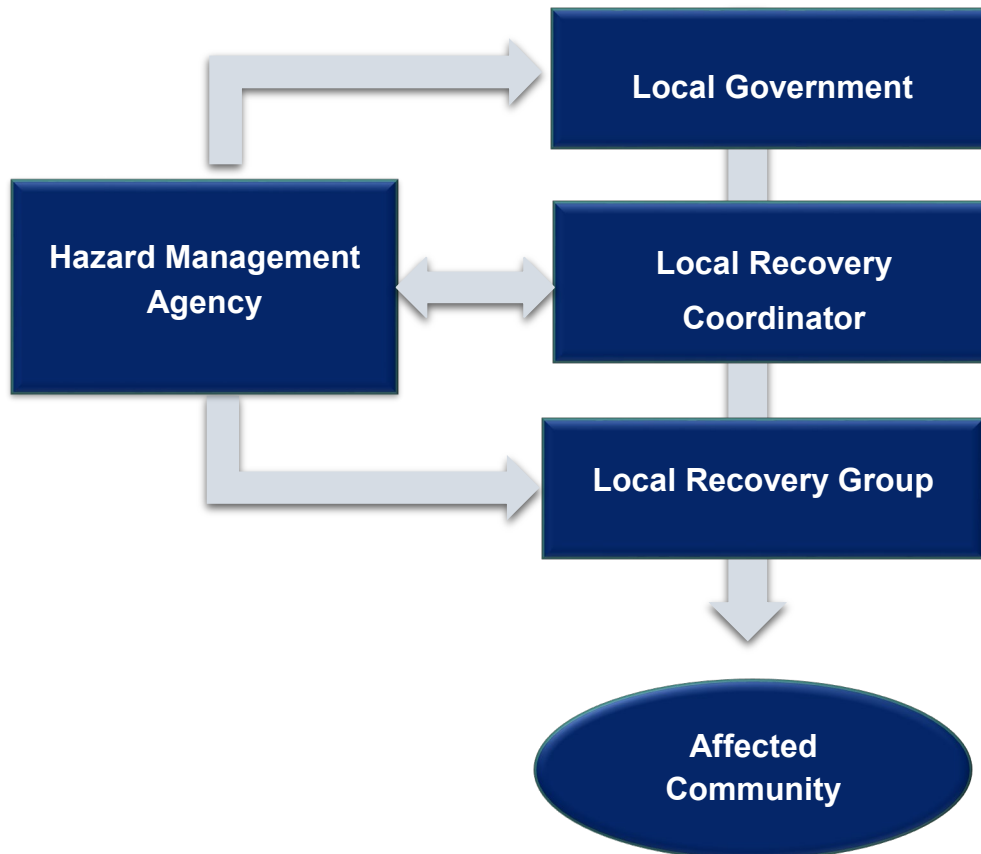
11. APPENDICES

- Appendix 1** Local Recovery Group Management Structure and Functions
- Appendix 2** Recovery Roles and Responsibilities – City of Kalgoorlie Boulder Staff
- Appendix 3** Recovery Communication 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** Recovery Health and Welfare Guidelines
- Appendix 9** Local Recovery Plan Action Items
- Appendix 10** Local Recovery Group Standard Reporting Update
- Appendix 11** Post-Incident Analysis – Emergency and Recovery Management
- Appendix 12** MOU – Local Government Partnering Agreement

Appendix 1

Local (Kalgoorlie Boulder) 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 City of Kalgoorlie Boulder 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

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 Kalgoorlie Boulder 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 City'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 government and the private sector
5. Recognise immediate, short, medium and longer term needs of affected individuals
6. Ensure the privacy of individuals is protected at all times

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 needs of 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 City of Kalgoorlie Boulder for consideration to assist in the restoration of the natural environment in the medium to long- term

Appendix 2

Recovery Roles and Responsibilities City of Kalgoorlie Boulder Staff

LOCAL RECOVERY COORDINATOR

Chief Executive Officer

- ✓ 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)
- ✓ Advises and informs 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 – Mayor

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

CHAIR

Local Emergency Management Committee – Mayor

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

RECOVERY SUPPORT OFFICER

Executive Assistant to Chief Executive Officer

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

CKB LIAISON OFFICER

Head of Marketing

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

RECOVERY CENTRE COORDINATOR (RCC)

Manager ICT

- ✓ 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 City 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

