NEW LEMA TEMPLATE SUITE

# LOCAL EMERGENCY MANAGEMENT PLAN

# GUIDANCE

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# INTRODUCTION AND CONTEXT

## About this guidance

This Guidance contains information and advice to assist local governments prepare a Local Emergency Management Plan as part of their Local Emergency Management Arrangements (LEMA).

The Guidance is specifically designed to support use of the Local Emergency Management Plan Template (template). It provides step-by-step guidance for completing each section of the template, including:

- Context: explains why the section is included and outlines any relevant legislative or policy requirements
- How to prepare the section: outlines what to include and key considerations for preparing the section
- Example: in some sections, examples are provided to illustrate the suggested level of content and detail. Examples should not be used as model text.

The Guidance may also be useful for local governments choosing to use alternative formats for their LEMA as it provides information about the strategic content that must be included in a LEMA.

In the Guidance and Template, the phrase “minimum requirements for LEMA” refers to the requirements that local governments must address or include in LEMA to be considered compliant with obligations under the *Emergency Management Act 2005* and the State Emergency Management Policy.

More information about the minimum requirements for LEMA is available at EngageWAEM website and the Local Government EM Knowledge Hub (LG EM Hub).

The Local Emergency Management Plan is referred to as the Plan or this Plan in the Guidance and Template. Local governments may also choose to adopt the acronym LEMP.

## Local Emergency Management Plan

The Local Emergency Management Plan (Plan) is one of several recommended documents that, together, can support local governments to address the minimum requirements for LEMA.

The Plan provides a strategic framework for emergency management within a local government. It:

- sets out local government policies, priorities and strategies for emergency management
- defines roles, responsibilities and governance arrangements
- aligns emergency management with broader Council planning and decision making
- describes arrangements for coordination, escalation and collaboration with emergency management partners.

Endorsed by the Local Emergency Management Committee and adopted by the Council, the Plan provides direction for the administration to develop operational plans and procedures for emergency management.

## Local Emergency Management Plan Template

The template is designed to support local governments in preparing a Local Emergency Management Plan. Local governments are encouraged to edit or amend the template as required to suit their individual requirements and style but must ensure the minimum requirements for LEMA are addressed.

The template is structured into six parts:

1. Strategic Context
2. Emergency Risks
3. Local Government Preparedness
4. Preparing our Community
5. Incident Management and Support
6. Community Recovery

The template includes the following types of content, designed by font colour and style.

In the template:

- Black text is recommended model text. This may be altered or rearranged, however local governments should ensure the changes still address the minimum requirements for LEMA.
- [**INSERT**: text] indicates where to include locally specific content. The local government needs to insert content that is specific to their context, requirements and arrangements. The brackets and INSERT should be deleted and blue text changed to black text when it has been edited.
- [**INSTRUCTION**: text] is an instruction for the writer. All instructions must be deleted before finalising the Plan.
- **[OPTIONAL]** indicates content that is not minimum requirement for LEMA. The local government does not need to include Optional sections, but they are recommended as best practice in emergency management planning. The word [OPTIONAL] should be deleted before finalising the Plan.

Insertion of local government names is referenced in two ways in the template:

- Local government name indicates the full names should be inserted, eg Shire of Somewhere
- City/Town/Shire indicates just the shortened reference could be used, eg ‘Shire’

The Guidance includes some diagrams to indicate images that could be included in the Plan. If adding graphics to the Plan, it is important to attach alt-text to the graphic to explain it for vision impaired readers (right-click on the graphic) or to retain the explanatory body text.

## Process to develop or review a Local Emergency Management Plan

Development and review of the Plan is led by the local government, usually coordinated by the officer responsible for emergency management.

The planning process is illustrated in Figure 1 below.

Figure 1 Planning process to develop or review a Local Emergency Management Plan




### 1. Plan and prepare

Review this Guidance to confirm:

- the intent of the Plan and the purpose of each section

- how the Plan fits within the LEMA
- who needs to be consulted and when (LEMC, Elected Members, internal business units, external stakeholders)
- approval requirements.

### 2. Gather information

Gather and confirm existing information to inform the draft Plan. This stage focuses on consolidating verified, current content. Identify:

- information already available within the local government
- information requiring update, development or local customisation
- sections that may not be applicable or require adaptation
- additional information required to reflect local risks, vulnerabilities and capability
- LEMC and Council meeting schedules to confirm approval and endorsement pathways.

### 3. Consult

Consultation builds shared understanding, alignment and ownership of the Plan's strategic direction, priorities and governance arrangements.

Consultation is typically undertaken with the LEMC, relevant local government business units, Elected Members, community representatives and other stakeholders as appropriate. Consultation may occur through workshops, meetings or targeted discussions and, where possible, should align with existing consultation activities to reduce duplication.

### 4. Initial draft

Using the recommended template, draft the Plan using current, verified local information, and incorporating the outcomes of any consultation. Continue to seek input from relevant local government business units and the LEMC to ensure the Plan reflects local arrangements, risks, priorities and interdependencies, and aligns with other strategic and operational documents.

### 5. Feedback and Review

Circulate the draft Plan to relevant local government business units, LEMC and DEMC members and the District Emergency Management Advisor for review.

Feedback is used to confirm accuracy, clarity, and consistency, and to identify any cross-agency considerations that need to be addressed.

## 6. Endorse and adopt

Once finalised, present the Plan to the LEMC for formal endorsement. Endorsement confirms that the LEMC supports the Plan and its alignment with local arrangements.

The Plan is then submitted to Council for formal adoption. Adoption establishes the Plan as the local government's plan for emergency management.

Once approved, the Plan should be distributed to the LEMC, the Local Emergency Coordinator and the DEMC Chair via the Executive Officer for DEMC noting.

The local government must also provide a copy of Plan to the State Emergency Management Committee as soon as practicable after Council adoption. The DEMC can forward on behalf of the local government.

