



SHIRE OF  
**HARVEY**



# **Local Emergency Management Committee Agenda**

Attachments

Monday 12 September 2022  
Harvey Council Chamber  
2.00PM



**Local Emergency Management Committee Attachments**  
**12 September 2022**

**3. Confirmation of Minutes**

3.1 LEMC Minutes - Monday, 12 June, 2022. Page 5

**5. Business in accordance with the requirements of the *Emergency Management Act 2005* (Every Meeting)**

5.3.1 Funding Nominations and Applications Process. Page 25

5.5.1 Review of the Local Emergency Management Arrangements. Page 26

**6. General Business**

6.1.1 DFES Report - Mr. L. Freeman. Page 48

6.2.1 DFES District Emergency Management Advisor Report - Mr. V. Cheema. Page 51





Local Emergency Management  
Committee  
**Minutes**

Australind Council Chamber  
Monday, 13 June 2022  
2PM

## Shire of Harvey

### Local Emergency Management Committee Meeting

Minutes of the meeting of the Local Emergency Management Committee held on Monday 13 June 2022, commencing at 2.04pm.

#### 1. Official Opening

Cr. Gillett advised that the option had been given to Committee members to attend the meeting by electronic means.

Prior to commencement of this electronic meeting attendee connections by electronic means were tested and confirmed.

The Presiding Member, Cr. Gillett opened the meeting at 2.04pm.

#### 2. Attendance

##### Committee Membership - Voting

Shire President/Presiding Officer	Cr.	P.	Gillett
Deputy Shire President	Cr.	M.	Campbell
Community Emergency Services Manager	Mr.	J.	Maddern
Harvey Police	Sgt.	S.	Gillis
Australind Police	Sgt.	H.	Soutar
DFES – District Senior Officer	Mr.	N.	Elrick <i>(Electronically)</i>
VFRS – Brunswick	Mr.	C.	Keys
Harvey St John Ambulance	Mr.	P.	Beech <i>(Electronically)</i>
Department of Communities	Ms.	M.	Duxbury <i>(Electronically)</i>

##### Committee Membership – Non-Voting

Chief Executive Officer – Shire of Harvey	Ms.	A.	Riordan
Director Infrastructure Services	Mr.	R.	Lotznicker <i>(Electronically)</i>
Manager Waste & Safety Services/Local Recovery	Mr.	H.	Jones
Coordinator – Shire of Harvey			
Director Community and Lifestyle	Ms.	K.	Davis
Yarloop Police	Sgt.	N.	Hamer
DFES	Mr.	J.	Carter <i>(Electronically)</i>
Manager Harvey Recreation & Cultural Centre	Mr.	D.	Marshall
Local Industry Representative	Mr.	C.	Bouteloup
DFES District Emergency Management Advisor	Mr.	V.	Cheema <i>(Electronically)</i>
Southern Seawater Alliance	Mr.	R.	Luscombe
Water Corporation	Mr.	B.	Jackson
Harvey Water	Mr.	R.	Yates
Shire of Harvey Waste & Safety Administration	Ms.	N.	Beauclarke
Support Officer			

### 3. Apologies

Mr Brett Finlay, DFES  
Mr Andrew Grono, Education Department  
Mr. Matt Cooper, DBCA  
Mr. Mike Donaghy, DPIRD

### 4. Confirmation of Previous Minutes

The Minutes of the Local Emergency Management Committee Meeting (LEMC) held on Monday 14 March 2022, are attached hereto.

#### Recommendation

That the Minutes of the Local Emergency Management Committee Meeting held on Monday 14 March 2022, be confirmed as a true and correct record.

Moved: M. Campbell

Seconded: J. Maddern

That the Minutes of the meeting held on Monday 14 March 2022, as attached, be confirmed as a true and correct record.

LEMC 22/02

CARRIED 9/9

### 5. Presentations/Deputations

Nil.

### 6. Business in accordance with the requirements of the *Emergency Management Act 2005 (Every Meeting)*

#### 6.1 Confirmation of Local Emergency Contact Details

Attached to the agenda is the current list of Emergency Contact Details. Please advise Mr. Jason Maddern of any updates required (*Refer to Confidential Attachment No. 5.1*).

- a) *Officer in Charge, Nick Hamer – Yarloop Police, replacing OIC Wayne Byram.*

#### 6.2 Review any Post - Incident Reports and/or Post-Exercise Reports

- a) Mr. Haydn Jones reported on a recent bush fire in Wellesley, Kemerton. The incident was handled by the Chief Bush Fire Control Officer with support from local DFES Managers. Air support was utilised for this incident.
- b) Mr. Maddern expressed appreciation for the support received from local contractors and local brigades at recent fires.

### **6.3 Funding Nominations and Applications Progress**

All West Australians Reducing Emergencies (AWARE) 2022-23 Grant Program closed on 10 June 2022.

The current round will distribute \$200,000 for projects addressing capability building and preparedness activities at a local level.

This round of funding is a good opportunity for projects such as the review of the Local Emergency Management Arrangements and LEMC exercises.

Local governments can apply for \$2,500 – \$30,000 (no GST applied) per application or for \$4,000 (no GST applied) maximum for local level risk assessment projects.

The Shire of Harvey has applied for funding for workshops to increase the awareness and preparedness of Shire of Harvey officers, stakeholders and community organisations identified within LEMA and Recovery Plan.

- a) **Mr Jones advised that efforts will be made to incorporate the community as part of these workshops.**
- b) **If funding is not received, efforts will be made to run similar activities on a smaller scale.**

### **6.4 Emergency Risk Management (ERM)/Treatment Strategies Progress**

Nil.

### **6.5 Review of Local Emergency Management Arrangements (LEMA)**

The first draft of the Local Emergency Management Arrangement (LEMA) and Local Recovery Plan (LRP) has been completed.

The following proposed timeline for this project is listed below:-

- Shire Working Group – June 2022 (discussing the specific content within the documents);
- Consultation period with stakeholders – July 2022 – Mid August 2022;
- 1<sup>st</sup> Quarter LEMC (September) adoption.

### **6.6 Review Business Plan Strategies and Record Key Achievements**

At the December 2021 meeting, SEMC adopted its revised 2021-2024 Strategic Business Plan. SEMC's Strategic Plan provides a State level framework to all committees established under the *Emergency Management Act 2005*, including the Local Emergency Management Committee (LEMC).

A LEMC Business Plan 2022-2023 for the Shire of Harvey has been developed (**Refer to Attachment 5.6**) to assist the local government with the administration of LEMC.

### **Recommendation**

That the LEMC Business Plan 2022-2023 for the Shire of Harvey be adopted for 2022-2023 reporting period.

**Moved: S. Gillis**

**Seconded: J. Maddern**

**That the LEMC Business Plan 2022 – 2023 for the Shire of Harvey be adopted.**  
**LEMC 22/03 CARRIED 9/9**

## **6.7 Fourth Quarter Meeting**

### **6.7.1 Local Government Exercise Schedule.**

Mr Jones advised that an application for funding arrangements has been submitted. As funding is unable to be used until after 1 November 2022, exercises will not be carried out after the first quarter.

### **6.7.2 Seasonal review - Storm Season Preparedness.**

Mr. Carter provided an update on the winter season's expectations provided by the Bureau of Meteorology (**Refer to Attachment – 7.1 – Climate Outlook**).