RECOVERY COMMUNICATIONS COORDINATOR

Head of Marketing

- ✓ 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 Executive Team on media issues
- ✓ Assists with preparing protocols for dealing with the media
- ✓ Reviews and implements Recovery Communication Plan in consultation with the LRC and LRG

CITY SAFETY OFFICER

Health and Safety Coordinator

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

INFORMATION TECHNOLOGY SUPPORT OFFICER

Manager ICT

- ✓ 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 Community Development

- ✓ Liaises with Dept. for Communities (DC) Local Welfare 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

Manager Community Development

- ✓ 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

Manager Operations

- ✓ 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

Manager Operation

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

FINANCIAL RECOVERY COORDINATOR

Executive Manager 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 DC 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

MUNICIPAL EMERGENCY RESOURCE OFFICERS

Manager Health and Community Safety

- ✓ Assists Local Recovery Coordinator (LRC) as required

ECONOMIC RECOVERY COORDINATOR

Manager Development and Growth

- ✓ 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

Manager Water, Waste and Sustainability

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

HEALTH RISK ADVISOR

Manager Health and Community Safety

- ✓ 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 Dept. of Health as required on behalf of the City

SUPERVISOR BUILDING MAINTENANCE

Manager Development and Growth

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

BUILDING STRUCTURAL OFFICER

Manager Development and Growth

- ✓ 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

Director of Corporate and Commercial

- ✓ 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

Manager Operations

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



Recovery Communication Plan

Appendix 3

(Insert disaster/emergency event name)
(Date)

Appendix 3: Recovery Communications Plan

Table of Contents	Error! Bookmark not defined.
1. Vision	51
2. Mission	51
3. Background	51
4. Communication Objectives	51
5. Communication - Outlying Communities	51
6. Key Target Audience	52
7. Key Messages	54
8. Actions	55
9. Risk Management	56
10. Communication Plan Review	57
11. Communications Budget	57
12. Attachments	57
PART 1 – Communications Planning Guide	58
Recovery Communications Checklist	58
Message Body	59
PART 2 – Listening: 1. Ask A Question 2. Make A Statement	60
PART 3 – Outreach Needs Assessment and Initial Contact Form	62
PART 4 – Recovery Meeting Guidelines	63

Document Control				
Issue	Rev.	Date	Author	Reviewed
Draft for comment		January	LRW	2023

1. Vision

The City of Kalgoorlie Boulder's (the City) vision 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. Mission

The City's mission 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

Provide details of emergency event.

4. Communication Objectives

The objectives of communication during recovery are to:

1. Provide direction for communication activities.
2. Ensure communications are appropriate for the audience (To and From).
3. Be flexible to incorporate changes as the situation develops.
4. Ensure feedback to the City, stakeholders and community is comprehensive, meaningful and timely.
5. Identify the appropriate delegations, information release authority arrangements and protocols.

5. Communication - Outlying Communities

Communications with outlying communities will be under taken

Community	Contact name.	Contact No.	Method of communication

6. 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 data base.	Provide recovery contacts and key information to aid decisions via outreach. City'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 - City of Kalgoorlie Boulder	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.	<ul style="list-style-type: none"> • City'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.
Rural/Special Sub-division 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: <ul style="list-style-type: none"> • Immediately after impact • 6 monthly follow up • 12 monthly follow up. Ensure special issue of Recovery News attached to rates notices. Consider phone outreach.

<p>Identified vulnerable community members (families, children, socially isolated, elderly, youth, bereaved)</p>	<p>Communicate with a range of other vulnerable community members through service providers (e.g. Schools, HACC).</p>	<p>Coordination and support of key stakeholder agencies involved in supporting the wellbeing of vulnerable community. Ensure information is exchanged between different agencies.</p>
<p>Affected businesses and their employees</p>	<p>Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff.</p>	<p>Liaise with affected businesses. Engage key support agencies that aid the business community and ensure communication is encouraged.</p>
<p>Kalgoorlie Boulder Community</p>	<p>Reach those who like to be kept up-to-date on local news and happenings. Reach those who may want to donate cash, supplies/materials or labour.</p>	<p>Official City media releases. Website kept updated with latest recovery information. Engage radio and TV to keep the recovery of community positive and transparent.</p>
<p>State and Federal Government</p>	<p>Keep governments informed of City's challenges to enlist appropriate assistance.</p>	<p>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.</p>
<p>City's staff and elected Councillors</p>	<p>Provide information about the challenges to enlist appropriate solutions and provide actions.</p>	<p>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.</p>
<p>Local Recovery Group and Sub-Committees</p>	<p>Provide information to the following committees:</p> <ul style="list-style-type: none"> • Finance • Social Wellbeing • Infrastructure • Natural Environment 	<p>Maintain spreadsheet database of all sub-committee meetings highlighting actions, time schedules, responsibilities and outcomes which are available across four sub-committees</p>

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

Secondary Target Audience	Description	Actions When/Where
Media commentators	Provide information to: <ul style="list-style-type: none"> • 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.