A copy of the Plan should also be provided to other key stakeholders as deemed appropriate by the local government and must be made available for community inspection at the local government's Council Office free of charge during office hours (in written or electronic form).

## 7. Review

The Plan must be reviewed every five years from Council adoption and should be reviewed earlier if required following a significant emergency or major change to the State EM Framework, or where the local government considers it necessary.

**The following sections align directly with the structure and content of the Local Emergency Management Plan Template.**

# PRELIMINARIES

### Context

This part provides a record of the Plan's endorsement, adoption and review to maintain governance and operational reliability.

It describes the endorsement and approval pathway and validates that the Plan has successfully met local government requirements. Including a distribution list helps confirm that all key emergency management partners have access to the same current information.

It establishes a clear review timeline to keep the Plan current and aligned with evolving community risks over time.

### How to complete this section

Include information about when the Plan was endorsed and approved and about distribution of the Plan. Model text is provided in the template.

Other preliminary information may be included in accordance with the local government's policies and style guide – *e.g.* Acknowledgement of Country, Foreword(s), Executive Summary or disclaimers.

# PART 1 - STRATEGIC CONTEXT

This part outlines the strategic framework for emergency management within the local government. It sets the context, legislative basis, and overarching priorities, and describes how the LEMA are structured to support these roles and responsibilities.

## 1.1 Introduction to Emergency Management

### Context

The legislative and strategic context for the Local Emergency Management Plan is provided by the *Emergency Management Act 2005* (EM Act) and the State Emergency Management Policy, Plan and Procedure (State EM Framework).

### How to complete this section

Describe the WA emergency management legislation and arrangements, under which the local governments operate. Model text is provided in the template. It is recommended this model text is not edited.

## 1.2 Local Emergency Management Arrangements

### Context

The EM Act requires local governments to prepare arrangements for emergency management in their district (s. 41). These arrangements are known as local emergency management arrangements or LEMA. The LEMA is not a single document, rather a suite of documents that together set out the local government's policies, strategies and plans to undertake its roles and responsibilities in emergency management and support community safety.

The name and scope of documents in the LEMA is at the discretion of the local government; however, it must include a Local Recovery Plan which is a legislative requirement. Collectively the LEMA documents must meet the minimum requirements for LEMA set out in the EM Act and State Emergency Management Policy.

The Local Emergency Management Plan is one of four documents recommended for inclusion in the LEMA. It is the strategic document in the suite, approved by the Council to guide the administration in development of other emergency management arrangements and procedures.

### How to complete this section

Define what the local emergency management arrangements are and list and describe the key documents that comprise the LEMA for the local government district. Model text is provided in the template.

Diagrams or other graphics may be included that illustrates the document components of the LEMA (as per the example below).




Optional: If the local government uses Alt Text in its publications to meet accessibility requirements, suggested Alt Text is: 'Diagram showing the Local Emergency Management Plan as part of a broader emergency management framework that also includes the Local Recovery Plan, Incident Support Handbook, Emergency Management Workplan, and other relevant plans and policies'.

## 1.3 Priorities for Emergency Management

### Context

The LEMA must include the local government's priorities for emergency management (EM Act s. 41(2)(e)). Priorities are important to guide and focus the emergency management work of the local government. The priorities should be informed by the local government's hazards and risks and developed in consultation with the Local Emergency Management Committee, elected members and executive leadership.

Emergency management priorities should align with and complement the local government's Council Plan and other relevant strategic documents ensuring a consistent and integrated approach to planning and decision-making, with emergency management contributing to overall community outcomes.

**How to complete this section**

This section should include a list of the strategic emergency management priorities of the local government. The priorities should be informed by the community context, local emergency risks and risk reduction actions and plans identified in Part 2 of this Plan (consider completing this section after Part 2 is finished). The priorities should also be consistent with the Council Plan.

Ensure the priorities are realistic, achievable within the local government's influence, capability and capacity, and measurable. They should be strategic, rather than duplicating all the risk management actions listed at 2.4. Consider priorities that address:

- the local government's highest priorities and approach for managing emergency risks, such as infrastructure resilience or bushfire risk management,
- local government preparedness, such as training, exercising, and planning activities
- community engagement to strengthen risk awareness, preparedness and resilience
- actions to reduce emergency vulnerability in the community, such as protections for people at higher risk
- support for local Bush Fire Brigades and other emergency services volunteers
- improving facilities, systems, or capability that support incident response
- recovery preparedness, including partnerships and arrangements to support community recovery.

Explain how the emergency management priorities align with the local government's broader strategic framework and other relevant plans and strategies, in particular the Council Plan.

**Example**

The Shire of Exampleton's priorities for emergency management include:

- **Strengthening community preparedness** by regular sharing and promotion of accessible information, awareness programs and practical guidance on how to prepare for emergencies.
- **Bushfire risk management planning** to reduce the likelihood and impact of fire for our communities.
- **Embedding risk** in the Local Planning Scheme and development decision-making to manage community exposure to hazards.
- **Building our emergency response capability** through effective management and support for Bush Fire Brigades and preparing our staff for emergency response roles.
- **Strengthening recovery preparedness** through planning and partnerships to support coordinated, timely and inclusive recovery for our community.

The Shire of Exampleton's emergency management priorities are informed by local risk and aligned to our Council Plan 2025–2035, particularly the focus areas of People, Planet, Place, Prosperity and Performance, including the outcome of a resilient community equipped to respond to natural disasters and emergencies.

# PART 2 - EMERGENCY RISKS

Local governments are required to identify and describe, within the LEMA, the emergencies most likely to occur in their district and ensure that emergency management planning is risk informed. Part 2 of the Plan provides information about the community and the likely emergencies in the area. It summarises the local emergency risks, community context including community strengths and vulnerabilities, and actions the local government takes to reduce risk.

Emergency risk is the likelihood of a prescribed hazard having a significant and disruptive impact on people and communities or other valued assets, such as important industries, infrastructure or eco-systems. The assessment of emergency risk requires an understanding of the:

- emergencies that may occur
- people and assets in the area who may be exposed to the emergency, and their strengths and vulnerabilities to respond to the emergency
- capability of the local government and emergency management agencies to manage the emergency and coordinate recovery.