## **7. General Business**

### **7.1 DFES Report.**

Mr. John Carter – tabled his report (*refer to attachment 7.1*).

Mr. Carter raised that there is a proposed ISG exercises to be held on Wednesday 27 June 2022. The exercise will be based on a flood water scenario.

### **7.2 DFES District Emergency Management Advisor – Mr. V. Cheema.**

Mr. Cheema tabled his report (*refer to attachment 7.2*).

Mr. Cheema advised that the next District Emergency Management Committee meeting is to be held on 11 October, 2022.

**7.3 Department of Communities – Ms. M. Duxbury.****7.3.1 Local Emergency Welfare Plan (refer to Confidential Attachment 7.3.1).**

Ms. Duxbury advised that the Department's Local Emergency Welfare Plans have now been amalgamated; the amalgamation includes the City of Bunbury, Shire of Capel, Shire of Dardanup, Shire of Donnybrook Balingup and the Shire of Harvey.

The document is to reviewed in September/October 2022. Any changes required are to be forwarded to Ms. Duxbury prior to September, 2022.

**7.3.2 4<sup>th</sup> Quarterly Report (Refer to Attachment 7.3.2).****7.4 Shire of Harvey – Ms. A. Riordan – Chief Executive Officer**

Ms. Riordan attended the State Bushfire Advisory Council meeting held in early June. The Woorloo Implementation Coordination Group has been established following the release of Woorloo Bushfire Review. There were 13 recommendations within the report with the Coordination Group responsible for actioning 7 of these recommendations.

It was also noted that there needs to be further consultation with local government reviewing the impact assessment process. This will ensure information is captured and made available to relief and recovery agencies in a timely and effective way.

**7.5 Australind Police – Sgt. H. Soutar**

Sgt. Soutar advised the Committee that Sgt. Scott Gillis, Officer in Charge of the Harvey Police Station, will be transferring to Perth and expressed his appreciation to Sgt. Gillis for his dedication whilst employed at the Harvey Station.

Sgt. Soutar has been OIC in Laverton, Merredin and Collie prior to the position in Australind.

**7.6 Harvey Police Station – Sgt. S. Gillis**

Sgt. Gillis expressed his gratitude and appreciation to the Shire of Harvey, community and its volunteers for their support during his employment at the Harvey Police Station. He advised that the replacement sergeant is be announced on 15 June 2022.

**7.7 Harvey Recreation and Cultural Centre – Mr. D. Marshall**

Mr. Marshall reported that a generator with additional power import points has now been installed at the Harvey Cultural and Recreation Centre. Mr. Marshall thanked Sgt. Gillis for his service to the community, a quality leader and person.

**7.8 Shire of Harvey – Mr. J. Maddern – Community Emergency Services Manager**

- a) Mr. Maddern reported that the Australind SES have received a new flood boat.

- b) Shire of Harvey Bush Fire Brigades have a pre-season exercise planned for September 2022.

**7.9 Harvey Water – Mr. R. Yates**

Mr. Yates reported on a number of supply points throughout the district available to be used for fire suppression.

**7.10 Harvey St John Ambulance – Mr. P. Beech**

Mr. Beech enquired in relation to the current operation of the Harvey SES.

Mr. Maddern advised that the SES had been affected by COVID19 but is still operational.

**7.11 DFES – Mr. N. Elrick**

Mr. Elrick has been conducting a survey of SES units with 80% of requests for assistance being totally preventable. There were only two call outs over the weekend after a large cold front affected the area.

**7.12 Shire of Harvey – Mr. H. Jones – Manager Waste and Safety Services**

- a) Mr. Jones welcomed Sgt. Soutar to the Shire of Harvey and conveyed his appreciation and best wishes to Sgt. Gillis for his support during his employment as sergeant at the Harvey Police Station.
- b) WALGA has released an undated advocacy position on the management of Bush Fire Brigades.
- c) Mr. Jones stated that the updated LEMA and Recovery Plan will be sent to LEMC members as part of the consultation process in reviewing these documents. For any further information contact Mr. Jones or Ms. Nicole Beauclarke.

**7.13 Shire of Harvey – Cr. P. Gillett – Shire President**

Cr Gillett wished Sgt. Gillis all the best for the future and thanked everybody for attending the meeting.

**8. Next Meeting**

The next meeting of the Local Emergency Management Committee is to be held on 12 September 2022, at the Harvey Council Chamber, Young Street, Harvey commencing at 2.00pm.

**9. Closure of Meeting**

There being no further business to discuss the meeting was declared closed 2.50pm.



SHIRE OF  
**HARVEY**



# **Local Emergency Management Committee Minutes**

Attachments

Monday 13 June 2022  
Australind Council Chamber  
2PM

**Local Emergency Management Committee Minutes  
Attachments , Monday, 13 June 2022.**

**7. General Business**

- |     |  |         |
|-----|--|---------|
| 7.1 | DFES Report - Mr. John Carter  | Page 5  |
| 7.2 | DFES District Emergency Management Advisor's Report -<br>Mr. Vick Cheema | Page 8  |
| 7.3 | Department of Communities - Ms. M. Duxbury - 4th Quarterly Report        | Page 20 |

## Department of Fire and Emergency Services Report for the Shire of Harvey Local Emergency Management Committee

**Monday 13<sup>th</sup> June 2022**

### **HIGH THREAT BUSHFIRE SEASON 2021/22**

Thank-you to all the local and State Government agencies and LG and DFES volunteers who have assisted during the 2021/22 bushfire season.

An important message in all the incidents over this summer has been the value of having local knowledge imbedded within the Incident Management Team. This local knowledge permits the IMT to gather important local information to assist in combatting the incident and provides a gateway of getting information back into the community.

During the Bridgetown Fire (Inc 559961) from 5 to 8 February 2022, there was potential for personnel working within the Timber Treaters Mill to be exposed to CCA resulting from the burning of multiple piles of treated timber leaving contaminated ash. DFES engaged contractors to stabilise the piles of CCA ash to prevent them from being blown in and around the Hester area. This was achieved by spraying a bonding agent over the ash piles, easily identified by its tinted colour. Personnel who believe they may have been exposed to CCA and have concerns should review the information provided in Safety Circular: 02/2022 – Potential Exposure to Chromated Copper Arsenate (CCA).

### **COVID-19**

#### Close contacts

WA will fall into line with other States by removing the requirement for a Close Contact of a positive COVID-19 case to isolate for seven (7) days.

Under the new measures, Close Contacts with no symptoms must:

- Undertake a daily Rapid Antigen Test (RAT);
- Work from home, where possible and in consultation with your line manager;
- Wear a mask when leaving the house;
- Avoid high-risk settings, including hospitals, healthcare settings, disability and aged care facilities, and correctional facilities; and
- Avoid non-essential gatherings and contact with people at risk of severe illness.

Close contacts must still report their details to the DFES COVID-19 Call Centre – 1800 161 136 – as soon as possible to assist with the management of staff and volunteers and ensure the continuation of emergency services.

### Reporting COVID-19 details

Staff and volunteers are still required to register their positive PCR test or RAT results and Close Contact status with the DFES COVID-19 Call centre on 1800 161 136. If you are unwell do not attend work or your Brigade, Group or Unit (BGU).

