



# **Council Management Plan**

# **Local Recovery Plan**

**City of Albany 2016**

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<b>Document Approval</b>			
<b>Document Development Officer:</b>		<b>Document Owner:</b>	
Local Recovery Plan		ED Planning & Development Service	
<b>Document Control</b>			
<b>File Number - Document Type:</b>		Corporate Document – Management Plan	
<b>Synergy Reference Number:</b>		CM.STD.6   NMP1654922	
<b>Meta Data: Key Search Terms</b>		Emergency plan, recovery plan, local emergency management committee, local recovery coordination committee, local recovery coordinator	
<b>Status of Document:</b>		Endorsed by LEMC and Council	
<b>Document file details:</b>		Location of Document: Intranet, Extranet <a href="N:\General\Governance\Corporate_Documents">N:\General\Governance\Corporate_Documents</a>	
<b>Quality Assurance:</b>		Chief Executive Officer, Executive Management Team	
<b>Distribution:</b>		Internal Document, Public Document	
<b>Document Revision History</b>			
<b>Version</b>	<b>Author</b>	<b>Version Description</b>	<b>Date Completed</b>
V1.0	Emergency Management Coordinator	Draft	9/11/2006
V2.0	Emergency Management Coordinator	Draft – Version 2	16/01/2007
V3.0	Emergency Management Coordinator	Initial Issue – Adopted by Council	15/05/2007
V4.0	Manager Rangers & Emergency Services	Complete review of expired V3 Plan. Endorsed by LEMC 17/03/2016. Endorsed by Council 16/04/2016 (Resolution LEMC008).	16/03/2016
V4.01	Manager Rangers & Emergency Services	Updated to reflect responsibility for State level recovery now a function of OEM.	28/03/2017

## Certificate of Endorsement

Local governments are required under the provisions of Section 36 of the *Emergency Management Act 2005* to ensure that Local Emergency Management Arrangements (LEMA) are prepared for their local government area.

This includes the identification of a Local Recovery Coordinator and inclusion of a Recovery Plan as detailed in *State Emergency Management Policy 6 Recovery – 6.3.2*.

The document to which this certificate refers shall be referred to as the City of Albany Local Recovery Plan 2016 and here after referred to as the Recovery Plan.

The Recovery Plan has been prepared by the Local Emergency Management Committee (LEMC) in consultation with Hazard Management Agencies, City of Albany, government and non-government organisations and community groups.

As a requirement of the State Emergency Management Committee Policy Statement 2.5, the Arrangements have been submitted to those bodies appearing below for endorsement.

### City of Albany Local Emergency Management Committee



Date: 20/6/16

Chairperson

### City of Albany



Date: 20/6/16

Chief Executive Officer

### Great Southern District Emergency Management Committee



Date: 23/6/2016

Chairperson

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## **Distribution List**

### **City of Albany**

City of Albany Council  
 Chief Executive Officer  
 Local Recovery Coordinator  
 Executive Director – Planning & Development Services  
 Deputy Recovery Coordinator  
 City of Albany Emergency Operations Centre  
 Libraries (Albany & Wellstead)

### **Albany Local Emergency Management Committee**

LEMC Chairperson  
 WAPOL – Officer in Charge of Albany Police Station (Local Emergency Coordinator)  
 DFES Regional Director- Great Southern  
 Albany Port Authority  
 Albany Health Campus  
 Albany State Emergency Service Unit  
 Albany Volunteer Marine Rescue  
 ATCO Gas  
 Bureau of Meteorology  
 Chief Bush Fire Control Officer  
 Department of Agriculture and Food WA  
 Department for Child Protection & Family Support  
 Department of Education  
 Department of Health  
 Department of Parks and Wildlife  
 Department for Transport  
 Main Roads WA  
 St John Ambulance Australia  
 Telstra  
 Water Corporation WA  
 Western Power

**Other**

SEMC Executive Officer

DEMC Executive Officer

Albany Chamber of Commerce and Industry

Great Southern Development Commission

Shire of Denmark

Shire of Plantagenet

Shire of Jerramungup

## Glossary of Terms

<b>TERM</b>	<b>MEANING</b>
<b>DISASTER</b>	See EMERGENCY
<b>EMERGENCY</b>	An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response. The term emergency is used on the understanding that it also includes and reference to the word disaster.
<b>EMERGENCY MANAGEMENT</b>	The management of the adverse effects of an emergency including: (a) Prevention – the mitigation or prevention of the probability of the occurrence of and the potential adverse effects of an emergency. (b) Preparedness – preparation for response to an emergency (c) Response – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed recovery and (d) Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.
<b>HAZARD MANAGEMENT AGENCY (HMA)</b>	A public authority or other person, prescribed by regulations because of that agency’s functions under any written law or because of its specialized knowledge, expertise and resources, to be responsible for the emergency management or an aspect of emergency management of a hazard for a part or the whole of the State. Hazard Management Agencies are defined in the <i>Emergency Management Regulations 2006</i> .
<b>ESSENTIAL SERVICES</b>	The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. Systems or networks that provide services on which the well-being of the community depends.
<b>LOCAL EMERGENCY COORDINATOR (LEC)</b>	That person designated by the Commissioner of Police to be the Local Emergency Coordinator with responsibility for ensuring that the roles and functions of the respective Local Emergency Management Committee are performed, and assisting the Hazard Management Agency in the provision of a coordinated multi-agency response during <i>Incidents</i> and <i>Operations</i> .
<b>LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC)</b>	Based on either local government boundaries or emergency management sub-districts. Chaired by the Mayor (or a delegated person) with the Local Emergency Coordinator, whose jurisdiction covers the local government area concerned, as the Deputy Chair. Executive support should be provided by the local government.
<b>RECOVERY</b>	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