Each local government has a slightly different risk profile in terms of the likelihood of a prescribed hazard occurring, the level of exposure to those emergencies and the likely risks.

Sections 2.2, 2.3 and 2.4 in this Part address minimum requirements for LEMA, whilst Section 2.1 provides important community information to contextualise emergency risk.

## 2.1 Community Snapshot

### Context

Every community is different – geographically, economically, demographically, climatically and physically. These differences influence how emergencies are experienced and the level of impact they may have. Understanding the local community profile is a key step in identifying and assessing hazard risks.

### How to complete this section

Describe the key features of the community. It is recommended this section is approximately a half to one page in length and may include graphics and/or maps. The section should address the following sub-headings or themes:

- Local context – location and boundaries, land use, key natural features and topography, climate, and any important environmental or cultural assets or constraints
- Population profile – population size, growth and age profile, diversity, vulnerability and health factors, including any non-permanent or seasonal population changes and regional differences
- Infrastructure and economy – major industries and economic centres, critical infrastructure and essential services, and key transport networks and supply routes
- Community networks – key organisations and service providers, community facilities, and volunteer, emergency and community groups

**Example:**

Our community comprises rural towns and a coastal village. We are historically a farming community; however, our natural reserves and beaches are increasingly attracting visitors and residents into the Shire.

Our population of 7,000 people has been steadily increasing over the past two decades, with families and retirees choosing to move into the district. Our community is also becoming more culturally diverse due to in-migration of agricultural workers.

New energy projects, a major transport hub and tourism are diversifying our traditional agricultural community. The industrialisation increases reliance on energy and transport networks, but reliability of this essential infrastructure is a risk for the community.

Our community has a strong culture of volunteering and sports participation. This remains strong despite the demographic changes. The population changes have resulted in a reduced understanding of natural hazards and emergency risk in our community. However social networks are strong, and the community is resilient in many ways.

## 2.2 Likely Emergencies in Our Community

### Context

The LEMA must identify and describe the emergencies that are most likely to occur in the local government district (EM Act 41(2)(d)). A likely emergency is one that has a high probability of occurring.

**How to complete this section**

List between four and eight likely emergencies that may occur in the local government district. Consider emergencies that occur often, and at least once in every three to five years. There are a number of ways to identify likely emergencies:

- Consult with the LEMC and other stakeholders about recent and common emergencies.
- Liaise with your DEMA and the DEMC and use the District Risk Profile Reports which are published by the SEMC for each EM district. These reports include risk assessment based on plausible emergency scenarios in each district and can be used to assist in identifying likely emergencies and risks.
- Hold an Emergency Risk Workshop with LEMC members and community representatives to identify and assess risks. This is not a mandatory requirement but is recommended as best practice for risk assessment and community involvement.

For each emergency describe who or what is exposed, and the possible impacts and risks. It may be useful to consider the potential impacts and risks in terms of the six strategic priorities outlined in the State EM Policy: people, social setting, economy, infrastructure, environment and public administration.

**Example:**

- Bushfire is a constant threat for our communities, most often impacting farms and bushlands and also posing a threat to homes, towns and infrastructure.
- Severe storms are also common, particularly in winter. These pose a risk to homes, businesses and power supply infrastructure.
- Heatwaves are an increasing hazard for our community, particularly for older residents and the outside workforce.
- Road crash incidents on the highway are a likely emergency that can result in serious injury and loss of life, with psychological impacts on our volunteer first responders and local health services.
- Power supply interruption is a consequence of other hazards that create an emergency through the disruption of essential services, businesses and local government services.

## 2.3 Who and What is at Higher Risk

### Context

Emergencies do not affect all people, places and services equally. Some members of the community may require special consideration in an emergency due to factors such as age, health, isolation, language barriers or limited access to resources. Certain locations, infrastructure and services may also be more exposed to hazards or more critical to community functioning. Understanding who and what is most at risk helps inform planning, prioritise mitigation and ensure support is targeted to those who need it most.

### How to complete this section

Identify people, places and services that may be more at risk from emergencies and describe the likely impacts and why they may require special arrangements. Consider - people, social setting, economy, infrastructure, environment and delivery of government services.

For example, children, older people, people with disability, First Nations people, those who are medically reliant, people from cultural and linguistically diverse (CaLD) backgrounds, childcare centres, aged care facilities and other care facilities.

**Example:**

<u>People</u>

- Newer residents who may have limited awareness of local hazards, risks and emergency arrangements.
- Culturally and linguistically diverse communities who may experience barriers to accessing warnings, information and support services during an emergency.
- Residents at aged care facilities who may require assistance to evacuate, maintain continuity of care, and access to essential medical equipment and services.
- First Nation communities who may have limited access to services and may be more vulnerable to supply disruption.

<u>Social Setting</u>

- Visitors and tourists who may be unfamiliar with local hazards, evacuation routes and available support services, increasing reliance on clear public information during an emergency.

<u>Economy</u>

- Local businesses vulnerable to frequent power outages, disrupting operations and community access to essential goods and services for the community.

Infrastructure

- Coastal communities without access to a nearby evacuation centre, requiring travel to other locations during an emergency.
- Homes and critical infrastructure in low-lying areas and coastal areas exposed to erosion, storm surge and localised flooding, with potential for structural damage or loss.

Environment

- The national park is a biodiversity hotspot supporting rare and endangered species, making it highly susceptible to fire and flooding, which may result in habitat degradation, fragmentation and potential population declines.

Government Services

- The Nursing Post is vulnerable to power outages, which may disrupt primary health care delivery, storage of medications and access to communications during emergencies.

## 2.4 Risk Management Plans

### Context

This section draws together the information in the previous sections to inform what steps and actions the local government is taking, and plans to take, to improve community resilience and reduce risk to likely emergencies.