### **WORK HEALTH AND SAFETY ACT 2020**

The Work Health and Safety Act, 2020 (WHS Act) which took effect on 31<sup>st</sup> March 2022 provides a framework to protect the health, safety, and welfare of workers in Western Australian workplaces, and of other people who might be affected by the work. The new WHS Act retains the principle that workers (inclusive of volunteers) and other persons should be given the highest level of protection against harm to their health, safety and welfare from hazards and risks arising from work as is reasonably practicable.

### **WA FIRE AND EMERGENCY SERVICES CONFERENCE 2022**

The 11th annual WA Fire and Emergency Services (WAFES) Conference will be held on Friday 9 and Saturday 10 September 2022 at Crown Perth. The WAFES Awards gala dinner will again round out the program on Saturday evening.

### **AUSTRALIAN FIRE DANGER RATING SYSTEM (AFDRS)**

The new AFDRS is launching on 1 September 2022. It will:

- Incorporate new science;
- Accurately reflect more fuel types;
- Better predict fire danger conditions;
- Simplify and improve public information about fire danger; and
- Support strategic planning, operations and risk mitigation.

To leverage the community's familiarity with the current fire danger signage, the new ratings framework has been simplified to four levels. There will be clear messages and distinct actions at each level.

People are encouraged to sign-up form to receive regular email updates from the DFES AFDRS project team (see attached circular). The updates will provide the latest information about the system, signage, training, legislation and policy changes, public information, communication and education products and more.

## EXERCISES

The 2022 State Bushfire Exercise will be held at the Bushfire Centre of Excellence, Nambeelup, during the week 12-15 September 2022.

The DFES South West Region will be holding a Collie River flood event exercise on Wednesday 27<sup>th</sup> July 2022. Part of the exercise will include DFES as the HMA engaging with stakeholders. An invitation to participate in the exercise via a ISG meeting will be sent out in the near future.

## CLIMATE OUTLOOK

BOM have released their latest climate outlook for Winter 2022 (issued 9<sup>th</sup> June) which is available at <http://www.bom.gov.au/climate/outlooks/#/overview/summary>.

- July to September rainfall is likely to be above median for much of Australia, but below median for south-west Tasmania.
- July to September maximum temperatures are likely to be above median for northern, south-western and far south-eastern parts of Australia, but below median mostly elsewhere.
- Minimum temperatures for July to September are likely to be warmer than median for almost all of Australia.
- The likelihood of a negative Indian Ocean Dipole, the weakening La Niña, warmer than average waters around northern Australia, and other localised drivers are likely to be influencing this outlook.

John Carter  
District Officer Emergency Management (South West)  
9780 1907 / 0428 100 452



FOR A SAFER STATE

## District Emergency Management Advisor – Report 4th Quarter 2021-22

### State

**State Emergency Management Committee** met on 5 May 2022. SEMC Communique is attached to this report.

### Funding

The State Emergency Management Committee has recently endorsed the following funding opportunities and applications are now open

All West Australians Reducing Emergencies (AWARE) grant program. Total funding available is \$200,000. Grant opens on 29 April 2020 and closes on 10 June 2022. I would highly encourage all local governments due for the 5 yearly LEMA review in 2022 to apply for the funding if required. Funding could support your internal staff to undertake the review process or if you choose to engage the external contractor.

To access all funding opportunities, criteria and application process currently available, please check out the link at <https://semc.wa.gov.au/funding>

### District – South West

**COVID-19:** Department of Health (HMA) facilitates regular Operations Area Support Group (OASG) meetings. Additional OASG meetings are held to share time-critical information with the emergency management stakeholders and local government representatives.

**SW DEMC:** Next meeting is due on 22 March 2022.

### Local

- **Annual and Preparedness Report Capability Survey:** Local Emergency Management Committees are required to submit annual reports to the SEMC regarding their emergency management activities. A letter requesting the 2021-2022 annual preparedness report capability survey will be sent to the local governments over the coming weeks. Survey will open 18 April and close on 15 June 2022.
- Copy of the Local Emergency Management Arrangement – Status is attached to this report. Please check the due date for the five-yearly LEMA reviews and allow a minimum of six months to complete the LEMA review process.

Number local governments		Number LEMCs	LEMA noted/submitted to SEMC	% Local governments with current required LEMA		
12	12	12	100%			
Local Government	Number LEMCs	LEMA Status	Date	Resolution No	Date of 5 year review	
Shire of Augusta Margaret River	Augusta Margaret River	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Boyup Brook	Boyup Brook	Current	3/08/2018	52/2018	3/08/2023	
Shire of Bridgetown-Greenbushes	Bridgetown-Greenbushes	Annual review required	3/10/2017	46/2017	3/10/2022	
City of Bunbury	Bunbury	Current	6/03/2020	08/2020	6/03/2025	
City of Busselton	Busselton	Annual review required	8/12/2017	63/2017	8/12/2022	
Shire of Capel	Capel	Draft to tabled at LEMC	2/08/2016	40/2016	2/08/2021	
Shire of Collie	Collie	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Dardanup	Dardanup	Submitted to SEMC	2/08/2016	40/2016	2/08/2021	
Shire of Donnybrook-Balingup	Donnybrook-Balingup	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Harvey	Harvey	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Manjimup	Manjimup	Current	6/03/2020	08/2020	6/03/2025	
Shire of Nannup	Nannup	Current	14/08/2020	50/2020	14/08/2025	

# SEMC COMMUNIQUE



## MAY 2022 HIGHLIGHTS

The second meeting of the State Emergency Management Committee (SEMC) for 2022 was held on Thursday 5 May. The meeting was a strategic planning day, with items outside of this scope not considered.

### New Independent SEMC Member

The SEMC welcomed a new independent member, Ms Julie Waylen. Ms Waylen brings a wealth of community experience as the CEO of Diversity South – a Not-for-Profit disability service organisation located in Mandurah, Western Australia. Ms Waylen’s career has spanned across senior executive leadership roles within both the State Government and the community services sector, encompassing disability services, child protection, family support, homelessness, domestic violence, community services and health. Ms Waylen is a distinguished leader and a fellow of the Institute of Public Administration WA and in 2021 she was awarded WA Leader of the Year Working in the Not-for-Profit Sector. Ms Waylen is a Board Member of Catholic Homes Incorporated, Shelter WA, and National Disability Services, and is a member of the WA Supporting Communities Forum as well as a range of other State Government committees.

### Discussion Items and Outcomes

The impact of four key themes on the Emergency Management sector was discussed:

#### Climate Change

Western Australia is vulnerable to climate events and a changing climate requires greater attention on prevention and increased resilience. The SEMC discussed the limitations of response and recovery (RR) when dealing with the expected increase in severity and frequency of emergency events because of climate change, so much of the discussion centred on prevention and preparedness (PP) in order to implement more effective early intervention and minimise the impacts on RR.

The long-term benefits of focussing on PP was discussed, and how this would enable the empowerment of communities through increased personal responsibility through a stronger connection between community and local Emergency Management capability.

