NEW LEMA TEMPLATE SUITE

EMERGENCY MANAGEMENT WORKPLAN

GUIDANCE

DATE	VERSION	PURPOSE
31 July 2026	1.0	Released for sector use and feedback.

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ABOUT THIS GUIDANCE

Purpose and Scope

This Guidance contains information and advice to assist local governments prepare an Emergency Management Workplan (Workplan) as part of their Local Emergency Management Arrangements (LEMA). The Guidance includes:

- Context: explains why the requirement is included and outlines any relevant legislative or policy requirements.
- How to address this section: provides guidance on what to include, key considerations, and some example lists or content.
- Examples: Provide samples of completed tables or alternative text.

The Guidance also includes appendices which provide more information about the five emergency management work areas addressed in the Workplan. For ease of navigation, the naming of Appendices aligns with the work area names suggested in Table 2 for the tracker. Appendices 1-3 specifically address minimum requirements, whereas 4 and 5 address strategic priorities for risk reduction and preparedness.

Emergency Management Workplan

The Workplan is one of the four recommended documents that, together, can meet the minimum requirements for a local government's emergency management obligations. The Workplan is not a mandatory document, and local governments may choose other methods to document, monitor and demonstrate how these obligations are addressed.

The Workplan supports the local government's delivery of recurring emergency management activities and obligations. It provides a single location to plan, schedule and monitor emergency management work, including:

- administration and reporting of the LEMC
- maintenance and review of LEMA documents
- exercising, training and lessons management
- implementation of emergency management priorities and risk reduction actions
- community preparedness and engagement activities.

In doing so, the Workplan can assist the local government to meet relevant requirements of the State Emergency Management Framework and to track progress against local emergency management priorities.

More information about emergency management requirements and guidance material is available at EngageWAEM website and the Local Government EM Knowledge Hub (LG EM Hub).

The Workplan may also include other actions and activities planned by the local government to support effective emergency management, risk mitigation and community preparedness in the local government district. It can support integration of emergency management priorities into the local government's Integrated Planning and Reporting Framework providing visibility of EM workload, priorities and dependencies to inform resourcing considerations within business planning processes and supporting the delivery of strategic outcomes related to community safety and resilience.

The Workplan should:

- Provide clear and practical information about the requirements for each activity
- Identify when activities will be done and who is responsible
- Establish indicators for tracking progress or measuring completion
- Be realistic within existing roles and resources

As an operational document, the Workplan should be approved in accordance with the local government's governance arrangements. The Workplan should be reviewed and updated annually, or when priorities change.

Emergency Management Workplan Template

An Emergency Management Workplan Template (template) is available to assist local governments develop a Workplan. Local governments may edit or amend the template as required to suit their individual requirements or may use alternative templates or formats such as spreadsheets, GANTT charts or online planning tools. However, local governments should ensure all minimum requirements are addressed.

The structure of the Template is:

1. **Introduction**
2. **The Annual Emergency Management (EM) Cycle** – defines the cycle of emergency management activities in accordance with seasonal requirements
3. **Emergency Management (EM) Activity Tracker** – a detailed tracker of activities planned for the two years

4. **Appendices** – additional tables and information to support the tracker

The template includes the following types of content, designated 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 Workplan.

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'.

Process to develop an Emergency Management Workplan

The Workplan should be reviewed and updated annually to reflect emerging priorities, changing requirements and available capacity. At each review, the Workplan should be updated to maintain a rolling two-year planning horizon.

Updates should be undertaken in consultation with other business areas of the local government.

The Workplan is an internal administrative tool that documents how the local government intends to deliver, monitor and review emergency management activities, objectives and priorities. The Workplan should be approved in accordance with the local government's governance arrangements.

The development or review process should include:

- Review upcoming reporting, exercising, training, document review and other emergency management requirements relevant to the Workplan period
- Review of priorities established in the Local Emergency Management Plan
- undertake internal consultation to develop a draft Workplan aligned with available capacity and organisational priorities

- Review the draft Workplan with the LEMC, and other stakeholders as appropriate, particularly where their participation is required to deliver planned activities
- Finalise the Workplan and progress for approval

The approved plan should be shared or communicated to LEMC members and internal stakeholders.