### How to complete this section

There are three recommended subsections, as described in more detail below - Strengths We Lean On, Current Activities and Planned Actions. Local governments may choose to structure this section differently where it better reflects local arrangements or practice.

### 1. Strengths We Lean On

List and describe key community strengths that help the community to control risks and prepare, respond to and recover from emergencies.

**Example:**

- Emergency services volunteers provide a local surge workforce, supporting response activities such as firefighting, evacuation, and community assistance, and strengthening local capability and recovery support.
- Engaged elected members help champion emergency management priorities, support decision-making during emergencies, and advocate for community needs during recovery.
- A well-connected community with a strong culture of helping others supports preparedness through shared knowledge, coordinated response through informal networks, and faster recovery through community-led support.
- Accessible community facilities provide safe locations for evacuation, relief and recovery centres, and support the delivery of services and information to the community during and after emergencies.

## 2. Current Activities

List and describe actions and activities that the local government is already taking to build community resilience and reduce the risks and/or impact of emergencies on community.

**Example:**

The Shire of Exampleton:

- delivers community awareness activities to increase understanding of local risks and encourage households to develop their own emergency plans, supporting better preparedness and safer decision-making during emergencies.
- translates preparedness information into multiple languages to improve accessibility, helping ensure culturally and linguistically diverse communities can understand risks, warnings, and actions they may need to take.
- actively recruits and manages Bush Fire Brigades to strengthen local response capability and ensure there is a trained workforce available to respond to emergencies.
- ensures firebreaks are maintained and the Bushfire Risk Management Plan (BRMP) is implemented to reduce fuel loads, manage risk, and limit the potential impact of bushfires on the community, assets, and environment.
- conducts an annual cyclone preparedness information campaign with the community and removes vegetation that may pose a risk in the cyclone season
- has arrangements to provide short term refuge for community members in air-conditioned spaces in the event of a heat wave or extended power outage

- maintains appropriate insurance for its assets to support timely repair or replacement following an emergency, reducing financial impact and enabling faster recovery of essential infrastructure and services.
- considers natural hazard risks in land use planning to avoid or minimise development in high-risk areas, helping reduce exposure to hazards and limit the potential impact of future emergencies on the community, assets, and environment.

### 3. Planned Actions

List future actions and work the local government plans to do to build community resilience and reduce the risks and/or impact of emergencies on community.

**Example:**

The Shire of Exampleton is:

- planning coastal defence infrastructure and long-term adaptation measures to manage erosion and storm surge risk, reducing impacts on coastal communities, assets, and the environment.
- planning to improve access to evacuation centres, ensuring all residents—including those in remote areas or with specific access needs—can safely evacuate and receive support during emergencies.
- installing backup power supplies at key council facilities and community centres to maintain essential services, support emergency operations, and provide safe locations for the community during power outages.
- seeking external funding to improve road safety, reducing the risk of accidents during emergencies and supporting safer evacuation and access for emergency services.
- planning to better understand how climate change may impact the community, informing future planning, risk reduction measures, and resilience-building initiatives.
- planning to improve community preparedness for heatwaves.

# PART 3 - LOCAL GOVERNMENT PREPAREDNESS

Preparedness is a key phase of emergency management when the local government, together with its partners and community, takes proactive steps to ensure they are well-prepared and more resilient for emergencies that may occur.

This Part summarises the governance, capability and planning arrangements that support preparedness. It focuses on strengthening organisational readiness, partnerships and community resilience, informed by the risks identified in Part 2.

These sections should be high level and strategic in nature, communicating the priorities for preparedness to stakeholders. Operational procedures for preparedness should be documented separately in supporting documents such as the Incident Support Handbook (or similar).

## 3.1 Local Emergency Management Committee

### Context

It is a requirement of the EM Act that local governments must establish one or more Local Emergency Management Committees (LEMC) to advise and assist the local government with local emergency management arrangements (EM Act s38 and s39). The EM Act also provides that local governments may establish a joint LEMC across two or more local government areas.

The LEMC is an advisory group and does not need to be established as a committee of Council under the *Local Government Act 1995*.

The LEMC brings together local government, emergency services, state agencies and community stakeholders to advise and assist the local government in ensuring that local emergency management arrangements are established, maintained, reviewed and tested. As a Committee, the LEMC does not have a role in operational response or recovery management, however its individual members will often have roles in Incident Management and may participate in a Local Recovery Coordination Group when established.

### How to complete this section

Outline the governance and administrative arrangements for the LEMC. Model text is provided in the template. Include additional details if the local government has established multiple LEMCs or a joint LEMC with other local governments.

In this section:

- Confirm the establishment of the LEMC.

- Describe the membership of the LEMC at a high level, including the Chair, key agency representatives and how community interests are represented
- Describe how often the LEMC meets
- If there are joint LEMCs with other local governments and/or multiple LEMCs within a local government district, this section should also outline their respective scope.

LEMC membership details should be documented in administrative documents such as the Workplan, rather than listed in this Plan so membership information can be updated without requiring amendments to the Plan.

## 3.2 Bush Fire Brigades

### Context

This section is only relevant to local governments that have established Bush Fire Brigades.

Bush Fire Brigades are an essential component of preparedness, response and recovery in many local government areas. They are fundamental to the delivery of local government responsibilities under the *Bush Fires Act 1954* and provide support to communities before, during and after emergencies.

### How to complete this section

Describe the arrangements the local government has in place to manage Bush Fire Brigades and support volunteers, such as the establishment of a Local Law, Bush Fire Advisory Committee and Operational Procedures, the employment of a CESM and the coordination of training. Do not reproduce information in the local law or policies, refer the reader to them.

**Example:**

The Shire of Exampleton recognises the important role Bush Fire Brigades play in bushfire preparedness, response and recovery and acknowledges the vital work of our Bush Fire volunteers in keeping our communities safe.