<b>ABBREVIATION</b>	<b>MEANING</b>
DCPFS	Department of Child Protection and Family Support
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services of Western Australia
HMA	Hazard Management Agency
LEMC	Local Emergency Management Committee
LEMA	Local Emergency Management Arrangements
LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordinating Group
ISG	Incident Support Group
OEM	Office of Emergency Management
OSAG	Operations Area Support Group
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Policy
SRC	State Recovery Coordinator
SRRC	State Recovery Coordination Committee



# 1 Introduction

## 1.1 Authority

This Recovery Plan has been prepared in accordance with Section 41(1) of the *Emergency Management Act 2005* and *State Emergency Management Policy 4.4*, and forms part of the City of Albany Local Emergency Management Arrangements.

The Plan has been endorsed by the Albany Local Emergency Management Committee 17 March 2016 and approved by the City of Albany on 26 April 2016 (Item LEMC008).

## 1.2 Purpose

The purpose of the Local Recovery plan is to describe the arrangements for effectively managing recovery at a local level, including defining roles and responsibilities. It addresses the restoration of emotional, social, economic and physical wellbeing of a community, the reconstruction of infrastructure and the provision of support services following an emergency.

## 1.3 Objectives

The Plan will:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the City of Albany.
- Establish a basis for the coordination of recovery activities at the local level.
- Promote effective liaison between Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery management.
- Provide a framework for recovery operations.

## 1.4 Scope

The scope of this recovery plan is limited to the boundaries of the City of Albany and forms a part of its Local Emergency Management Arrangements. It details the local recovery arrangements for the community.

## **2 Related Documents and Arrangements**

### **2.1 Related Documents**

The following documents are related to this Plan:

- Emergency Management Act 2005
- Westplan Recovery Coordination
- Westplan Emergency Public Communications
- Westplan Registration and Reunification
- Westplan Welfare
- Westplan Health
- SEMP4.4 – State Recovery Coordination
- Local Welfare Emergency Management Support Plan
- City of Albany Local Emergency Management Arrangements
- City of Albany Community Engagement Policy
- City of Albany Summary of Insurances
- WANDRRA Guide for Local Government
- Australian Emergency Management Handbook – Community Recovery Handbook 2
- Australian Red Cross – Communicating in Recovery

### **2.2 Agreements, Understandings & Commitments**

The following Memoranda of Understanding are in place:

- There are currently no MOUs in place.

## **3 Resources**

### **3.1 Resources & Contacts:**

Contact details for recovery have been listed in the Emergency Resource Register.

Commercial and City of Albany resources available for recovery are listed in the Emergency Contact and Resource Register.

### **3.2 Local Recovery Centre**

The decision of where to establish the Local Recovery Centre will be made by the Local Recovery Coordinator and depend upon the location, extent and severity of the emergency.

Possible venues in which to establish a Local Recovery Coordination Centres in the City of Albany area have been identified and are included in the Emergency Contact and Resource Register.

## 3.3 Financial Arrangements

### 3.3.1 Insurance of Assets

The City of Albany has arrangements in place to insure its assets. Details of these arrangements are available in the City of Albany Summary of Insurances. Contact the Manager Governance & Risk Management for further details.

### 3.3.2 Internal Funding

The following arrangements have been made to fund recovery activities if necessary:

- The use of s.6.8(1)(b) or (c) of the Local Government Act 1995 - expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the mayor in an emergency and then reported to the next ordinary meeting of the Council.
- The use of s.6.11(2) to utilise a cash reserve established for another purpose, subject to one month's local public notice being given of the use for another purpose. Local Government (Financial Management) Regulations 1996 – regulation 18(a) provides an exemption from giving local public notice to change the use of money in a reserve where the mayor has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed.
- The use of s.6.20(2) to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council.

### 3.3.3 Financial Records

To ensure accurate records of costs associated with an emergency, the City has a specific cost centre to which all costs associated with the recovery process will be allocated.

### 3.3.4 External Funding

Westplan-Recovery Coordination outlines the States recovery funding arrangements.

Relief programs include:

- Western Australia Natural Disaster Relief and Recovery Arrangements (WANDRRA)
- Centrelink
- Lord Mayor's Distress Relief Fund (LMDRF)

### 3.3.5 Western Australia Natural Disaster Relief and Recovery Arrangements (WANDRRA)

The WA State Government provides relief measures to assist communities recover from an **eligible** natural event. The State Administrator of WANDRRA is the Office of Emergency Management.

More information is available at

<https://www.oem.wa.gov.au/funding/wandrra>

WANDRRA officers can be contacted via email on [WANDRRA@oem.wa.gov.au](mailto:WANDRRA@oem.wa.gov.au).

#### 3.3.5.1 Eligible Disasters

Eligible natural event include: bushfire, cyclone, earthquake, flood, landslide, meteorite strike, storm, storm surge, tornado or tsunami.

WANDRRA will be activated by the State Administrator if the emergency is it is one of the ten events mentioned above; and the anticipated cost of eligible measures will exceed \$240,000.

### **3.3.5.2 Relief Measures**

The relief measures are available for:

- Individuals and Families
- Small Business
- Primary Producers
- Local Government
- State Government Agencies

WANDRRA does **not provide**:

- Compensation for losses suffered
- Assistance where adequate insurance could have been obtained. Insurable assets such as houses and vehicles are not eligible under WANDRRA.
- Assistance for losses incurred as a result of:
  - Drought
  - Frost
  - Heat wave
  - Epidemic
  - Events where human activity is a significant contributing cause.