7. Key Messages

Messages must be consistent with the overall purpose of the communication and meet the requirements of the City, 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 City 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 information received and is encouraged to be self-sufficient to build capacity.	Objective 1

8. Actions

Key Stakeholders	Proposed Consultation/Communication	Medium
Community	<p>Community consultation via a range of mediums to reach appropriate members</p> <p>Using existing community networks and information conduits to engage and inform</p> <p>Recovery Community Meetings</p> <p>Recovery Newsletter</p> <p>City website using submittable forms Appendix 1</p>	<p>Face-to-face via Recovery Centre</p> <p>Community Development team</p> <p>As needs basis</p> <p>Weekly first month Switching to fortnightly/monthly</p> <p>Further Outreach as needed to maintain contact and get to persons that don't have other forms of communication.</p>
City Councillors	<p>Implementation updates via Council meetings, email newsletters.</p>	<p>Weekly, via 'FYI' newsletter</p>
City staff internal and operational	<p>Updates regarding actions and ongoing issues.</p>	<p>Messages disseminated through senior staff via weekly meetings.</p> <p>Agency updates via CEO.</p>
Media	<p>Council segment updates in local papers. Regular interviews with local radio stations.</p>	<p>Locally read newspaper in and possible West Australian.</p>
City of Kalgoorlie Boulder	<p>Develop and use a protocol to ensure that all information is vetted, factual and suitably endorsed for release.</p>	<p>LRC, CEO, Communications Officer</p>

9. Risk Management

Risk	Action/Mitigation
Information overload	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Have weekly or fortnightly deadlines.
Other agencies sending mixed messages	<ul style="list-style-type: none"> ✓ Make sure all agencies are aligned and messages are consistent.

10. Communications Channels

Communication Channels	Monitor and Evaluate
CKB 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.
City'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.
Distribution of news through existing community networks	Monitor social media and other community networks.

11. Communication Plan Review

The Communication Plan will be reviewed daily/weekly, or as necessary, as determined by Local Recovery Group Chairman and/or CEO City of Kalgoorlie Boulder.

12. Communications Budget

To be determined when actions have been confirmed.

13. Attachments

Attachment 1	Recovery Communication Planning Template
Attachment 2	1. Ask a Question 2. Make a Statement
Attachment 3	Outreach Needs Assessment and Initial Contact Form
Attachment 4	Recovery Community Meetings Guidelines

PART 1 – Communications Planning Guide

Communications Planning Guide

Recovery Communications 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 promulgated in all messaging		
Spontaneous volunteer management messaging devised and promulgated 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: _____

Authorised for distribution by: _____ position: _____ Date _____


PART 2 – Listening: 1. Ask A Question 2. Make A Statement

Printed on GREEN paper


 <p>City of Kalgoorlie Boulder</p>	<p>Emergency/Disaster Event RECOVERY</p> <p>ASK A QUESTION</p> <p>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.</p>	
	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>Your name:</p>	<p>Your contact details:</p>	

Printed on GREEN paper




 <p>City of Kalgoorlie Boulder</p>	<p>Emergency/Disaster Event RECOVERY</p> <p>ASK A QUESTION</p> <p>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.</p>	
	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>Your name:</p>	<p>Your contact details:</p>	

Printed on YELLOW paper

 <p>City of Kalgoorlie Boulder</p>	<p>Emergency/Disaster Event RECOVERY</p> <p>MAKE A STATEMENT</p> <p>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.</p>	
	<p>Your name:</p>	<p>Your contact details if response required:</p>

Printed on YELLOW paper ✂-----

 <p>City of Kalgoorlie Boulder</p>	<p>Emergency/Disaster Event RECOVERY</p> <p>MAKE A STATEMENT</p> <p>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.</p>	
	<p>Your name:</p>	<p>Your contact details if response required:</p>

PART 3 – Outreach Needs Assessment and Initial Contact Form



Outreach Impact & Needs Assessment

Date: _____ TEAM No: _____

Hello, my name is _____ and I am from LG/volunteer/Aust. Red Cross on behalf of the City of Kalgoorlie Boulder. 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 in connecting people with appropriate organisations/agencies/people depending on assistance you may require.