In accordance with the *Bush Fires Act 1954*, the Shire of Exampleton has enacted a Bush Fire Brigades Local Law to direct the establishment, governance, management, funding and equipping of the Bush Fire Brigades. The Shire of Exampleton also operates a Bush Fire Advisory Committee to assist with the coordination and training of Brigades and provide guidance on bushfire management.

The Shire employs a Community Emergency Services Manager (CESM) to manage and support the Brigades and has established Operational Procedures for the Brigades. The CESM and Brigade Captains coordinate training to meet the Department of Fire and Emergency Services minimum training standards and prepare volunteers to safely undertake their roles.

The Bush Fire Brigades Local Law is available here xxx

## 3.3 Emergency management work planning

### Context

As part of their business planning processes, local governments should plan and schedule emergency management activities to ensure key preparedness and capability functions are completed. This includes training, exercising, reviews, reporting, LEMC activities, and updates to emergency management documentation. Effective planning helps local governments maintain compliance with minimum LEMA requirements and other obligations under the *Emergency Management Act 2005* and State EM Policy, while aligning emergency management activities with broader corporate planning, resourcing and reporting cycles.

The recommended *Emergency Management Workplan* template provides a practical tool for the local government and LEMC to plan ahead, monitor progress, and ensure key activities are completed within required timeframes.

### How to complete this section

Outline how the local government plans, monitors and reviews its emergency management work program.

In this section:

- Refer to the Emergency Management Workplan if the local government has one or outline how alternative work planning occurs
- specify the period covered by the work program, for example two or three years and the review frequency
- describe the types of activities included, such as exercises, training, plan reviews, LEMC activities, reporting and preparedness projects
- explain how progress is monitored, including the role of the LEMC and local government.

**Example:**

The Shire of Exampleton prepares a two-year Emergency Management Workplan to guide emergency management preparedness, capability and compliance activities. The Workplan establishes a schedule for activities such as exercises, training, community engagement, reporting, LEMC meetings and review of LEMA documents. The Workplan is prepared by the Shire in consultation with the LEMC. Progress against the Workplan is monitored by the Shire and updates are provided to the LEMC.

## 3.4 Exercising and Training

### Context

Preparedness is supported through regular exercising, training and continuous learning. Local governments are required to test their emergency management arrangements through exercises and to train staff and build capability to perform their roles during an emergency. Local governments are required to have a three-year exercise schedule (which can be included in the Emergency Management Workplan) and to report annually on outcomes and lessons from exercises.

### How to complete this section

Outline the local government's commitment and arrangements for exercising and training. Model text is provided in the template.

## 3.5 Financial Management

### Context

The emergency management risks, priorities and activities described in this Plan must inform and align with local government budget allocations and long-term financial planning, including provision for risk management, community preparedness, training and volunteer support and consideration of reserve funds for emergency response and recovery.

In an emergency, the local government may be required to incur emergency costs. As per the *Local Government Act 1995,* unbudgeted expenditure can only be incurred if authorised in advance by the Mayor / President, with records of the request and decision retained so that the authorisation and the extent of expenditure incurred can be reported to the next Ordinary Council Meeting (*Local Government Act 1995, s.6.8)*. Any unbudgeted expenditure incurred will further require a budget amendment by absolute majority decision of the Council (*Local Government Act 1995,* s.6.2 and *Local Government (Financial Management) Regulations 1996* reg 33A).

Some response-related costs may be reimbursable by the Hazard Management Agency or Controlling Agency subject to the expenditure being authorised in writing by the Incident Controller or other authorised representative. Other costs may be eligible for reimbursement through the Disaster Recovery Funding Arrangements, whilst others will remain the responsibility of the local government. Local governments need to ensure effective record-keeping throughout the emergency to evidence expenditure and support claims for reimbursement.

**How to complete this section**

Briefly describe the strategic financial arrangements in place to support emergency management activities. These arrangements could include:

- Long-term strategic investment in risk reduction and resilience measures, informed by the Local Emergency Management Plan and risk management priorities, are identified in Community Strategic / Corporate Business Plans (Council Plans) and Long-Term Financial Plans
- Budget allocations for emergency management positions and recurrent activities for emergency management planning and preparedness
- An Emergency Management Reserve Fund (or equivalent) established to support response and early recovery costs
- the need for Council to meet the requirements of the *Local Government Act 1995*, including in relation to emergency expenditure
- Expenditure on emergency management and risk management activities is captured and identifiable in financial and operational records, so that
    - Reimbursements from external agencies may be evidenced and claimed; and
    - Past expenditure can be extracted, collated, analysed and reported on to inform assumptions that inform future budget allocations.

**Example:**

The Shire of Exampleton recognises that effective financial management is critical to supporting emergency preparedness, response and recovery. Emergency management priorities identified through the Local Emergency Management Arrangements, risk assessments and planning processes are considered in the Shire's Corporate Business Plan, Long Term Financial Plan and annual budget. This includes investment in risk reduction initiatives, community preparedness, training, volunteer support and contributions to an Emergency Management Reserve Fund.

During an emergency, expenditure may be required that has not been specifically provided for within the adopted budget. Any unbudgeted expenditure will be authorised and managed in accordance with the requirements of the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*. Where unbudgeted expenditure is authorised by the President and Chief Executive Officer under section 6.8 of the *Local Government Act 1995*, details of the expenditure and authorisation will be reported to the next Ordinary Council Meeting. Any resulting budget amendment will be presented to Council for consideration must be adopted by absolute majority. Where reserve funds are required to support response or recovery activities, Council approval will be obtained in accordance with legislative requirements.

The Shire will maintain appropriate financial records for all emergency management expenditure to support accountability, audit and reimbursement processes. Emergency-related expenditure will be separately identified and monitored to enable claims for eligible external reimbursement or cost recovery arrangements and to support analysis of emergency management costs. Information from previous emergencies will be used to inform future budget allocations, financial planning and investment in emergency management capability and resilience.