The responsible officer should monitor progress against the Workplan throughout the year to inform future updates and the next annual review.

Preliminaries

Include information about when the Workplan was approved and about the distribution of the Workplan.

Model text is provided in the template.

Other preliminary information may be included in accordance with the local government's policies and style guide.

1 Introduction

Context

The Emergency Management Workplan helps local governments plan, coordinate and monitor emergency management activities over a two-year period. It forms part of the LEMA suite of documents and supports delivery of the minimum administrative requirements in the State EM Framework. The Workplan:

- schedules compliance, planning and coordination activities
- assigns responsibilities and timeframes for key tasks
- supports the maintenance of LEMA documents
- improves visibility of priorities and workload

How to complete this section

The Introduction explains the purpose and scope of the Workplan.

It is recommended this introduction also includes the list of EM priorities from Part 1 of the Local Emergency Management Plan, to provide the strategic context for the Workplan.

Model text is provided in the template.

2 Annual Emergency Management Cycle

Context

Emergency management activities are often planned around local hazard seasons and operational demands. The timing and nature of these activities will vary across the state depending on local risks, seasonal conditions and organisational priorities.

The Annual Emergency Management Cycle provides a high-level planning framework to assist local governments schedule preparedness, exercising, review and improvement activities throughout the year. Local governments should adapt the cycle to reflect their individual circumstances.

How to complete this section

This part establishes the broad structure of the Workplan by defining when different emergency management activities are most appropriately scheduled throughout the year.

The annual cycle should reflect the local risk profile, seasonal conditions and operational demands. For example, northern local governments may need to plan around an early fire season, followed by cyclone and flood season activities, while other regions may schedule preparedness, exercising and review activities around bushfire, winter storm, flood or other locally relevant hazard periods. Local governments may modify the template to reflect their local arrangements, including adopting more or fewer phases if required.

Use the table in the Template as the starting point.

- Adjust the time periods to reflect local hazard seasons and operational requirements
- Review and amend the example activities, meeting focus areas and outputs to suit local circumstances.
- Keep the information high level, - detailed actions will be included in section 3 – Emergency Management Activity Tracker.

An example of a completed annual cycle is provided on the next page.

Example: Annual Emergency Management Cycle

This example illustrates one way a local government may organise emergency management activities across a year. Local governments should adapt the number of phases, timing, activities and outputs to suit local hazard profiles, organisational priorities and operational requirements.

Period	Strategic focus	EM activities	LEMC meeting focus	Key outputs
July – September	*Engage, exercise and manage risks*	*Confirm LEMC schedule, membership and contacts.* *Undertake LEMA document reviews* *Review progress against local risk mitigation actions, facilitate risk reduction activities* *Undertake exercise and commence staff training* *Prepare community engagement materials and commenced engagement activities*	*Meeting schedule, membership, contact details and document review* *Risk mitigation actions and emerging risk* *Annual exercise*	*Updated contacts lists* *Risk mitigation actions reviewed and tracked* *Exercise completed* *Community engagement activities*
October – December	*Prepare*	*Community preparedness activities.* *Staff training and pre-season briefings.*	*Review seasonal risks,* *Review incident support arrangements*	*Preparedness actions confirmed* *Training completed* *Updated Incident Support Handbook*

		Review Incident Support Handbook. *Confirm seasonal readiness actions* *Respond and support incidents*	*Support community engagement activities*	*Community engagement activities*
January – March	*Monitor and support*	*Maintain readiness. Monitor local conditions and emerging issues. Support incident and recovery arrangements if required. Capture observations and interim lessons.*	*Monitor local conditions, agency readiness, community messaging, recovery arrangements and emerging issues requiring escalation or follow-up.*	*Recorded observations from incidents Emerging issues identified Interim lessons captured Recovery arrangements reviewed*
April-June	*Review, plan and improve*	*Prepare annual report inputs.* *Review lessons and improvement actions.* *Update work plan and identify priorities for coming year* *Update exercise schedule and plan upcoming exercise*	*Review lessons, recovery outcomes, annual report inputs, improvement actions, next-year Workplan priorities and the next exercise schedule.*	*LEMC Annual Report After action reviews Improvement actions Draft priorities for next year* *Updated Workplan Updated exercise schedule*