### **3.3.5.3 Assistance for Individuals and Families**

The assistance provided to individuals and families under WANDRRA is managed by the Department for Child Protection and Family Support.

The assistance may be for one or more of the following:

- Emergency food, clothing or temporary accommodation
- Repair or replacement of essential items of furniture and personal effects
- Essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition
- Personal and financial counseling aimed at alleviating personal hardship and distress arising as a direct result of a natural disaster
- Removal of debris from residential properties to make them safe and habitable
- Demolition or rebuilding to restore housing to a habitable condition.

### **3.3.5.4 Assistance to Local Government:**

Assistance is available for the restoration/replacement of essential public assets owned by a local government to the extent necessary to restore the asset to the equivalent of its pre-disaster standard.

### **3.3.6 Department of Human Services - Centrelink**

Centrelink will ensure that payments to its existing clients in the area affected by the emergency are not disrupted and may provide financial assistance to any person whose livelihood has been affected by the emergency. Centrelink coordinates the Australian Government Disaster Recovery Payment.

### **3.3.7 Public Appeals – Lord Mayor’s Distress Relief Fund (LMDRF)**

All cash donations resulting from public appeals should be directed to the LMDRF, as detailed in SEMP 4.4 Recovery Coordination. Calls for public donations to assist with any emergency should be initiated by the Board of the LMDRF. Such calls may be either on the initiative of the Board itself or by the Board in consultation with any Government or statutory body. The commencement of an appeal fund does not override the statutory obligations, on the part of various government agencies, to provide welfare, relief and reconstruction assistance to those affected by emergencies.

For further information regarding the LMDRF visit: <http://www.appealswa.org.au>.

### **3.3.8 Managing Donated Goods**

Where possible, donations of goods should be discouraged as they are difficult to manage. Donations of cash provide the opportunity to utilise local services which in turn assists with the recovery of local business.

Where donations of goods have been arranged by nongovernment organisations, the distribution of the donated goods shall be undertaken by the organisations concerned.

## 4 Roles and Responsibilities

Roles and responsibilities are defined in Westplan – Recovery Coordination.

### 4.1 Controlling Agency

The Controlling Agency with responsibility for the response to an emergency will initiate recovery activity **during the response to that emergency**. To facilitate recovery it will:

- liaise with the Local Recovery Coordinator include him or her in the incident management arrangements including the Incident Support Group and Operations Area Support Group.
- undertake an initial impact assessment for the emergency and provide that assessment to the Local Recovery Coordinator and the State Recovery Coordinator.
- coordinate completion of the Comprehensive Impact Assessment, prior to cessation of the response, in accordance with the approved procedure, and in consultation with the Incident Support Group, all affected local governments and the State Recovery Coordinator
- Provide risk management advice to the affected community (in consultation with the HMA)

### 4.2 Local Recovery Coordinator

The City of Albany Executive Director of Corporate Services has been appointed as Local Recovery Coordinator (LRC) in accordance with the requirements of the *Emergency Management Act 2005, S 41(4)*. The Manager Finance will act in the role if the ED Corporate Services is unavailable.

#### 4.2.1 LRC Functions:

The Local Recovery Coordinator is responsible for managing the recovery process following an emergency event. This includes the following:

- Ensure the Local Recovery Plan is established and tested.
- Liaise with the Controlling Agency, including attending the Incident Support Group (ISG) and Operations Area Support Group (OASG) meetings where appropriate.
- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies.
- Provide advice to the Mayor and Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordinating Group (LRCG) and provide advice to the LRCG if convened.
- Assess the restoration requirements of services and facilities with the assistance of the responsible agencies.
- Determine the resources required for the recovery process in consultation with the LRCG.
- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG.
- Ensure the functions of the Executive Officer are undertaken for the LRCG.
- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordinating Group (SRG), if established.
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with services from government agencies locally.
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery.

- Ensure the recovery activities are consistent with the principles of community engagement.
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the arrangements.
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

### **4.3 Local Recovery Coordinating Group**

The role of the Local Recovery Coordinating Group (LRCG) is to coordinate and support local management of the recovery processes within the community. The LRCG is convened as required.

#### **4.3.1 LRCG Functions:**

- Establishing subcommittees as required.
- Assessing requirements, based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate.
- Developing an Operational Recovery Plan for the coordination of the recovery process for the event that:
  - takes account of the local government long term planning and goals;
  - includes an assessment of the recovery needs and determines which recovery functions are still required;
  - develops a timetable and identifies responsibilities for completing the major activities;
  - considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse (CALD) people and others identified as vulnerable;
  - allows full community participation and access; and
  - allows for the monitoring of the progress of recovery.
- Overseeing the delivery of projects that support the social, built, economic and natural environments of recovery to ensure that they are community-owned and targeted to best support the recovery of impacted communities
- Facilitating the provision of services, public information, information exchange and resource acquisition.
- Providing advice to the State and Local Government/s to ensure that recovery programs and services meet the needs of the community
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies.
- Monitoring the progress of recovery, and receiving periodic reports from recovery agencies.
- Ensuring a coordinated multi agency approach to community recovery.
- Providing a central point of communication and coordination for the actions of the wide range of recovery-related services and projects being progressed outside of the direct control of the Committee.
- Coordinating all offers of, or requests for assistance to avoid duplication of effort or confusion.
- Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

#### **4.3.2 Membership:**

The City of Albany LRCG will have the following core membership structure with additional participation, as required by the nature of the emergency. The core membership comprises:

- Mayor or Deputy Mayor - Chair
- Local Recovery Coordinator or Deputy
- Elected members
- Members of the impacted community
- Executive Officer
- Hazard Management Agency representative
- Administrative/Secretarial Support
- Key City of Albany staff as required based on the nature and extent of the emergency, including the following:
  - Communications Manager
  - Manager Stakeholder Relations
  - Executive Director Works and Services (or delegate)
  - Executive Director Corporate Services (or delegate)
  - Executive Director Community Services (or delegate)
  - Executive Director Planning and Development (or delegate)
  - Executive Director Manager Finance (or delegate)
  - Manager Rangers & Emergency Services (or delegate)
- Key agency representatives as required based on the nature and extent of the emergency, including the following:
  - Department of Fire & Emergency Services
  - Department for Child Protection & Family Support
  - Department of Human Services (Centrelink)
  - Department of Agriculture & Food Western Australia
  - Main Roads WA
  - Essential services (including Western Power, Telstra, Water Corporation, ATCO Gas)
  - Department of Education
  - WA Country Health Service
  - Port of Albany
  - Department of Parks & Wildlife
  - Department of Environment Regulation
  - Albany Chamber of Commerce & Industry

#### **4.3.3 Local Recovery Coordinating Group Subcommittees**

The LRCG Subcommittees will be convened as required, depending on the size, impact and complexity of the emergency event, to assist the LRC and LRCG by addressing specific components of the recovery process.



#### **4.3.3.1 Community Subcommittee**

##### **Objectives:**

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

#### **4.3.3.2 Environment Subcommittee**

##### **Objectives:**

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

#### **4.3.3.3 Infrastructure Subcommittee**

##### **Objectives**

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

#### **4.3.3.4 Finance Subcommittee**

The Finance Subcommittee is responsible for making recommendations to the Lord Mayor's Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals who have suffered personal loss and hardship as a result of the event.

##### **Functions**

- develop the eligibility criteria and procedures by which payments from the LMDRF will be made that are:
  - are equitable, fair simple and transparent;
  - are straightforward and not onerous to individuals seeking assistance;
  - recognise the extent of loss suffered by individuals;
  - complement other forms of relief and assistance provided by government and the private sector;

- recognise immediate, short, medium and longer term needs of affected individuals; and
- ensure the privacy of individuals is protected at all times.
- facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.

Sample LMDRF eligibility criteria are available at Appendix 2.

#### **4.4 State Recovery Coordinator**

The State Recovery Coordinator position sits within the Office of Emergency Management. The role includes:

- liaising with the State Emergency Coordinator and Controlling Agency during the response phase of an emergency;
- liaising with and supporting Local Recovery Coordinators with matters pertaining to level 2 and 3 incidents; and
- coordinating the recovery activities of government and non-government agencies.

The level of state involvement required will be considered by the State Recovery Coordinator in conjunction with the local government, based on the impact of the emergency. A list of criteria to be considered as triggers for escalation of recovery activity is included in Westplan – Recovery Coordination Appendix D.

#### **4.5 Agencies/Groups Assisting in Recovery**

The following list details the assigned and/or potential roles and responsibilities of organisations that may participate in recovery.

##### **Hazard Management Agencies**

- Hazard Management Agencies are required to include initial recovery arrangements in emergency management response plans.

##### **Department of Child Protection and Family Support**

- provide a representative to the LRCG;
- Coordinate emergency welfare services as part of the recovery process, including emergency accommodation, catering, clothing and personal effects, personal services, registration and reunification, financial assistance (Westplan – Welfare);and
- manage the provision of the Personal Hardship and Distress measures under WANDRRA, including counselling, emergency assistance and temporary accommodation (WESTPLAN– Recovery and WANDRRA)

##### **Department of Parks and Wildlife**

- Provide a representative to the LRCG as required.
- Co-ordinate the rehabilitation of affected land and facilities managed by the Department.
- Facilitate response to and provide advice on wildlife matters.

##### **Department of Agriculture and Food**

- Provide a representative to the LRCG;
- Provide technical support to primary producers and industry groups for recovery from animal or plant pest or disease emergencies;
- In the event of an animal or plant pest disease incident administer funds from the Animal Health Australia or Plant Health Australia if available; and
- Manage the provision of assistance to farmers, particularly in relation to the Primary Producer Package under the WANDRRA.

### **Main Roads Western Australia**

- Provide a representative to the LRCG;
- Assess and report on damage to State/Federal road infrastructure that may impact on the community;
- In conjunction with the Local Government assist with the assessment of damage to local roads and issue of advice of roads closure/alternate transport route; and
- Assist the local government with the reopening and restoration of damage to local roads including providing access to funding where available through the MRWA Flood Damage to Local Roads Special Funding Assistance Program and/or the WANDRRA.

### **Essential Services (including power, water, gas, telecommunications etc)**

- provide a representative to the LRCG (co-opted as required);
- assess and report on damage to lifeline services and progress of restoration of services; and
- facilitate restoration of priority services as requested by the LRCG.

### **Department of Education and Training**

- provide a representative to the LRCG (co-opted as required); and
- advise on issues affecting normal operation of schools, e.g. restrictions on student access or damage to school premises.

### **Albany Chamber of Commerce and Industry/Small Business Centre**

- provide a representative to the LRCG (co-opted as required);
- assist with the assessment of the impact of the emergency on small business; and
- provide advice on and facilitate access to available business support services/funding support, e.g. WANDRRA small business support measures.