## 3.6 Business Continuity [OPTIONAL]

### Context

Local governments play a critical role in maintaining essential services during and after an emergency. Emergencies can disrupt normal operations, including access to staff, facilities, systems, and supply chains. Business continuity planning supports the local government to continue delivering critical functions, minimise disruption, and recover operations as quickly as possible. It complements emergency management arrangements by focusing on organisational resilience, rather than incident support.

### How to complete this section

This section is optional but recommended for inclusion as best practice.

Describe, at a high level, the plans and arrangements the local government has to maintain critical services during and after an emergency. This might include:

- The services that are a priority for continuity in an emergency
- Whether the local government has a business continuity plan
- Key risks to business continuity and mitigation strategies
- Any other arrangements.

**Example:**

The Shire of Exampleton maintains business continuity arrangements to support the ongoing delivery of executive leadership, waste management services, environmental health services, road and infrastructure management and community information during and after an emergency.

These arrangements focus on minimising disruption to essential functions, maintaining access to key services, and supporting the community and emergency response and recovery activities. These arrangements may be activated alongside emergency management arrangements where an incident impacts normal operations.

## 3.7 Agreements and Partnerships [OPTIONAL]

### Context

Many local governments enter into agreements or partnerships with neighbouring local governments or local service providers to support local emergency management activities, particularly during response and early recovery. While these arrangements are not mandatory, they can strengthen local capability and coordination. Where such agreements exist, they should be referenced in the LEMA as part of the roles and responsibilities of persons involved in emergency management in the district, consistent with s41(2)(b)) EM Act.

### How to complete this section

Identify agreements or partnerships the local government has established to support local emergency management.

For each agreement or partnership, outline who it is with and its purpose. Operational detail, including contact details and any contractual matters, should not be included in the Plan and should instead be documented in the Incident Support Handbook.

Example agreements or partnerships may include:

- agreements to share resources or provide mutual aid with neighbouring local governments
- agreements with the Department of Fire and Emergency Services for Community Emergency Services Managers, Bushfire Risk Mitigation Coordinators or Bush Fire Brigade management
- agreements for resources or practical support with other stakeholders such as mining companies, local businesses, service providers, not for profit organisations or volunteer groups
- agreements for business continuity or to maintain continuity of essential services, such as use of temporary generators
- partnerships to deliver emergency management or resilience projects
- information sharing agreements.

**Example:**

The Shire of Exampleton has established agreements and partnerships to strengthen emergency preparedness, coordination and capability in the district. These include:

- A service agreement with the Department of Fire and Emergency Services supporting the Community Emergency Services Manager function and bushfire risk management activities.
- Mutual support arrangements with Shire of Nextdoor for plant, equipment and practical assistance during emergencies and early recovery.

Operational details, contact information and activation processes for these arrangements are maintained in supporting internal documents.

## 3.8 Continuous Improvement [OPTIONAL]

### Context

Continuous improvement is a core principle of emergency management. It is the ongoing process of building capability and strengthening emergency management arrangements by reflecting on experience, identifying opportunities for improvement, and updating plans, processes and capability accordingly. This may be informed by a range of inputs, such as training and exercising, engagement with partner agencies, community feedback, emerging risks, sector guidance, and lessons identified from incidents and broader emergency events.

### How to complete this section

This section is optional but recommended for inclusion as best practice.

Outline the local government's commitment to continuous improvement and any supporting arrangements for reviews and lessons management - for example:

- conducting or participating in reviews following exercises or significant incidents
- capturing and validating observations and lessons learned
- implementing improvements through updates to LEMA documents, procedures, training and/or communication strategies.

**Example:**

The Shire Exampleton is committed to continuous improvement of its local emergency management arrangements. Improvements are informed by a range of inputs, including training and exercising outcomes, engagement with partner agencies, community feedback, emerging risks, and lessons identified from local and broader emergency events. This approach ensures that our arrangements continue to reflect best practice, support effective coordination with stakeholders, and are adapted over time to meet changing community needs and risk profiles.

# PART 4 - PREPARING OUR COMMUNITY

This part outlines the local government's strategies to build community preparedness, engage the community in emergency management planning, and support people who may be at higher risk in an emergency. The arrangements to support animal welfare are also described.

Some sections in this part are optional and should be included where local governments has specific plans or arrangements in place about the specific topic.

## 4.1 Community Preparedness [OPTIONAL]

### Context

Community preparedness is a key element of effective emergency management. Local governments have a role to promote preparedness in the community by sharing information about common local hazards and risks and the actions individual community members and businesses can take to reduce their risk exposure.

### How to complete this section:

This section is optional.

Outline how the local government promotes and supports community preparedness, for example:

- programs for community education and awareness
- partnerships with agencies and community groups
- targeted engagement with at-risk or vulnerable groups
- initiatives that support individual and community preparedness
- providing information and resources to community members.

Information about where the community can access information about how to prepare for an emergency may also be included.

If there are Bushfire Ready Groups or Disaster Ready Groups in the local government area include information here.

**Example:**

The Shire of Exampleton is committed to supporting a well-prepared and resilient community. We work with residents, businesses and community organisations to promote awareness of local hazards and encourage preparedness before emergencies occur.

Community preparedness is supported through a range of approaches, including communication and education, event days, partnerships with relevant agencies, and

targeted engagement with groups or areas that may be more vulnerable or at higher risk. The local government promotes consistent preparedness messaging and directs the community to trusted sources of information to support informed decision-making.

The Shire of Exampleton encourages individuals, households, businesses and community organisations to understand their risks and take appropriate action to prepare, including developing emergency plans and considering their own needs, resources and responsibilities.

## 4.2 Community Engagement [OPTIONAL]

**Context**

Effective community engagement and communications underpin local government activities in preparedness, response and recovery. Local government should involve staff responsible for communications, community engagement and community services in emergency management planning. The local government's community engagement plans or strategies should consider emergencies, including arrangements to support public information and community engagement in response and recovery activities.

**How to complete this section:**

This section is optional.

Outline key principles, actions and responsibilities for community engagement about emergencies. If a Community Engagement Plan or Strategy already covers engagement before, during and after emergencies, keep this section brief and refer to it.