3 Emergency Management Activity Tracker

Context

An Emergency Management Activity Tracker (tracker) is recommended as the main component of the Workplan. It provides a single location to record key emergency management activities, recurring requirements and priorities, and show how obligations, risk actions and improvement activities will be progressed.

A tracker supports practical planning and oversight by making responsibilities, timeframes, status and completion evidence visible. It can be used by the local government and LEMC to monitor progress, identify delays and support regular reporting.

A tracker should focus on tangible actions that can be assigned, tracked and evidenced; however, it should avoid getting into low level procedural detail. This helps keep the Workplan practical and reduces duplication with detailed procedures, plans or registers held elsewhere.

How to complete this section

Prepare a two-year schedule of key emergency management tasks and activities. Include actions that support compliance, local EM priorities, risk reduction, preparedness and LEMC governance to:

- meet the minimum requirements
- achieve the local government's emergency management priorities, as defined in the Local Emergency Management Plan
- manage emergency risks
- ensure preparedness

For each action, identify the lead role or team, timeframe, expected output, evidence of completion and status. It is expected there will be more detail about activities planned for the first six-twelve months, whereas longer term activities may have less detail.

Where possible, link actions to the emergency management priorities identified in the Local Emergency Management Plan, relevant local risk actions and any governance or reporting requirements.

Where relevant, describe the role of the LEMC in supporting the action. The role should reflect how the LEMC will advise, assist, monitor progress, provide agency information or support escalation, noting that the local government remains responsible for leading Workplan activities.

A simple tracker is provided in the Template. This has been populated with the minimum requirements. The local government should add other emergency management activities to this tracker according to their arrangements and priorities.

Local governments may also choose to prepare their tracker in Excel or MS Lists. These platforms have additional functionalities that assist sorting of information and preparation of reports.

The following tables provide information about how to populate the tracker templates.

Table 1: Recommended tracker fields and examples

Table 1 recommends fields for the Emergency Management Activity Tracker. Each field equates to a column heading. Local governments can use these examples to build a tracker that suits their needs.

Tracker field	**Guidance for completion**
Unique ID or Reference	Consider using a stable reference for each row, such as EMWP-2026-001, so actions can be cited in minutes and reports.
EM work area	Refer to Table 2.
Action / activity	Write a specific, measurable action starting with a verb, for example Review, Update, Conduct, Prepare, Confirm, Coordinate or Monitor. Use one row per action or activity to make it easier to assign, monitor, evidence and report.
Lead role	Use a role or team rather than a person’s name wherever possible.
LEMC Role	Describe how the LEMC contributes to the action, such as providing advice, confirming agency information, endorsing outputs, identifying issues, supporting delivery or monitoring progress.
Timeframe / due date	Use a month, quarter or specific due date. Due dates help align actions with LEMC meetings and annual reporting.

Status	Define a small list of status categories (such as Not started, In progress, Complete, Deferred, Closed or Overdue) and use them consistently so they are well understood.
Output / record	Identify the output or record that will demonstrate completion, such as minutes, updated document, report, contact register, training record, exercise report or review note.

Table 2: Suggested work areas for use in a tracker

The following work areas are suggested for Column 2 of the Tracker.