### **Local Health Services Provider (Department of Health or Local Health Officer)**

- provide a representative to the LRCG;
- advise on health and medical issues arising from the emergency; and
- coordinate the local health components of the recovery process.

### **Department of Environment Regulation**

- Provide advice on environmental protection, clean up and waste management

### **Department of Premier and Cabinet**

- Administers WANDRRA.
- Determines if WANDRRA will be activated in response to an event.
- Evaluates WANDRRA claims.

### **Lord Mayors Distress Fund**

- liaise with the LRCG to assess the requirement for public donations and if required initiate “Calls for Public Donations” in accordance with the State Policy on “Appeals and Donations during Emergencies”; as required, set up a local appeals committee in conjunction with the LRCG; and provide advice to the LRCG on criteria for, and assessment of, requests for financial assistance.

## 5 Communications in Recovery

### 5.1 Principles of Recovery Communications

Effective communications is a key principle of disaster recovery and critical to facilitating community involvement. An affected community has a right to all information relevant to its recovery.

During emergencies, established communication channels can be disrupted, which may result in disaster-affected people feeling disconnected and isolated from their families, friends, existing community networks and services.

People affected by disaster are often overwhelmed by large amounts of information and as a result their ability to take in information, think about it and remember it can be impacted.

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

#### ***Assist the community by providing relevant, clear and timely information***

Ensure the information is presented in a way that is clear and free of jargon. Short, sharp amounts of relevant and practical information are most useful. By consulting with the community it is possible to establish what people actually want to know, i.e. what is happening with recovery, how they can access support and who to contact should they have any questions.

#### ***Target communications and utilise appropriate methods of communication for all audiences***

Ensure your communication fits the audience; by knowing your audience and the best way to reach them. Work in conjunction with the community and individuals and utilise existing networks and strengths. Respect the community by ensuring communication is culturally appropriate.

#### ***Communications to be accessible***

Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs and is addressed through a variety of media and channels;

#### ***Reiterate key messages and re-communicate regularly***

After and during an emergency people can have trouble remembering information. It is important to reiterate and re-communicate information periodically throughout the recovery process.

#### ***Acknowledge the impact to help validate people's experiences***

It is important to allow people affected by an emergency to acknowledge and validate their experiences.

### 5.2 Roles and Responsibilities

#### 5.2.1 Response Phase

The organisational responsibilities of communicating during emergencies are defined in Westplan - Emergency Public Communications.

- The controlling agency will manage the emergency public information function during the response phase of the emergency. The controlling agency may appoint a Public Information Officer (PIO).
- The controlling agency will also manage the public information function during the recovery phase of the emergency, **unless and until** that function is handed over to the local government.
- Hazard management agencies may address the public and the media only on matters for which they are responsible and in which they have expertise.

- Agencies shall consider the communication needs of people with disabilities and culturally and linguistically diverse (CALD) elements within the particular community affected by the emergency.

### **5.2.2 Recovery Phase**

- The City of Albany Communications Manager, in liaison with the LRC, will manage the public information during the recovery phase of the emergency when control has been handed over from the controlling agency.
- All communication activities will be carried out in accordance with the City of Albany Community Engagement Policy.

### **5.2.3 Media Engagement**

The Communications Manager has delegated authority under the City of Albany Register of Delegations of Authority, ref 2015:003, to “Prepare, produce and distribute City information, media releases, publications and make comment, with the condition that comment is limited to matters relating to functions of the CEO, defined by the Act”.

## **5.3 Communications Plan**

Refer to Appendix 2 for a Communication Plan template.

The information that needs to be communicated in the early phases of the recovery process depends upon the characteristics of the event in terms of type, location, severity and affects on the community.

The communication plan should address the following:

### **5.3.1 Who needs the information?**

This involves determining the target audience within identified stakeholders.

Broad groups of stakeholders include:

- members of the affected community
- groups and agencies involved in recovery
- elected members
- media
- people with special needs (Refer LEMA Special Needs Groups).

### **5.3.2 What is to be communicated – key messages?**

The broad categories of information that need to be communicated in the recovery process include:

- What has happened.
- What recovery is likely to involve
- What plans are in place for the well-being of the community.
- What services and resources are available.
- Information which will assist the community to effect recovery

### **5.3.3 How is the message communicated?**

The available communications methods should be considered including:

- community meetings
- printed materials – e.g. newsletters, pamphlets, flyers, brochures
- notice boards at public buildings
- posters / billboards (including mobile SAM billboards)

- website (City of Albany and other agencies)
- media including radio, print and TV
- social media
- email and text messaging
- word of mouth.

#### **5.3.4 Where is the message communicated?**

Information can be provided in a range of locations and settings including:

- any place where people naturally congregate (churches, shopping centres, schools, community halls, sporting facilities etc.)
- disaster site (if safe to do so)
- reception or assembly points
- evacuation and recovery centers
- outreach programs
- community information forums
- community events

#### **5.3.5 When is the message communicated?**

Information must be provided to affected communities in a timely manner. The timing of messages is to be included in the communication plan.

#### **5.3.6 Feedback Strategy**

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

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

### **5.4 Community & Stakeholder Engagement**

Stakeholders are those who may affect, be affected by, or perceive themselves to be affected by an emergency event or the emergency recovery process. In other words, stakeholders are those people or groups who have a legitimate interest in the emergency recovery operation. It is important to be as inclusive as possible.

City of Albany community engagement activities during recovery aims to

- recognise that communication with a community should be two-way and that input and feedback should be sought and considered over an extended time;
- ensure the use of best practice community engagement including: inclusiveness, commitment, building relationships and mutual respect, integrity, transparency and accountability, feedback; and evaluation.