#### Recovery

State Recovery Coordinator, and State Recovery Controller for TC Seroja, Ms Melissa Pexton presented to the SEMC on recovery, highlighting the fact that there had been no structural changes to the recovery framework since 2012. The SEMC endorsed a review of the recovery framework which is due to be presented to the SEMC at the October 2022 meeting.

The SEMC provided Ms Pexton with the following input for the recovery review:

- recovery needs to focus on people and community, and that local government has a key role to play
- success of the district approach in the aftermath of TC Seroja

- the binary designation of a recovery effort either being led by local governments or requiring a whole-of-government response, including for long term, long tail recovery
- roles and responsibilities of state government agencies and collaboration with the private sector
- improved role clarity and coordination through 'operationalising' recovery
- limitations of existing Disaster Recovery Funding Arrangements
- impact of climate change – increasing scale and frequencies of disasters is putting a significant amount of pressure on surge capacity resourcing
- the importance of considering mental health impacts

## Philanthropy

Emerging relationships between local and state government stakeholders and philanthropic organisations in Emergency Management sit outside the EM framework, leading to ad hoc and fragmented efforts.

SEMC members highlighted the need for a strategic approach and the development of a new framework that outlines the terms of engagement by outlining goals, objectives, and principles of philanthropic engagement, including an 'all hazard' approach to the PPRR model. The framework should be flexible, acknowledging different stakeholders and their capability and offerings, scalable according to the size of the event, and address how equity for the beneficiaries is managed.

## Governance of SEMC Subcommittees and Reference Groups

The SEMC recognises the need to review the current state of the Subcommittees and Reference Groups, and the need to ensure that the future governance structure has a greater degree of clarity of purpose and intent. Further, a robust exchange of information was critical between all levels of the SEMC structure.

SEMC discussed the potential review of the governance structure, roles and responsibilities, including decision making, membership, scope, reporting and potential lifespan. For example, SEMC could establish time-limited working groups to deliver discrete tasks. There was also discussion about the roles of the District Emergency Management Committees (DEMCs) and Local Emergency Management Committees (LEMCs) and how they could be utilised to a greater extent, with the potential for review.

SEMC will conduct a review of the strategic and operational governance, structure, and scope of its Subcommittee and Reference Groups. A DEMC and LEMC review will be considered by SEMC.

## Consultation

SEMC has responsibility for the development, maintenance and review of Emergency Management plans, policies, and documents. To ensure these arrangements maintain their relevancy and ability to manage emergencies in WA, they must undergo a process of continuous improvement.

The following EM documents are currently released for stakeholder feedback:

- All Hazards Evacuation Flagging Guidelines
- State Emergency Management Roles and Responsibilities Review

There are a number of plans that are scheduled for consultation in the second half of this year:

- State Hazard Plan – Severe Weather
- State Emergency Management Roles and Responsibilities Review
- Funding in Emergencies Arrangements

Following EM sector consultation, the State EM Policy Branch, in collaboration with the Traffic Management During Emergencies working group, will incorporate feedback received into the State EM Traffic Management During Emergencies Guidelines, for endorsement by the Response Capability Subcommittee in June 2022.

To give feedback on the above plans, visit the [State Emergency Management Consultation page](#), find the relevant consultation tile and select 'Get Involved'.

For further information on the State Emergency Management Framework consultations, please contact [semc.policylegislation@dfes.wa.gov.au](mailto:semc.policylegislation@dfes.wa.gov.au).

## GENERAL UPDATES

### Next meeting of the SEMC

The next meeting of the SEMC will be held on Thursday 4 August 2022.

### Subcommittees and Reference Groups

The next meetings for SEMC Subcommittees and Reference Groups are scheduled for:

Risk Subcommittee	21 June 2022
Response Capability Subcommittee	22 June 2022
Recovery and Community Engagement Subcommittee	24 June 2022
Essential Services Network Operators Reference	7 July 2022
Public Safety Communications Subcommittee	12 July 2022
Public Information Reference Group	3 August 2022
State Exercise Coordination Team	TBC
Lessons Management Reference Group	TBC

### Community Disaster Resilience Strategy

Consultation on the WA Community Disaster Resilience Strategy Discussion Paper closed on 31 March 2022. Extensive engagement across the sector took place, including meetings, conferences, and forums, as well as targeted workshops with more than 50 local governments and 20 community service providers. A number of formal submissions have also been received.

Work is now underway to incorporate feedback into the WA Community Disaster Resilience Strategy and Implementation Plan. There may be further opportunity to provide feedback on the draft documents.

## Annual and Preparedness Report Capability Survey

The Annual and Preparedness Report Capability Survey opened on 20 April 2022, with survey invitations sent to approximately 170 organisations in the Western Australian EM sector. Weekly progress tracking is underway and data collection is on schedule. Final data cut off is scheduled for 22 June 2022.

## SEMC Emergency Management Capability Framework Review

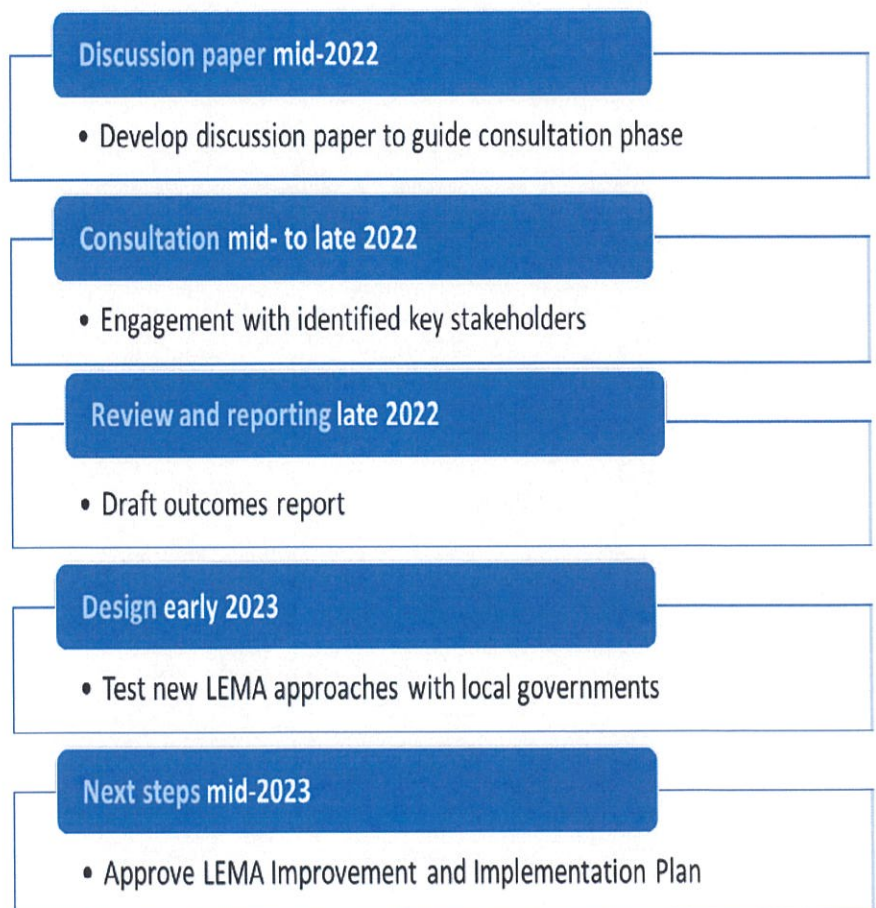
A comprehensive review of the SEMC EM capability framework, based on EM best practice and contemporary domestic and international frameworks, was completed by the DFES State Capability Team in late March 2022. The revised framework is currently out for review with subject matter experts, with comments due 3 June 2022.