EM work area	Key Activities	Typical output or record
LEMC governance and administration	Schedule, conduct and document LEMC meetings. Keep LEMC membership current and representative of local risks and community needs. Communicate emerging emergency management issues to the DEMC. Prepare and submit the LEMC Annual Report.	Meeting schedule, agendas, minutes, correspondence, membership list, action register and LEMC Annual Report.
Maintain current LEMA	Regular review and update of emergency contacts, agency contacts, resource directories and supporting schedules. Plan and undertake scheduled reviews or updates of LEMA documents including the Local Emergency Management Plan, Local Recovery Plan, Incident Support Handbook and Workplan.	Updated contact/resource schedules, document register and review notes Review schedule, consultation records, marked-up documents, endorsement and approval records.
Exercising, training and lessons	Maintain a three-year exercise schedule and conduct at least one emergency management exercise each year, informed by local risk and capability needs.	Exercise schedule, exercise plan, attendance record and exercise report.

	Identify staff and other people with emergency management responsibilities and support appropriate briefings, training and resources. Prepare post-exercise reports and track lessons identified from exercises, activations, incidents and reviews.	Training needs list, briefing material, attendance records and capability updates. Post-exercise report, lessons/action register and progress updates.
EM priorities and risk actions	Undertake, facilitate and track priority and risk reduction actions identified in the Local Emergency Management Plan.	Project records, risk treatment updates, LEMC updates, grant reports or completion evidence.
Community engagement and preparedness	Identify and schedule community preparedness activities to be undertaken during the year	Attendance lists, flyers/posters/collateral, photos, videos, feedback.

Example: Simple EM activity tracker

This example demonstrates how governance requirements and priority risk actions can be included in a tracker. Local governments should replace example content with local information.

ID (Ref)	EM work area / category	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / Record
EMWP-001	*LEMC governance and administration*	*Confirm annual LEMC meeting schedule and key agenda focus areas.*	*LEMC XO*		*Q1*		*Meeting schedule and minutes*
EMWP-002	*Maintain current LEMA*	*Review and update emergency contacts and resource directories.*	*EM Lead*		*Q1/Q2*		*Updated schedules and document register*
EMWP-003	*Exercising, training and lessons*	*Plan and conduct one emergency management exercise informed by local risk.*	*LEMC XO / EM Lead*		*Q3*		*Exercise plan, attendance register and report*
EMWP-004	*EM priority / risk action*	*Review arrangements for identifying and supporting higher-risk community members during emergencies.*	*Community Services / EM Lead*		*Q1/Q2*		*Updated handbook, notes and LEMC minutes*

Additional examples and resource materials to assist in creating tracker entries is provided in the Appendices.

Appendix 1: LEMC governance and administration

Context

Local governments must establish one or more Local Emergency Management Committees (LEMCs) to advise and assist with local emergency management arrangements. A local government may also establish a joint LEMC with one or more other local governments or may establish more than one LEMC for the local government district.

The local government is responsible for supporting the LEMC to operate effectively. This includes scheduling meetings, preparing agendas and minutes, maintaining membership details, tracking actions, coordinating reports and sharing information with members and the DEMC.

How to address this section

Activities associated with governance and administration of the LEMC should be included in the Tracker. Examples are provided below and included in the Template.

Two example tables are included in this Appendix. Local governments may use, adapt or replace these tables with information held in existing governance documents, procedures or planning systems. They are:

2.1 A meeting schedule that shows the proposed timing of LEMC meetings and the key business or seasonal focus for each meeting.

2.2 A schedule of the roles or teams responsible for LEMC governance and administration, including chairing meetings, preparing agendas and minutes, maintaining membership records, tracking actions and preparing the LEMC Annual Report.

Where the local government has procedures, handbooks or other guidance that provide this information they will not need to append the additional tables in the Workplan. Local governments that do not have existing plans or procedures for LEMC can use the examples listed below to address this requirement.