- ensure early engagement with clear and consistent information to hasten and promote the recovery process and provide community the opportunity to address issues.

#### **5.4.1 Community Engagement Plan**

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

In the later phases of recovery, when decisions are made that will have significant community impact, such as those regarding the rebuilding of an affected community, the City of Albany Community Engagement Staff Toolkit should be utilised by the LRC, in liaison with the Communication Manager and Stakeholder Relations Manager to:

- Identify stakeholders (internal and external).
- Determine the appropriate level of stakeholder engagement based on the size, impact and complexity of the emergency event.
- Establish a communication plan that identifies what information needs to be disseminated and possible communication channels and venues.

### **5.5 Community Information Briefings and Debriefings**

Community meetings can be an excellent means of communicating recovery information to and from an affected community during varying stages of the recovery process. If well planned and actively managed, they can be useful in providing information, gathering concerns, dispelling rumour and correcting misconceptions.

In the event of a major incident, community information meetings are often held jointly by emergency services, local governments and State government departments.

Community briefings provide:

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

#### **5.5.1 Purpose and Objectives**

The purpose of the meeting must be clearly defined and communicated. Community meetings that are not well planned and are hazy about their objectives have a high potential to go awry and degenerate into a forum blame-laying and complaint.

The objectives of community meetings depend on the stage of recovery that the community has reached at the time of the meeting. However, the objectives should always include raising or maintaining the profile of the recovery effort and assisting the community towards recovery.

#### **5.5.2 Planning the Meeting**

In planning public meetings, the following should be taken into account:

- Who is running the meeting? (local authority, emergency management organisation, recovery agency)
- the objectives of the meeting, the agenda to be addressed, the process of conducting the meeting, the speakers (including local identities) and their subject matter

- the availability of personnel to address issues after the meeting
- the process for expressions of concern or complaint by attendees
- advertisement of the venue, date and time, purpose, patronage, speakers and complaint process
- strategies to deal with and follow up expressions of concern or complaint and further meetings/arrangements
- management issues
- the needs of vulnerable groups.

### **5.5.3 Conducting the Meeting**

Public meetings should:

- be held at a neutral venue (if possible)
- have a strong, independent but fair and non-defensive chair
- have representatives from emergency-related disciplines to give factual information
- address the psychosocial issues as well as physical aspects of recovery
- have a pre-determined finishing time
- allow for a review of the meeting and its effect on the recovery process
- follow up issues raised and prepare report-back for subsequent meetings.

Regardless of the success or otherwise of the meeting, every effort should be made to conclude the meeting on a note of optimism for the early and successful recovery of the community.



## **7 APPENDICES**

1. LMDRF Eligibility Criteria
2. Communications Plan Template
3. Recovery Communication and Engagement Tool Kit

## **7.1 Appendix 1: LMDRF Eligibility Criteria**

### **Sample LMDRF Eligibility Criteria and Levels of Financial Assistance**

*(Criteria used by the Shire of Mundaring for the Parkerville-Stoneville-Mt Helena Fire on 12 January 2014)*

#### **Owners/Owner Occupiers**

For Owners/Owner Occupiers of properties impacted by the event, there are three levels of LMDRF grant assistance available as follows:

- Level One – shall apply in those instances where the house/house and contents have been totally destroyed
- Level Two – shall apply in those instances where the house/house and contents have been damaged but the house remains habitable
- Level Three – shall apply in those instances where there has been other property damage/loss, eg sheds, shed contents, pergolas, outdoor furniture etc.

#### **Occupiers**

For Occupiers (those renting) of properties impacted by the event, there are two levels of LMDRF grant assistance available as follows:

- Level Four – shall apply in those instances where the house contents have been totally destroyed as a consequence of the house being totally destroyed.
- Level Five – shall apply in those instances where there has been partial damage/loss of house contents and other personal effects.

## 7.2 Appendix 2: Recovery Communications Plan Template

### Recovery Communications Plan

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Prepared by: \_\_\_\_\_

<b>AIM</b>	<i>What is the purpose of the Communication Plan?</i>
<b>OBJECTIVES</b>	<b>Specific</b>
	<b>Measurable</b>
	<b>Achievable</b>
	<b>Realistic</b>
	<b>Timely</b>

#### Part A: Identify Audience and Message

<b>WHO is the Audience?</b> <i>Identify and prioritise target audience and appropriate engagement level</i>	<b>WHAT are the Key Messages?</b> <i>Using clear, succinct statements</i>	<b>HOW and WHERE are messages delivered?</b> <i>Communications methods</i>	<b>WHEN</b> <i>Must be timely</i>	<b>FEEDBACK</b> <i>Strategy for collecting feedback</i>

**Part B: Action Plan**

REF#	AGREED ACTIONS	PRIORITY	RESPONSIBILITY	BY WHEN

## **7.3 Appendix 2: Community Engagement Plan**

## Project Information

About the Project	
<b>Project Name</b>	City of Albany Local Recovery Plan – Communication & Community Engagement Plan
<b>Project Officer</b>	Local Recovery Coordinator/Communications Manager
<b>Department</b>	Office of the CEO
<b>Date</b>	12/06/2015
<b>Synergy number</b>	

### Background Information

- This community engagement plan aims to provide a tool for City of Albany staff to determine the appropriate level of community engagement during recovery from an emergency event and identifies key stakeholders and available communication and media channels.

### Scope

- This plan pertains to communication and community engagement activities undertaken during the recovery phase of an emergency event. It does not cover emergency warnings or communications undertaken during the response phase.
- Scope locations - all areas of the Albany municipality.