PROPERTY DETAILS

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

	Nearest Cross Road:
--	----------------------------

Property Owner/Occupant Name:

How would you like to be contacted?	Your preferred time?
<input type="checkbox"/> Phone:	<input type="checkbox"/> Morning (7am – 12noon)
<input type="checkbox"/> Email:	<input type="checkbox"/> Afternoon (12noon – 5pm)
<input type="checkbox"/> Post:	<input type="checkbox"/> Evening (After 5pm)

PROPERTY NEEDS

Please provide information on detail for any needs identified

<input type="checkbox"/> House destroyed/uninhabitable	
<input type="checkbox"/> House damaged	
<input type="checkbox"/> Outbuildings destroyed Total: _____	
<input type="checkbox"/> Rebuilding assistance	
<input type="checkbox"/> Asbestos/Possible asbestos	
<input type="checkbox"/> Water supply affected	
<input type="checkbox"/> Vehicle destroyed/damaged	
<input type="checkbox"/> Animals lost/Injured	
<input type="checkbox"/> Utility services affected	
<input type="checkbox"/> Fencing destroyed/damaged	
<input type="checkbox"/> Environmental clean-up required	
<input type="checkbox"/> Other (Please provide details) _____	

INFORMATION NEEDS

OTHER ASSISTANCE REQUIRED

<input type="checkbox"/> Rubbish collection/Disposal information	<input type="checkbox"/> Council Services TYPE:
<input type="checkbox"/> Recovery Information/Newsletter	<input type="checkbox"/> Referral to Agency WHO:
<input type="checkbox"/> Financial/Grant assistance	<input type="checkbox"/> Other (provide details):
<input type="checkbox"/> Counselling/Wellbeing check	

Would you like someone to contact you?

Immediately
 Within the week
 In the future



Recovery Community 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 local government 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 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 Councilors here who can help you if you feel overwhelmed

Appendix 4:

Recovery Operational Sequence Guide/Checklist

Situation	Organisation/Action
<p style="text-align: center;">ALERT (Transition)</p> <p>Advice of an emergency with potential to require local coordination of recovery activities</p>	<p>HMA/CONTROLLING AGENCY</p> <ul style="list-style-type: none"> ➢ Ensure Local Emergency Coordinator (LEC) and affected local government(s) are advised of extent of potential recovery support requirements. ➢ State EM Plan - 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 local government(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/ Local Governments in briefings/Incident Support Group (ISG). <p>LOCAL GOVERNMENT</p> <ul style="list-style-type: none"> ➢ 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.
<p style="text-align: center;">ACTIVATION</p> <p>Requirement for local level coordination of recovery identified/requested</p>	<p>LOCAL GOVERNMENT</p> <ul style="list-style-type: none"> ➢ When requested by, or on the advice of, the HMA or ISG, convene LRG and where required, establish a management structure. <p>LRC</p> <ul style="list-style-type: none"> ➢ Arrange for conduct of on-site assessment, if appropriate. ➢ Maintain links with affected organisations to identify and coordinate the provision of recovery support.
<p style="text-align: center;">STAND DOWN</p> <p>On completion of local recovery activities.</p>	<p>LOCAL GOVERNMENT/LRC</p> <ul style="list-style-type: none"> ➢ 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 Recovery & Community Engagement Sub-Committee (SEMC). ➢ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required.

Appendix 5

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 City'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 City of Kalgoorlie Boulder, 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 & Recovery Centres providing advice, information & assistance to community during 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	
Inspections and Needs Assessments – Technical	Ensure all relevant information is strictly confidential to avoid use for commercial gain	
	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: <ul style="list-style-type: none"> ▪ 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	
Data Management	Maintain confidentiality and privacy of assessment data	
	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, Mayor, 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 (DC)	
Be aware of need to adjust capital works and maintenance programs		
Implementation of Risk Management Measures	While doing the hazard analysis: <ul style="list-style-type: none"> 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 City'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	
Reporting	Ensure recording of all expenditure during recovery, (expenditure, receipts, timesheets, contractors) for DRFAWA claims	
	Provide a succinct reporting system to the CKB Boulder, State RC, LRG, community	
Recovery Long-Term Strategy (including Managed Withdrawal)	Provide adequate administration support to all recovery functions	
	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	
Recovery Post Analysis Report (Lessons Learnt)	Stage a public event of acknowledgement and community closure	
	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 CKB 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 Emergency Management Act 2005

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 Council 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;

- ✓ 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, book shelves, 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 Local Government.