## Local Emergency Management Arrangements (LEMA) Review

In late 2019 SEMC approved a sector-led review of Local Emergency Management Arrangements (LEMA) requirements and responsibilities.

Following the signing of an MOU in December 2021, SEMC and the WA Local Government Association (WALGA) have engaged Project Leads who will work together with key stakeholders to identify issues with LEMA, and investigate and develop options for streamlining the process.

A discussion paper has been prepared that will guide consultation, which is expected to start in June 2022. At the completion of the review in June 2023, a LEMA Improvement Plan – including an implementation plan – will be developed.



## Grant Program Updates

Applications for the third round of the National Disaster Risk Reduction (NDRR) grant program closed on 5 May 2022. The applications are currently undergoing validation and assessment by an independent multi-agency panel. It is expected that SEMC will consider the panel's recommendations out-of-session late June 2022. There is a maximum allocation of \$4.8 million available for eligible projects.

The 2022-23 round of the All West Australians Reducing Emergencies (AWARE) grant program is open 29 April to 10 June 2022. With \$200,000 available, this grant is a State Government initiative to enhance Emergency Management arrangements by building capacity and knowledge at both the local and district levels.

Further information on the NDRR and AWARE grant programs is available at <https://semc.wa.gov.au/funding>.

Please contact [semc.grants@dfes.wa.gov.au](mailto:semc.grants@dfes.wa.gov.au) if you require further information on the grant programs.

**LOCAL EMERGENCY MANAGEMENT COMMITTEE  
REPORTING**

**Agency:**

**Department of Communities  
(Communities)**

**Date: From – Apr 2022 to June 2022 inclusive**

**INCIDENTS:**

<b>Date</b>	<b>Type of Incident</b>	<b>Location of Incident</b>	<b>Other Agencies Involved</b>	<b>Comments/Outcomes</b>
Continual	Health – Pandemic	South West	HMA – Health	

**EXERCISES AND TRAINING:**

<b>Date:</b>	<b>Title</b>	<b>Objectives</b>	<b>Comments/Outcomes</b>

**Additional Comments/Suggestions:**

- Since the Bridgetown/Hester Area Bushfire has been declared an event, Communities has been contacting residents affected and providing recovery to those who can apply for *Disaster Recovery Funding Arrangements – Category 3*.
- Welfare Plans have been updated and are ready for tabling at the LEMC meetings.
- COVID: Communities has been working diligently in providing certain cohorts with accommodation and provisions over the last couple of months.
- Dept of Communities staff from the All Hazards Unit, including myself, are being deployed for two week stints to NSW to assist in the recovery processes from the recent flooding.



**Minister for Emergency Services; Innovation and ICT; Medical Research; Volunteering;  
Deputy Leader of the Government in the Legislative Council**

Our Ref: 62-31537

Mr Haydn Jones  
Shire of Harvey

[haydn@harvey.wa.gov.au](mailto:haydn@harvey.wa.gov.au)

Dear Mr Jones

**ALL WEST AUSTRALIANS REDUCING EMERGENCIES (AWARE) 2022-2023  
GRANT ROUND**

Thank you for your submission to the AWARE 2022-2023 competitive grant program. This important State Government program invests in capacity building and preparedness activities at a local level to support the delivery of projects that benefit the community and reduce disaster risk for the State.

I am pleased to inform you that your application for the Local Emergency Management Committee and Recovery Exercise Project has been conditionally approved to receive the requested funding amount of \$5,000 (ex GST). A condition was placed on its approval that the project cannot commence until a previous AWARE grant is acquitted. The previous grant relates to the Harvey Risk Assessment Project funded in the 2017-2018 AWARE grant round.

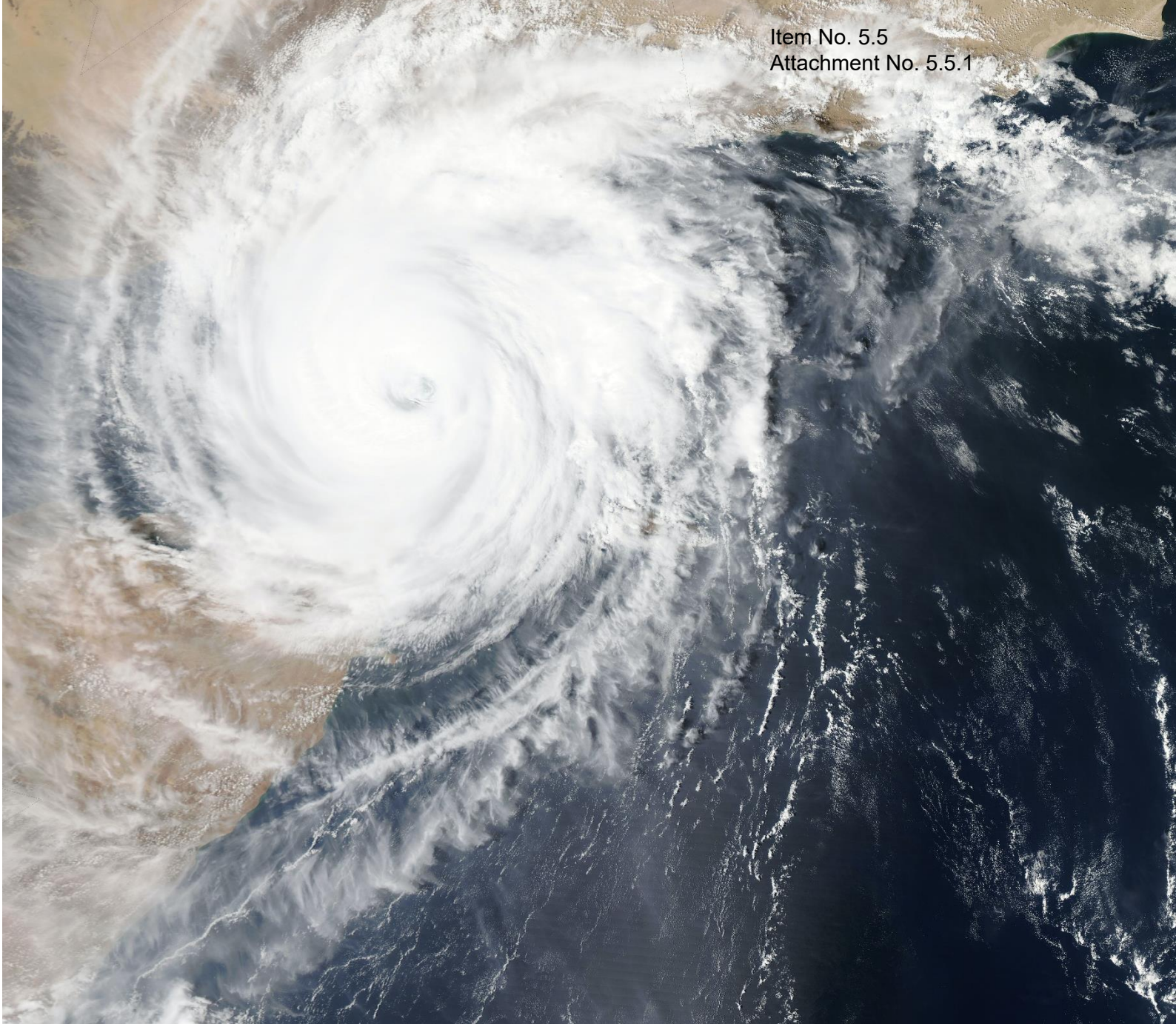
Please liaise with the Grant Program Administrator at the Department of Fire and Emergency Services regarding the next steps required. They can be contacted by email at [semc.grants@dfes.wa.gov.au](mailto:semc.grants@dfes.wa.gov.au).