## Identifying the level of community engagement

This plan is prepared for use in an early disaster recovery situation and addresses initial communication requirements for this phase. Timeframes are not stipulated as this is to be assessed on day 1 of recovery and reviewed each week. The communications and engagement requirements in the recovery phases may be long lasting and change over time. This initial engagement plan is to be reviewed as recovery progresses. On-going community development work is likely to be required during recovery from a major disaster.

The table below defines the four levels of community engagement that can be utilised by the City during the recovery from an emergency event. The level of community engagement will depend on the stage of the recovery process. Early recovery will focus on the need to disseminate information to effected communities and is likely to utilise the Inform and Consult levels of engagement. Long term recovery and on-going community development work is more likely to utilise the Involve and Collaborate levels of engagement.

Level of engagement	Description	Promise to stakeholders
<b>Inform</b>	One way communication providing timely, relevant, clear, accurate, credible and consistent information to assist understanding about something that has happened or is going to happen.	We will keep you informed with information about the disaster.
<b>Consult</b>	Two way communications designed to obtain public feedback about community needs and concerns and proposals to inform decision making.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how your input influenced the decision.
<b>Involve</b>	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision.
<b>Collaborate</b>	Working together with stakeholders to understand all issues and interests and to work out alternatives and identify preferred solutions.	We will look to you for direct advice and innovation in formulating solutions and incorporate these into the decisions to maximum extent possible.

## Stakeholder Identification

Stakeholders are those who may affect, be affected by, or perceive themselves to be affected by an emergency event or the emergency recovery process. In other words, stakeholders are those people or groups who have a legitimate interest in the emergency recovery operation. There will be differences of opinion on who should be included as stakeholders but it is important to be as inclusive as possible.

It is important to identify stakeholders and to realize that the emergency recovery operation does not choose the stakeholders they choose themselves. If a group is overlooked initially, it is likely they will emerge later and benefits of early consultation will be missed. Further, inappropriate or ineffective communication can serve to exacerbate emergency conditions, particularly for non-vocal groups thereby creating inequity and/or prolonging recovery for disengaged groups.

## Internal Stakeholders

The list can be amended as per the requirements of the situation:

Internal Stakeholders	Level of engagements
Local Recovery Coordinator	Collaborate
Local Recovery Coordinating Group	Collaborate
Local Recovery Sub-committees (if formed)	Collaborate
CEO	Inform
Elected members including Mayor	Inform
Appointed spokesperson	Inform
Executive Directors	Inform
Emergency Management Team	Involve
Communications Team	Involve
Indigenous Liaison Officer	Involve
All City of Albany staff	Inform
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.



## External Stakeholders

The list can be amended as per the requirements of the situation:

External Stakeholders	Level of engagement
IMT (in transition from response to recovery)	Consult
ISG / OASG	Consult
Local, regional and state authorities, assisting in recover (as identified in Section 4.5 of the Recovery Plan)	Consult
State Recovery Coordinator	Consult
Members of the impacted community, including identified community champions.	Inform/ Consult /Involve
Isolated and vulnerable people (as identified in Annex 4 of the Local Emergency Management Arrangements)	Inform/ Consult / Involve
Recovery workers	Consult
Media (see City of Albany Contacts Register)	Inform
City Indigenous Liaison Officer	Consult
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.
	Choose an item.

## Tools and techniques

See the Recovery Plan section 4.5 Roles & Responsibilities to identify leading role in communications/engagement.

### ACTION PRE-PLAN SCHEDULE

Technique/Strategy	Engagement Level	Responsible
<b>Response Communication Responsibilities</b>	(Inform, Consult, Inform, Collaborate)	
The Controlling Agency is responsible for managing the emergency public information function during the response phase of the emergency and may continue to manage public information during the recovery phase <b>unless and until</b> that function is handed over to Local Government. The Controlling Agency may appoint a Public Information Officer (PIO)	Inform	Controlling Agency
Hazard management agencies may address the public and the media only on matters for which they are responsible and in which they have expertise.	Inform	HMA
The Local Recovery Coordinator in liaison with the City of Albany Communications Manager will manage the public information during the recovery phase of the emergency after control has been handed over from the Controlling Agency.	Inform	LRC CoA Communications Manager
<b>Early Recovery Communication Strategy</b>		
Review the completed Communications Plan Background and Objectives via LRCCG		
<p>Appoint spokespeople to deal with the media</p> <p>Manage public information during the transition from response to recovery when handover completed from the controlling agency. Identify priority information needs and coordinate public information through:</p> <ul style="list-style-type: none"> <li>– joint information centres</li> <li>– identifying and adopting joint key messages -using a single publicised website (agreed by LRCCG) for all joint press releases</li> </ul> <p>Develop processes for:</p> <ul style="list-style-type: none"> <li>– media management (all forms e.g. print, and electronic)</li> <li>– briefing politicians</li> <li>– public communication e.g. community meetings, mailbox fliers, advertising</li> </ul>		Communication Manager/Local Recovery Coordinator