Consider:

- the local government's approach for engaging the community in emergency management planning, risk assessment or review processes
- how the local government will collaborate with community groups, stakeholders and partner agencies to enhance engagement across PPRR
- explaining the local government's role in communicating in emergencies
- a high-level overview of the local government's plans for engaging in recovery, with reference to the Local Recovery Plan.

Further information about engaging for preparedness and resilience is provided in the National Strategy for Disaster Resilience: Community Engagement Framework, published by the Australian Institute for Disaster Resilience.

**Example:**

The Shire of Exampleton takes a planned and strategic approach to engaging with our community before, during and after emergencies. The Shire's Community Engagement Plan outlines the engagement approaches we use at each phase of emergency

management.

**Prior** to emergencies and in recovery we:

**Involve** community members in risk assessment and planning

**Collaborate** and partner to plan and deliver preparedness activities

**Empower** individuals and community groups to take action for preparedness.

**During** emergencies we:

**Inform** the community by sharing warnings and essential safety advice

In **recovery** we:

**Consult** to understand community recovery needs

**Involve** community representatives in recovery planning

**Collaborate** and partner to delivery recovery programs

**Empower** individuals and community groups to lead their own recovery.

The Shire's formal structures for emergency management engagement include the Local Emergency Management Committee (LEMC), Bush Fire Advisory Committee and Local Recovery Coordination Group.

Informal channels include our emergency management page on the website, social media posts and annual Be Prepared week.

## 4.3 Inclusive Emergency Management Planning

### Context

Emergencies do not affect all people equally. Some individuals, groups and places within the community may face increased risk due to factors such as health, mobility, social isolation, language barriers, economic disadvantage or reliance on support services.

Local governments have responsibilities to provide safe and accessible information, facilities and services for all community members, as documented in the Disability Access and Inclusion Plan, Reconciliation Action Plan and Multicultural Action Plan. This responsibility includes ensuring that emergency preparedness, response and recovery activities are inclusive of all members of the community.

As a minimum requirement, LEMA must identify groups and facilities within the community that may require special arrangements during an emergency. This

information should be included in operational documents such as the Incident Support Handbook.

Local governments may choose to undertake further planning to support people at higher risk by improving awareness, preparedness and access to information and facilities and services before, during and after emergencies. Inclusive emergency planning with individuals, carers and support agencies can increase awareness and establish effective plans to reduce risk.

**How to complete this section:**

At a minimum, this section should confirm that the local government has identified groups and facilities within the community that may require additional support or consideration during an emergency and has arrangements in place to share that information with the Controlling Agency.

The section may also identify other plans, arrangements or initiatives the local government has in place to support people at higher risk to plan or prepare for an emergency.

**Example:**

The Shire of Exampleton recognises that some members of the community may face additional challenges in preparing for, responding to and recovering from emergencies. The local government engages with groups and facilities in the community to ensure they are informed about emergency risks, understand their plans for emergencies and identify support needs.

Support organisations must have appropriate emergency plans in place that reflect their specific risks, including how people will be supported to shelter safely or relocate if required.

The Shire of Exampleton provides support by:

- undertaking Disability Inclusive Emergency Planning with our community
- incorporating emergency management considerations in the Multicultural Action Plan
- helping people at higher risk with resources and information on how to plan and prepare for emergencies
- incorporating information about community vulnerability into emergency planning and risk assessment
- promoting accessible and inclusive emergency preparedness information across the community
- sharing local knowledge about people who may need special consideration in an emergency with the Incident Controller, to support response and evacuation planning.

This approach is supported through collaboration with agencies and organisations that provide direct support services to the community.

## 4.4 Animal Welfare in Emergencies

### Context

Animal welfare is a key consideration in emergency management due to its effects on community safety, wellbeing and recovery. It can influence human behaviour, including evacuation decisions, and impacts to animal welfare can have economic and psychosocial impacts on community members.

Animal owners are primarily responsible for the welfare of their animals. Where animal welfare support is required during an incident, the Incident Controller may request DPIRD to coordinate animal welfare support under the State Support Plan – Animal Welfare.

While local governments are not the lead agency for animal welfare, they have important regulatory responsibilities for animal management and control. DPIRD may request local government support for animal welfare – such as providing local intelligence, staff, logistics, or facilities.

Local governments should consider their capacity to assist with animal welfare in their emergency planning and outline the support they can provide in section 5.3. Where additional arrangements have been prepared or specific planning have been undertaken, these can be outlined in this section.

### How to complete this section

The local government must, at a minimum describe the support it can provide for Animal Welfare in Emergencies, such as deployment of a Ranger.

Where the local government has additional arrangements for animal welfare, this section should identify the available plans, arrangements.

**Example (Minimal):**

The Shire of Exampleton recognises that animal welfare is an important consideration in emergency management and can influence community safety, wellbeing and recovery outcomes.

Primary responsibility for animal welfare rests with animal owners. The Department of Primary Industries and Regional Development (DPIRD) may also coordinate animal welfare activities under the State Support Plan – Animal Welfare.

In an emergency, the Shire of Exampleton's animal management officers will provide advice on available facilities and carers in the region to assist with animal welfare.

**Example (Extended):**

The Shire of Exampleton recognises that animal welfare is an important consideration in emergency management and can influence community safety, wellbeing and recovery outcomes.

Primary responsibility for animal welfare rests with animal owners. The Department of Primary Industries and Regional Development (DPIRD) may also coordinate animal welfare activities under the State Support Plan – Animal Welfare.

The Shire of Exampleton has developed local arrangements to support animal welfare in an emergency, which include an Animal Welfare Plan. The Shire of Exampleton will provide support in line with this Plan.

# PART 5 - INCIDENT MANAGEMENT AND SUPPORT

This Part outlines the local government's role in incident management and the support it provides during emergency response. It aligns with the risks identified in Part 2 and the capability and preparedness arrangements outlined in Part 3.