Example: 1.1 LEMC meeting schedule

Meeting number and Month	Agenda items: Seasonal themes and business	Standing agenda items	Meeting outputs
2627 # 1 - July	*Planning and Reporting*	• *Contact details* • *Update on funding applications* • *Review progress of risk treatment strategies / emerging risks* • *Review LEMA elements* • *Discuss progress against relevant items in the Workplan* • *Review SEMC directions, sector updates and consultation requests*	• *Endorse LEMC Annual Report* • *Establish Workplan priorities for next 12 months, including exercise schedule* • *Confirm exercise arrangements* • *Identify priorities for review/ improvement in LEMA*
2627 #2 - September	*Exercise*		• *Undertake exercise to test LEMA or local government capabilities*
2627 #3 - November	*Preparedness (Apr-May)*		• *Review local and emerging risks* • *Post-exercise report* • *Local government advice on preparedness* • *Agency update on risks and preparedness* • *Review LEMA, including Local Recovery Plan*
2627 #4 - April	*Post season review*		• *Post-incident reports* • *Identify priorities for review/improvement in LEMA*

Example: 1.2 LEMC administration roles and responsibilities

The listed roles may be combined, renamed or expanded to reflect local arrangements.

Function	Responsible role or team	Key activities
LEMC Chair	*Mayor/President*	*Chair Meetings* *Confirm Committee outcomes* *Support endorsement processes*
LEMC Executive Officer (XO)	*Emergency Management Coordinator / CESM*	*Track Actions* *Manage correspondence or documents on behalf of LEMC* *Plan meeting agendas* *Prepare and submit LEMC Annual Report*
Secretariat	*Governance, Administration or Emergency Management Support Officer*	*Maintain database of members and contact details* *Issue meeting invitations* *Distribute agendas and papers* *Distribute draft minutes* *Support the Chair and XO*
Emergency management coordination	*Emergency management lead or relevant business unit*	*Liaise with stakeholders to plan and undertake exercises* *Facilitate post exercise and post incident reviews* *Coordinate consultation on LEMA reviews* *Distribute outcomes of reviews and lessons*

Example entries for the EM activity tracker

Ref	EM work area	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / record
	LEMC governance and administration	*Review Terms of Reference and confirm LEMC membership, agency representation, deputies and contact details.*	*LEMC Chair / Executive Officer*	*Confirm nominated representatives and deputies for each agency.*	*Annually, by 30 September*		*Membership list, agency confirmations and minutes noting review.*
	LEMC governance and administration	*Schedule, prepare for and conduct the 2026–27 LEMC meetings in July, September, November and April, aligned to the planned focus areas of planning and reporting, exercise, preparedness and post-season review.*	*LEMC Executive Officer*	*Submit agenda items and papers, confirm agency updates, participate in meetings, endorse required outputs and monitor Workplan actions.*	*July 2026 – April 2027*		*Meeting schedule, agendas, papers, minutes, endorsed LEMC Annual Report, confirmed exercise arrangements and Workplan action updates.*

Appendix 2: Maintain current LEMA

Context

The State EM Policy 2.5.3 requires LEMA to be reviewed regularly to ensure arrangements remain current and aligned with State emergency management arrangements. Reviews should also confirm that local government capability information, contact details, resource information and supporting schedules remain accurate and current.

Local government must review the LEMA after an event or incident requiring the activation of an Incident Support Group (ISG) or after an incident requiring significant recovery co-ordination, whenever the local government considers it appropriate, and at least every five years. The State EM Preparedness Procedure 3.8 provides guidance on the review process.

How to address this section

Local governments should identify any LEMA documents that require review in the next twelve months and incorporate actions required to review the documents into the Emergency Management Activity Tracker. In planning the review, consider the time required to undertake the review, consult with stakeholders and obtain approvals, noting this could take 6-12 months, particularly if Council approval is required.

It is recommended a schedule of all LEMA documents, together with the date of last review and planned date to commence the next review date, is appended to the Workplan.

Model text and tables are provided in the template.

Example: 2.1 LEMA document review schedule

An example is provided below to demonstrate how the table can be completed.