I look forward to the successful delivery of this important project.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Stephen Dawson'.

Hon Stephen Dawson MLC  
**MINISTER FOR EMERGENCY SERVICES**  
24 AUG 2022



# Issues Paper

# Local Emergency Management Arrangements (LEMA) Review

July 2022

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# 1 Summary

Local Governments play a critical role in emergency management (EM). As the closest level of Government to community, they have specialised local knowledge and can quickly mobilise resources.

In Western Australia (WA), the [State Emergency Management Framework](#) specifies the roles and responsibilities of the many stakeholders critical to the management of emergencies.

Under the [Emergency Management Act 2005](#), Local Governments are required to establish one or more [Local Emergency Management Committees \(LEMCs\)](#) and ensure that [Local Emergency Management Arrangements \(LEMA\)](#) are developed and maintained.

The LEMA Review was initiated in response to reports that WA Local Governments face several challenges in maintaining effective and current LEMA. The [State Emergency Management Committee \(SEMC\) Business Unit](#) and the [Western Australian Local Government Association \(WALGA\)](#) are working in partnership to consult with stakeholders, including Local Governments, and the Department of Local Government, Sport and Cultural Industries, with the aim of investigating options to:

- develop more fit-for-purpose LEMA,
- streamline LEMA processes,
- encourage currency, and
- support Local Governments who lack EM resources.

Informed through interviews conducted with representatives from ten diverse WA Local Governments, this paper identifies six key issues with the current LEMA model. These include:

1. The purpose of LEMA is not well understood.
2. LEMA documents do not have practical use.
3. The LEMA model does not account for the different capacities and capabilities of Local Governments.
4. The State Emergency Management Framework is complex and the role and responsibilities of Local Government are not clear.
5. LEMCs are not actively engaging in LEMA.
6. LEMA requirements are not well integrated with usual Local Government business activities and planning processes.

In response to each of these issues, several opportunities for improvement that require further consideration are presented.

This paper will be used to guide a collaborative engagement process with Local Governments to inform the implementation of more effective local-level EM for WA.

To comment on this Issues Paper and/or to express your interest in participating in an upcoming LEMA Review Local Government workshop please contact Simone Ruane, Project Lead LEMA Review, Phone: (08) 9213 2049 Email: [sruane@walga.asn.au](mailto:sruane@walga.asn.au)

# 2 Abbreviations

Community Emergency Service Manager	CESM
Department of Fire and Emergency Services	DFES
Department of Local Government, Sport and Cultural Industries	DLGSC
Disaster Risk Reduction	DRR
District Emergency Management Committee	DEMC
Emergency Management	EM
Hazard Management Agency	HMA
Local Emergency Management Arrangements	LEMA
Local Emergency Management Committee	LEMC
Local Government	LG
Local Government Association South Australia	LGA SA
Local Government Functional Support Group	LGFSG
Memorandum of Understanding	MOU
Municipal Emergency Management Plan	MEMP
Municipal Emergency Management Planning Committee	MEMPC
Prevention, Preparedness, Response and Recovery	PPRR
Regional Emergency Management Planning Committee	REMPC
South Australia	SA
State Emergency Management Committee	SEMC
Western Australia	WA
Western Australian Local Government Association	WALGA

# 3 Overview

## 3.1 Background

Emergency Management (EM) refers to the range of measures taken to prevent, prepare for, respond to, and recover from hazardous events that have the potential to cause harm. In Australia, EM takes an ‘all-hazards’ approach and is underpinned by a comprehensive risk management framework.

Australian State and Territory Governments have primary responsibility for emergency management. However, as guided by the [National Strategy for Disaster Resilience](#), EM is considered a ‘shared responsibility’ between all spheres of government, community, individuals and business. Local Governments play a critical role in EM. As the closest level of government to community they have specialised local knowledge and can quickly mobilise resources.

There are many natural and human-caused hazards that present a risk to Western Australian communities. Currently, there are [28 hazards](#) prescribed under the [Emergency Management Act 2005](#). Due to the diversity in climate, environment, industry and demographics across the State, hazard profiles vary between different Western Australian communities. However, many of these communities are faced with rapidly changing risk dynamics, and the implications of climate change for the EM sector are significant. The frequency of extreme natural hazard events including heatwaves, bushfires and flooding in Western Australia will continue to increase and many communities will be exposed to hazards they have not historically experienced.<sup>1</sup> Effective EM arrangements are critical to ensure that Western Australian communities are prepared for the various hazards they may be exposed to.

Emergency Management in Western Australia is governed through the [State EM Framework](#) that consists of [State EM Legislation](#), [A State EM Policy](#), [State EM Plans](#), [State EM Procedures](#) and [State EM Guidelines](#). This Framework outlines the governance structure and the specific roles and responsibilities of the stakeholders integral to EM.



Figure 1: State Emergency Management Framework<sup>1</sup>

<sup>1</sup> Government of Western Australia (2021) [Western Australian Climate Projections Summary](https://www.wa.gov.au/system/files/2022-01/Western_Australian_Climate_Projections_Summary.pdf), [https://www.wa.gov.au/system/files/2022-01/Western\\_Australian\\_Climate\\_Projections\\_Summary.pdf](https://www.wa.gov.au/system/files/2022-01/Western_Australian_Climate_Projections_Summary.pdf)

The [State Emergency Management Committee \(SEMC\)](#) is the peak body for Western Australia’s emergency management arrangements. SEMC membership includes representatives from a range of organisations appointed by the Minister for Emergency Services who play a role in WA EM. SEMC is currently advised by three SEMC Subcommittees and two Reference Groups. A [District Emergency Management Committee \(DEMC\)](#) is established for each of the 11 WA Emergency Management Districts, which is responsible for developing and maintaining EM for the district. In addition, Local Governments are required to establish one or more [Local Emergency Management Committees \(LEMCs\)](#) to ensure that [Local Emergency Management Arrangements \(LEMA\)](#) are developed and maintained.