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<ul style="list-style-type: none"> <li>- communicating with community groups</li> <li>- meeting specialist needs</li> <li>- formatting joint press releases</li> <li>- developing and maintaining a website</li> <li>- ensuring feedback is sought, integrated and acknowledged</li> <li>- monitor print, broadcast and social media and counter mis-information.</li> </ul>		
<b>Internal City Stakeholder Management</b>		
Staff (Customer service ) briefing * using SMEACS		Stakeholder Relations Manager
Mayor/spokesperson key messages (The What, The Where, The Who, The How)		Communications Manager
Regular updates to key stakeholders (including Council) – email updates		Stakeholder Relations Manager/Comms Manager
Regular Staff News updates through lunchtime sessions including Managers Forum & toolbox meetings		
Staff Notice Board		
All Staff Briefing – early assessment of community development needs to determine impact, advise on communication channels and structure of recovery coordination group. (Staff lunchtime info sessions)		
<b>Public Information development of materials</b>		
Use of template wherever possible to aid in development of materials, in collaboration with DFES		Stakeholder Relations Manager/Comms Manager
Community Notices		
Media announcements		
Media Release		
Joint press Conferences Invitation – all media		
Distribution of joint media release via media contacts		
Joint Social media updates/website (link to DFES/central site, if appropriate)		
Community briefing at: <ul style="list-style-type: none"> <li>- recovery centre/s</li> </ul>		

<ul style="list-style-type: none"> <li>- local halls/outreach sites</li> <li>- disaster site</li> <li>- Church venues</li> </ul> <p>Consider: briefing on principles of community-led recovery, consult and engage so that community have a say in the recovery.</p>		
<p>Advertise community briefings.</p> <ul style="list-style-type: none"> <li>- social media</li> <li>- direct notice</li> <li>- direct email link</li> <li>- radio</li> <li>- television</li> <li>- hand deliver</li> </ul>		Stakeholder Relations Manager/Comms Manager
Prepare Information Boards for central recovery centre – daily and weekly updates.		Stakeholder Relations Manager/Community Development Officer
Prepare contact lists for Information boards		
Develop graphics for display		
Assist to coordinate recovery centre information units		
<b>Community Information channels</b>		
The City of Albany weekly update (Email)		Public Relations Officer
Business unit newsletters – City of Albany Community update, VAC Newsletter, ALAC News.		Business unit manager/Comms Manager
Social Media facebook – sharing posts or link to central page for updates (blogs to be monitored)		Communications Manager/Public Relations Officer
Text SMS messaging via LRC		
City Website update front page link to customised page		
<b>JOINT External Community Briefings/De-brief</b> (inclusive of internal stakeholders) <b>INFORM EARLY &amp; CONTINUE TO CONSULT/INFORM</b>		
One-on-one face to face consultations –with agencies to		Stakeholder Relations

<p>assess engagement planning to assist with serious issues. (legal action, royal commission)</p> <p>Dispell rumours, correct misconceptions</p> <p>Advice on service available</p> <p>Input into management strategies</p> <p>Advise to individuals on how to manage their own recovery</p>		Manager
<p>Community Briefings/de-briefs – include invite to community group database.</p> <p>Regular and consistent times, ie noon each day at recovery centre to weekly Saturdays at recovery centre.</p>		
<p>Community Consultation – communities managing their own recovery through inherent strengths, assets and resources.</p>		Community Development Officer led/Stakeholder Relations Manager
<p>Hand out materials at briefings – key messages and information sheets</p>		Stakeholder Relations Manage
<p>Investigate ways to better connect with vulnerable groups. Assess feedback from agencies.</p>		Through Community subcommittee Community Development Officer led/Stakeholder Relations Manager

\* Compulsory at this level of engagement.

You **MUST** create an action plan for complex projects, have you completed and attached?    Yes  No

**Please Note:** When creating your timeline, it is highly recommended that you consider that if your project is complex, it will take a longer period for an item to go through Council (sometimes twice) and to meet land use or zone changes legislation which states a consultation period of up to 41 days.

## Outcome

The community needs to know the outcome of the project. The City of Albany has an obligation to advise the community at the end of a project/activity/event. You must undertake a de-brief and advise the community of the outcomes, successes and celebrate the end by closing the loop in communication.

Level of engagement	Technique	Due Date
Inform	Advice on recovery program status	tbc
Inform	Media Release – status and next steps, acknowledgement of community input, agency collaborations.	Within a week of recovery process end
Consult	De-brief/acknowledgment and lessons learnt	Within a week of the recovery process
Inform	Report to the LEMC/LRC	Within a month of the end of the recovery process

## Evaluation and feedback

- How are you going to evaluate the project? It is important to evaluate how the project went, was the best techniques used, etc? This could be in the form of a debrief or a community satisfaction survey.

## Accessibility

Will the information you are providing be accessible to the whole community, including people with a disability?

Yes  No

### ***If you are unsure speak to the Stakeholder Relations Manager.***

If you are holding consulting in a physical location, is it assessable by all, including people with disabilities?

Yes  No

Is the engagement designed so that people with disabilities can be involved?

Yes  No

Is the engagement designed to consider the Traditional Custodians of the land?

Yes  No

If Yes, see the Senior land Officer for referral.

If you are planning to display information about your project in community spaces, have you considered working with other staff or agencies to hold a combined event or expo?

Yes  No

*If you would like to review resources, samples and additional tools to assist you with your project, see the Stakeholder Relations Manager. Please ensure a budget is attached to this plan.*

## Step 5 – Approval of Community Engagement Plan

*If the project is highly complex or politically sensitive it must be signed off by the CEO.*

**Manager** Approved

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Executive Director/CEO** Approved

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### RESOURCES :

#### N:\Office of CEO\Stakeholder Relations\COMMUNITY ENGAGEMENT\EMERGENCY MANAGEMENT RECOVERY PLAN\RESOURCES

Aide-memoire community liaison unit template

Aide-memoire media unit

Aide-memoire Public Information Unit

Community Meeting Agenda

Community Meeting Checklist

Community Meeting Notes

Preparing for a Media interview guide

Public Information Communications Plan

SMEACS briefing template