Document name	Date last approved	Review frequency	Planned start date next review	Major review or update
Local Emergency Management Plan	*October 2023*	*Major review at least every 5 years and after major incident requiring activation of the ISG*	*July 2026*	*Update following ISG activation*

Local Recovery Plan	*May 2024*	*At least every 5 years and after incident involving activation of the Local Recovery Plan*	*June 2028*	*Major*
Incident Support Handbook	*November 2025*	*Update Annually (pre-season)* *Major review after major incident requiring activation of the ISG*	*July 2026*	*Update following an ISG activation*
Local Emergency Management Workplan	*August 2025*	*Annually (mid-year)*	*June 2026*	*Annual Update*

Example entries for the EM activity tracker

Ref	EM work area	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / record
	Maintain current LEMA	*Review and update the Incident Support Handbook before the high-risk weather season, including notification pathways, local facilities, agency*	*EM lead / relevant business units*	*Confirm agency contacts, advise on operational changes and identify any updates required to support incident support arrangements.*	*July – September / pre-season*		*Updated Incident Support Handbook, contact updates, review notes and LEMC minutes.*

		contacts and resource information.					
	Maintain current LEMA	*Commence the scheduled update of the Local Emergency Management Plan following ISG activation, including review of relevant sections, stakeholder consultation and approval pathway.*	*EM lead*	*Provide agency feedback on arrangements, identify changes required from the incident and support endorsement of draft updates.*	*July 2026 – March 2027*		*Review plan, consultation records, marked-up LEMP, approval records and LEMC minutes.*

Appendix 3: Exercising, training and lessons management

Context

Local governments are required to regularly exercise their emergency management arrangements to test their effectiveness and support capability development (State EM Policy 4.8.8). Exercises should involve the local government teams, LEMC members, partner agencies and community stakeholders that have a role in the arrangements being exercised.

Local governments are required to maintain a three-year exercise schedule. The schedule should be informed by local risks, previous incidents, capability needs, exercise outcomes and any changes to the LEMA documents. Exercise planning, delivery, post-exercise reporting and improvement actions should be included in the tracker.

Local governments should identify staff and other personnel with emergency management responsibilities and ensure they have access to appropriate briefings, training and resources to support their roles. This may include incident support, recovery, evacuation centre support, communications, community liaison, welfare coordination, logistics, local knowledge sharing or other functions described in the Incident Support Handbook and Local Recovery Plan.

Lessons management helps local governments turn observations from exercises, activations, incidents and reviews into practical improvement actions. Lessons should be recorded, assigned, monitored and used to inform updates to the LEMA documents, future exercises, training priorities and the next Workplan.

How to address this section

Use this appendix to identify exercising, training and lessons management activities that need to be added to the tracker in section 3. The appendix should not duplicate detailed exercise plans, training materials or lessons registers. Instead, it should identify and schedule the activities required to support exercising, training and lessons management.

A detailed plan should be developed for the next scheduled exercise. The Workplan should include a reference to the exercise plan or where it is stored, rather than duplicating the document.

Information about exercise planning, including templates, is available at https://www.wa.gov.au/government/publications/western-australia-managing-exercises-guideline

Model text and tables are provided in the template.

Example: 3.1 Three-year Exercise Schedule

Exercise name	Arrangements / Capabilities / Hazard to be exercised	Timing	Type of exercise	Location	Staff and stakeholders involved
Exercise Horsefloat	*Emergency Animal Welfare Arrangements*	*Q1 2027*	*Desktop*	*Shire offices*	• *Shire Rangers* • *EM Team* • *Showgrounds staff* • *SES* • *LEMC* • *DPIRD*
Exercise IMT	*Incident Support Roles and Responsibilities*	*Q1 2028*	*Functional*	*Shire offices*	• *All staff* • *Brigades* • *LEMC* • *DFES* • *Shire president*
Exercise Community Relief	*Evacuation centre and early recovery hub*	*Q1 2029*	*Functional*	*Recreation centre*	• *Community development* • *Red Cross* • *Communities ERS* • *LEMC* • *Elected members*

Each planned exercise should be linked to corresponding actions in the Emergency Management Activity Tracker encompassing planning, delivery, post-exercise reporting and completion of improvement actions.