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

- ✓ Property address
- ✓ Is it destroyed or damage
- ✓ Owner contacts (including email, mobile number)
- ✓ Renters contacts (if rental or Dept of Housing)
- ✓ 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 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 Recovery short, medium and long term.

To assist in the management of recovery events see the attached 'Local Government 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).

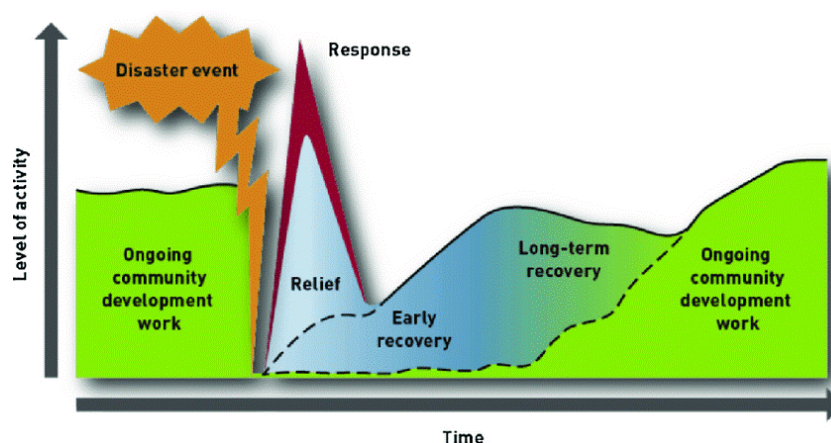
Medium-term recovery (where we are now)

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

Local Government 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: Low	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/>	SUPPORT REQUIRED: <input type="checkbox"/> Shire Staff <input type="checkbox"/> Wellbeing <input type="checkbox"/> Other: _____
ENVIRONMENTAL RISK: Low	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/>	SUPPORT REQUIRED: <input type="checkbox"/> Shire Staff <input type="checkbox"/> Other: _____

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

Appendix 8: *Welfare 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:

<https://www.semc.wa.gov.au/emergency-management/plans/state-support-plans>

The City of Kalgoorlie Boulder *Local Welfare Emergency Management Support Plan* provides local contingencies for Health and Welfare.

Principles:

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

Health and Wellbeing sub-committee (HaW) 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 HaW 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 HaW that may be required

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

Establish HaW 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 HaW Sub-Committee via Communication Plan processes

Ensure community participation in the HaW Sub-Committee

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

Identify gaps in HaW 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 HaW 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 HaW 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 City'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 City to develop a collaborative, comprehensive and inclusive long-term recovery strategy for the community, including objectives and timelines

Managed Withdrawal

- The City will communicate via the LRG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area
- The City 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 City will establish the LRG management structure relevant to event size and complexity
- LRG will establish membership from City 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 City's emergency event cost centre
- On advice emergency is an eligible event and significant resources have been expended, LRC will direct the City 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 City officers to LMDRF for advice and guidance
- Spokesperson will advise that the City **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 City's LRG will refer spontaneous volunteers to local service clubs and support agencies to manage

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 – City of Kalgoorlie Boulder

- City staff to be regularly briefed on current situation and activities within recovery
- Stress and fatigue of City staff to be monitored and assisted where appropriate
- As soon as possible determine staffing level increase to meet demands (refer 1.7.2)

City of Kalgoorlie Boulder Staff – Recovery Roles and Responsibilities

- All City staff could be engaged in various stages of disaster recovery
- Specific City staff identified in this Plan should be very familiar with the roles and responsibilities involved with disaster recovery
- External agencies 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 City 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 10: *Local Recovery Group Standard Reporting*

LOCAL RECOVERY GROUP – RECOVERY REPORT

<Insert Emergency Situation Here>

City of Kalgoorlie Boulder Recovery Group

Report No:

To: Chairman, 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 11: *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 Any issues working/liaising with other organisations?		
Emergency Management - Recovery Support Arrangements Are relevant Agency/Organisation arrangements established/current?		

Appendix 12

Currently being developed with neighbouring shires and will be attached once complete and signed off.