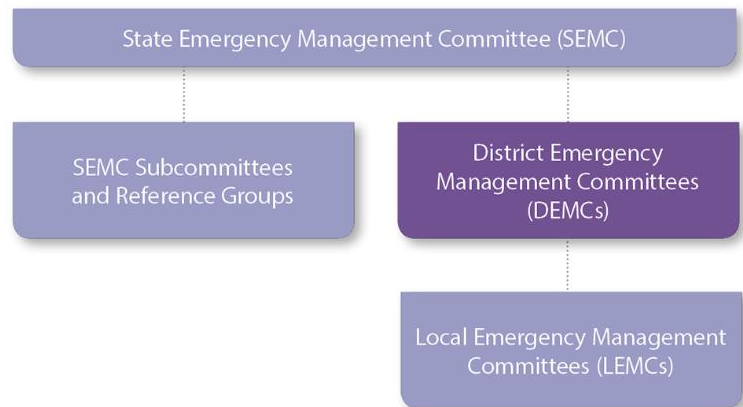


Figure 2: State EM Governance Structure<sup>1</sup>

LEMA refers to the suite of emergency management documentation, systems, processes, agreements, and memorandums of understanding (MOU) that support a coordinated approach to EM at the local level. LEMA are currently outlined in an overarching document that is developed in consultation with key stakeholders, endorsed by the respective Local Government and noted by the affiliated DEMC and SEMC.



Figure 3: LEMA Structure<sup>1</sup>

All Local Governments are required to review their LEMA:

- every five years
- after a significant emergency incident
- and after exercising their LEMA on an annual basis.

A Local Government's LEMA are considered compliant with legislative requirements if they are consistent with [State EM Policy](#) and the [State EM Plan](#), include the required registers, plans and strategies presented in Figure 3, describe local risk priorities and strategies for EM, outline the roles and responsibilities of the different stakeholders involved in EM in the Local Government district, document any Local Government EM policies, identify a Local Recovery Coordinator and are available to the public in hard copy in the Local Government office and via the Local Government's website with sensitive and confidential information retracted.

### 3.2 The LEMA Review

In 2019, the SEMC identified a trend of Local Governments with LEMA overdue for review. WALGA responded to this by informing SEMC of the key challenges Local Governments face in fulfilling their EM obligations including:

- a lack of clarity around their EM roles and responsibilities,
- a lack of financial and human resources, and
- a misalignment between EM and the day-to-day business of Local Government.

WALGA proposed that there was an opportunity to improve the LEMA model to make it more fit-for-purpose and suitable for Local Governments of different sizes with varying EM capability. Based on this advice, SEMC approved a LEMA Review using a sector-led approach. In 2021, DFES was granted funds through the [Natural Disaster Resilience Program \(NDRP\)](#) for a LEMA review and allocated [AWARE](#) grant funding to WALGA to ensure Local Governments would be actively represented in the review of local-level EM. The [LEMA Review](#) officially commenced in March 2022.

The LEMA Review aims to:

- develop fit-for-purpose LEMA,
- streamline LEMA processes,
- encourage currency, and
- support Local Governments who lack EM resources.

WALGA's role in the LEMA Review is to lead an engagement process with Local Governments. Based on the findings that emerge, WALGA will provide recommendations to the SEMC Business Unit that will inform the development of a LEMA Improvement and Implementation Plan. The SEMC Business Unit will consult with [Hazard Management Agencies](#) (HMAs) and other key stakeholders.

### 3.3 Purpose

The purpose of this paper is to provide background information about the LEMA Review, outline key issues with the current LEMA model and present opportunities for improvement. The paper will guide a collaborative engagement process with WA Local Governments to design more effective LEMA approaches.

The paper was informed by a mixed-methods research approach including desktop research, 10 one-on-one interviews conducted with Western Australian Local Governments of different sizes, maturity and risk profiles, an investigation into the local-level EM arrangements of Victoria and South Australia, and input provided by the LEMA Review Project Steering Committee. WALGA thanks all the individuals who contributed their time and shared their knowledge.

WALGA invites Local Governments to comment on the issues and improvement opportunities proposed in this paper and contribute additional suggestions to inform the design of a new LEMA model.

# 4 Other Jurisdictions

At both an international and national level, emergency management is shifting its focus from a reactive approach to one that places greater emphasis on preparedness. This policy shift highlights the imperative of reducing disaster risk and enhancing community resilience through adaptive and integrated emergency management.<sup>2</sup>

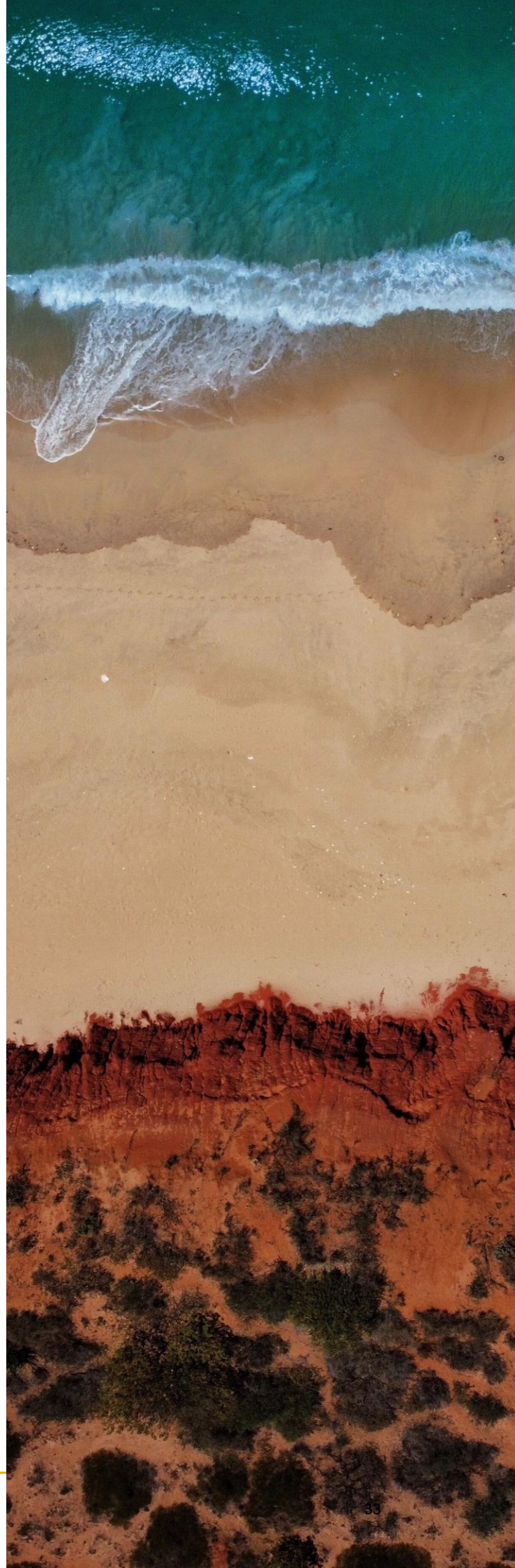
Successful policy change and program reform can be supported by considering the innovations of other jurisdictions and how they could be co-opted in a different context.<sup>3</sup> The local-level EM arrangements of both South Australia and Victoria have undergone significant changes in recent years that could inform the improvement of the LEMA model in WA.

This section presents a summary of the local-level policy developments and reform initiatives of each of these two States

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<sup>2</sup> [United Nations Sendai Framework for Disaster Risk Reduction 2015-2030](#)

<sup>3</sup> Althaus, C, Bridgeman, P & Davis, G 2013, The Australian policy handbook, 5th ed, Allen & Unwin, Crows Nest.