## 5.1 Overview of Incident Management Arrangements

### Context

The State EM Plan defines a common structure for management of emergency incidents to provide a consistent approach and common language that agencies can use to work together. Whilst different Hazard Management Agencies have adopted slightly different management structures, as defined in each State Hazard Plan, they are all required to follow the overall structure defined in the State EM Plan.

Local governments will most commonly interact with the Australasian Inter-service Incident Management System (AIIMS) used by DFES.

### How to complete this section

Outline at a high level, the incident management arrangements in WA. Model text is provided in the template.

## 5.2 Fire Response Arrangements

### Context

Local governments have a legislated responsibility for the emergency management activity of fire suppression under the *Emergency Management Regulations 2006*.

Under the State EM Framework and State Hazard Plan – Fire, local governments, Department of Fire and Emergency Services (DFES) and the Department of Biodiversity, Conservation and Attractions (DBCA) are designated Controlling Agencies for fire.

Local governments are responsible as Controlling Agency for the initial response to fires within their district that occur outside of Gazetted Fire Districts and DBCA managed land. They also have associated prevention, preparedness and recovery responsibilities in support of this role. Refer to the State Hazard Plan – Fire for further information.

Local governments must maintain the resources, capabilities and documented operational procedures necessary to fulfil their responsibilities.

### How to complete the plan

Outline fire response responsibilities within the local government district, including the areas for which the local government, DFES and DBCA are the designated Controlling Agencies.

List the Bush Fire Brigades that have been established and the areas they operate in.

If the local government has no fire response capability, for example because the entire district is within a Gazetted Fire District, or where alternative Controlling Agency arrangements are in place, this should be documented.

## 5.3 Supporting Emergency Response

### Context

Local governments may be requested to support response operations for emergencies in their district, consistent with arrangements described in the EM Framework. As part of preparedness activities, local governments should identify the facilities, infrastructure, resources and support functions that may be available to assist the Controlling Agency and Support Agencies during an emergency.

Where capacity allows, local governments may also provide additional resources and assistance, particularly in areas aligned to their regulatory responsibilities, such as traffic management, environmental health and emergency waste management.

This Plan should outline, at a high level, the types of support the local government can provide. Detailed operational arrangements should be provided in operational documents such as the Incident Support Handbook.

### How to complete this section

Outline, at a high-level, the nature of the support and assistance the local government can provide to the Incident Controller and other emergency management agencies during response operations. This section should remain strategic and should not include detailed operational or procedural information.

The section should describe the types of support at a high level that the local government may provide during response operations, based on local capability, capacity and available resources. This may include functions such as traffic management and emergency waste management.

Any support identified in this Plan should be realistic, consistent with the local government's capability and resources, and supported by more detailed arrangements in the Incident Support Handbook or relevant operational procedures.

Model text is provided in the template.

## 5.4 Informing the Community

### Context

Clear, consistent and coordinated communication helps the community understand what actions to take and where to access reliable information during an emergency.

Information about the emergency itself (for example, warnings, directions or advice about risks) is Emergency Public Information. This information is controlled and issued by the Incident Controller or Hazard Management Agency (HMA). The Incident Controller or HMA may request support from the local government to help disseminate this information to the community.

Local governments may also issue information and communications to community about impacts on local government services, facilities and community infrastructure. When doing so, the local government should coordinate with the Incident Controller or HMA to ensure messaging is aligned and critical information is prioritised.

### How to complete this section

Outline how the local government will support the Incident Controller with emergency public information and provide information to the community about impact to local government services. Model text is provided in the template.

## 5.5 Evacuation Centres and Emergency Relief and Support

### Context

Evacuation centres and emergency relief and support services assist displaced community members during emergencies. The Incident Controller is responsible for deciding when an evacuation order or advice is issued.

The Department of Communities is the Support Organisation responsible for providing emergency relief and support services, including the operation of evacuation centres and coordination of relief services. Local governments play an important role in supporting evacuation and emergency relief arrangements.

As a minimum, local government is responsible, together with the Department of Communities, for identifying and making available suitable local government facilities for use as refuge sites and evacuation centres and assisting agencies to identify community needs and people who may need special arrangements for evacuation.

Depending on local capacity, a local government may provide additional support for evacuation and emergency relief, such as staffing evacuation centres or providing logistical assistance.

**How to complete this section**

Provide an overview of agency roles and responsibilities for evacuation and emergency relief and support and identify the assistance the local government may provide to support evacuation and emergency relief and support. At a minimum this must include:

- identifying and making available local government facilities suitable for use as evacuation centres or places of refuge
- providing local knowledge to assist in identifying community needs and people who may need additional support to evacuate.

Do not include:

- the names or locations of specific facilities that may be used as evacuation centres or places of refuge, to avoid people self-deploying to these locations during an emergency
- detailed facility lists, capacities or activation procedures (these should be maintained in operational documents such as the Incident Support Handbook).

Model text has been provided in the template.

It is recommended the local government engage with Department of Communities when drafting this section.

# PART 6 - COMMUNITY RECOVERY

This Part establishes the strategic approach to recovery, including roles, governance and coordination arrangements.

### Context

Local governments have a legislated responsibility under s. 36(b) of the *Emergency Management Act 2005* to manage recovery for their community following an emergency. Recovery is a coordinated process that supports individuals, businesses and communities to restore physical infrastructure, environmental systems, and social and economic wellbeing.

Recovery may involve a range of partners, including State Government agencies, non-government organisations, local businesses and community groups. The scale and complexity of recovery will vary depending on the nature and impact of the emergency.

### How to complete this section

Describe the strategic framework for recovery, including:

- the local government's legislative responsibilities for recovery
- state-level arrangements that support local government in complex recoveries
- the Local Recovery Plan
- that a Local Recovery Coordinator is appointed and Local Recovery Coordination Group has been established.

Detailed operational arrangements, including procedures, roles and templates should not be included here, as they are documented in the Local Recovery Plan.

Model text has been provided in the template.