Example: 3.2 Emergency Management Training Plan

Name of training program / Activity	Delivery model	Date / Timing of training	Skills / Capability area	Positions (staff) to attend training	Status
Introduction to Emergency Management	*Online*	*As required*	*General knowledge emergency management*	*New staff allocated EM responsibilities*	
Local Recovery Coordinator (LRC)	*2 days face to face*	*October*	*Required work skills for LRC*	*Local Recovery Coordinator (New to position)*	
Heatwave Arrangements	*½ day in-house*	*August*	*LG arrangements for supporting vulnerable people in a heatwave*	*Community engagement staff*	
Pre-season briefing	*2 hours in-house*	*November*	*Refresher of roles, responsibilities and arrangements for incident support*	*All staff*	

Training instances should be included in the Emergency Management Activity Tracker.

3.3 Lessons Management

Reference to the local government's Lessons Management process, register or action tracking system should be included here.

Example entries for the EM activity tracker

When developing actions for the tracker, consider activities such as:

- maintaining the three-year exercise schedule
- planning and conducting the next scheduled exercise
- preparing post-exercise reports and providing them to the DEMC where required
- identifying staff, elected members, volunteers or partner agencies that need emergency management briefings or training
- delivering or coordinating briefings, inductions, refresher training or role-specific training
- capturing lessons from exercises, incidents, activations, debriefs or reviews
- assigning improvement actions to responsible roles or teams
- monitoring progress of lessons and improvement actions through the LEMC or internal governance process.

For each tracker action, include enough detail to assign, monitor and evidence the activity. This may include the exercise, training need or lesson action; the lead role; the role of the LEMC or partner agencies; the planned timeframe; and the expected output or evidence of completion.

Ref	EM Work area	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / record
	Exercising, training and lessons	*Identify and deliver a pre-season briefing for staff with incident support or recovery roles, covering the Incident Support Handbook, Local Recovery Plan, notification*	*EM lead / relevant business units*	*Confirm agency contacts, advise on training opportunities, identify capability gaps and support role clarification.*	*August – October / before high-risk weather season*		*Training needs list, briefing material, attendance record and capability gaps noted in LEMC minutes.*

		pathways and role responsibilities.					
	Exercising, training and lessons	*Capture lessons from exercises, incidents, activations, debriefs and reviews and assign improvement actions for follow-up.*	*EM lead*	*Review lessons, identify agency dependencies and monitor completion of improvement actions.*	*Each LEMC meeting or following an event*		*Lessons register, action updates, review notes and LEMC minutes.*
	Exercising, training and lessons	*Plan and conduct Exercise Horsefloat, a desktop exercise to test Emergency Animal Welfare Arrangements and confirm roles for Shire Rangers, the EM team, showgrounds staff, SES, LEMC members and DPIRD.*	*EM lead / Rangers*	*Support exercise planning, confirm agency participation, participate in the desktop exercise and review outcomes.*	*Q1 2027*		*Exercise plan, attendance record, exercise products, evaluation notes and post-exercise report.*

Appendix 4: EM priorities and risk actions

Context

Emergency management priorities and risk actions help local governments focus effort on the activities that will strengthen local preparedness, reduce risk and improve emergency management capability.

These priorities and actions may be identified in the Local Emergency Management Plan, local risk assessments, LEMC discussions, incident or exercise outcomes, mitigation programs, agency advice, community feedback or emerging local issues.

How to address this section

This appendix is provided as an optional resource to help local governments identify and schedule emergency management priorities and risk actions for inclusion in the tracker in section 3.

Do not duplicate detailed project plans, risk registers or mitigation programs. Instead, identify the specific emergency management priorities and risk actions that need to be assigned, scheduled, monitored and evidenced through the tracker.

When selecting activities for the tracker, consider actions such as:

- reviewing progress against emergency management priorities in the Local Emergency Management Plan
- monitoring local risk treatment or mitigation actions
- coordinating seasonal mitigation works
- progressing actions identified through exercises, incidents or reviews
- addressing known capability gaps
- improving arrangements for higher-risk communities or locations
- strengthening readiness for priority hazards
- supporting grant-funded mitigation or preparedness projects
- escalating delayed, dependent or at-risk actions through the LEMC
- reporting progress against EM priority actions to the LEMC.

The example entries below show how emergency management priorities and risk actions can be converted into tracker actions. Local governments should replace the examples with activities that reflect their local risks, priorities, mitigation programs, capability needs and agency dependencies.

Example entries for the EM activity tracker

Ref	EM work area	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / record
	EM priorities and risk actions	*Review progress against emergency management priorities identified in the Local Emergency Management Plan and update the Workplan action status.*	*Local government emergency management lead*	*Provide updates on agency contributions, dependencies and barriers.*	*Quarterly or at each LEMC meeting*		*Priority action updates, Workplan status update and LEMC minutes.*
	EM priorities and risk actions	*Prepare funding applications for proposed works to floodproof the floodway at Wet Road, as identified in the LEMP.*	*Director Infrastructure and Works*	*Provide letters of support for submissions*	*27th August (Funding closing date)*		*Authorised funding submission*
	EM priorities and risk actions	*Facilitate a Community Risk Workshop with LEMC members and community*	*Local government emergency management lead*	*Provide risk information to support workshop planning*	*May 2027*		*Workshop plan* *Invitations* *Attendance register*

		stakeholders, as identified in the LEMP.		*Attend and participate*			*Workshop report*
	EM priorities and risk actions	*Review progress against agreed local risk reduction or mitigation actions and identify delayed, at-risk or completed actions.*	*Local government emergency management lead / relevant business unit*	*Provide agency updates on relevant mitigation activities and dependencies.*	*Quarterly or at each LEMC meeting*		*Risk action register, project updates and LEMC minutes.*
	EM priorities and risk actions	*Monitor completion of bushfire mitigation works identified for the local government area and report exceptions or delays.*	*Relevant business unit manager*	*Provide advice on operational impacts, priorities and interagency dependencies.*	*August to October and as required*		*Mitigation works schedule, completion record and exception report.*

Appendix 5: Community Engagement and Preparedness

Context

Community engagement and preparedness activities help local governments build awareness, support preparedness and strengthen community resilience. Activities should be informed by local risks, seasonal conditions, community needs, previous learnings and available local government capacity.

How to address this section

This appendix is an optional resource to help local governments identify, schedule and track community involvement activities for emergency management for inclusion in the tracker in section 3.

Do not duplicate information that is already captured in an existing community engagement plan, communications plan or preparedness program.

Community engagement activities should be practical, achievable and aligned with local risks, seasonal conditions, community needs and available local government capacity. They may include activities led by communications, community development, community safety, recovery, ranger services, environmental health or emergency management teams.

When selecting activities for the tracker, consider actions such as:

- seasonal preparedness campaigns
- community workshops or briefings
- local hazard awareness sessions
- preparedness information at community events
- targeted engagement with higher-risk groups
- website, social media and newsletter updates
- promotion of emergency warnings and household planning
- participation in regional or state preparedness initiatives

The examples are intended to help local governments translate community preparedness, engagement and awareness activities into practical tracker entries. Local governments should replace the examples with activities that reflect their local risks, priorities, community needs and planned engagement program.

Example entries for the EM activity tracker

Ref	EM work area	EM action or activity	Lead	LEMC role	Timeframe	Status	Output / record
	Community engagement and preparedness	*Coordinate a seasonal bushfire preparedness campaign, including website updates, social media posts and community newsletter content.*	*Communications / EM lead*	*Provide agency content, confirm key messages and identify priority audiences in bushfire prone areas.*	*August – October*		*Campaign schedule, published materials and LEMC update.*
	Community engagement and preparedness	*Deliver a community preparedness information stall at a local pre-season community event.*	*Community development / EM lead*	*Support delivery, provide preparedness information and confirm agency participation.*	*Pre-season community event*		*Event record, attendance estimate, photos or summary note.*
	Community engagement and preparedness	*Deliver a targeted preparedness briefing for higher-risk community members or service providers.*	*Community services / EM lead*	*Identify priority groups, share agency information and support follow-up actions where required.*	*Q1 or Q2*		*Briefing material, attendance list and actions recorded in tracker.*