## 4.1 Local Emergency Management Planning – South Australia

While considered best-practice, South Australian (SA) Local Governments are not legislatively required to develop or maintain a Local Government specific EM Plan or a Local Recovery Plan. Local-level EM planning is legislatively required at the zone level by the Zone Emergency Management Committees, where Local Governments are actively represented. Correspondingly, the South Australian State EM framework does not require the establishment of a local-level committee equivalent to the LEMC.

In 2016, a revision of the State Emergency Management Plan resulted in the establishment of the [Local Government Functional Support Group \(LGFSG\)](#) and the development of the [i-Responda Framework](#) to improve the mobilisation of resources for the Local Government sector in planning for and responding to emergencies. I-Responda is an operating platform that allows SA Local Governments timely access to reminders, checklists, action plans, joint operating guidelines and plans that assist Local Government staff to make safe and effective EM decisions. The LGFSG is led by the [Local Government Association of South Australia \(LGA SA\)](#) and includes South Australia's 68 councils and six regional councils. The LGFSG also offers Local Governments development and engagement activities and a range of products (e.g., incident materials and exercise kits) that contribute to enhancing Local Government EM capacity and capability.<sup>4</sup>

To further enhance the EM Capability and Capacity of SA Local Governments, LGA SA delivered the [Council Ready](#) program between 2019-2021. Stage 1 of this project entailed an assessment of EM capability and capacity of participating Local Governments to identify ways Local Governments could be best supported with EM planning. Based on key findings, a Council Emergency Maturity Model was developed to help Local Governments understand where they currently sat in EM and the logical steps they could take to improve their EM capability and community's resilience. Stage 2 provided practical assistance to Local Governments with emergency management planning through a network of project officers who worked directly with local government staff to develop a 'Council Ready Action Plan'<sup>5</sup>

### Considerations

- a) Should WA Local Governments be legislatively required to develop and maintain local-level emergency management arrangements, or is local-level EM better placed at the district or sub-district level?
- b) Is a Local Government Functional Support Group (LGFSG) feasible in WA and how could it enhance Local Government capacity and capability?
- c) Would a Local Government specific operating platform, such as I-Responda assist WA Local Governments in the EM planning and in the implementation of response and recovery?
- d) Would an initiative such as Council Ready enhance the EM capacity and capability of Western Australian Local Governments who lack the resources to fulfil their EM obligations?

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<sup>5</sup> [LGA SA \(2021\) LGA Council Ready](#)<sup>5</sup> [LGA SA \(2019\) Local Government Emergency Management Framework](#)

## 4.2 Local Emergency Management Planning - Victoria

Similar to WA's local-level EM arrangements, prior to 2020, Victorian Local Governments were legislatively required to develop and maintain a [Municipal Emergency Management Plan \(MEMP\)](#). However, in December 2020, amendments to the *Emergency Management Act 2013 (Vic)* enacted significant reforms to Victorian local-level EM arrangements. Notably, legislative responsibility for local-level EM planning was transferred from Local Government to a reformed multi-agency [Municipal Emergency Management Planning Committee \(MEMPC\)](#). The aim of these amendments was to foster a more collaborative and consistent EM approach across State, Regional and District Emergency Management Planning.<sup>6</sup> While Local Governments are still required to establish, convene, and chair a MEMPC, the MEMP is no longer a Local Government plan but owned by the committee itself. Further, the endorsement of MEMPs has been transferred from Local Government to the Regional Emergency Management Planning Committee (REMPC).

While MEMPCs can work together in a [Local Government cluster](#), an individual MEMP must be prepared by each MEMPC that addresses the specific circumstances and risks of that Local Government jurisdiction. The MEMPC can establish sub-committees or working groups to focus on specific hazards and issues. In addition to an overarching plan, a MEMP will generally consist of [multi-agency sub-plans](#) that outline more detailed arrangements for a specific community (e.g. vulnerable groups), a particular hazard or EM phase (e.g. recovery) and complimentary plans that are prepared outside the *Emergency Management Act 2013 (Vic)*. MEMPs must be reviewed at least every three years.

Unlike the LEMA model, there is no MEMP model template. However, [Emergency Management Victoria](#) has developed a [Guidelines for Preparing State, Regional and Municipal Emergency Management Plans](#) and a [Municipal Emergency Management Planning website](#) that contains specific resources and examples to inform and support Local Government level EM Planning.

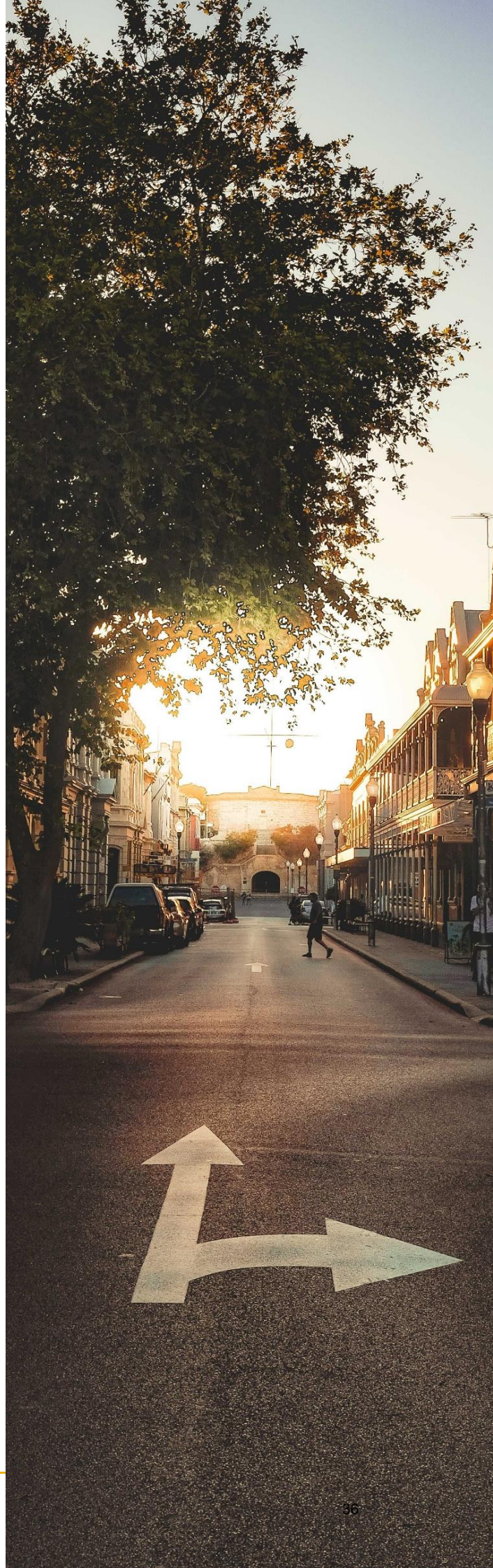
### Considerations

- a) Could legislative changes to the *Emergency Management Act 2005* support a more functional and collaborative approach to local-level EM?
- b) Could LEMA more effectively incorporate sub-plans and complementary plans to ensure an integrated approach to local-level EM planning?
- c) Should ownership of the LEMA remain with Local Governments, or could a multi-agency approach to LEMA be strengthened by reviewing the function and responsibilities of the LEMC?
- d) Is greater consistency between State, District and Local EM planning in Western Australia needed and if so, how could this be supported?
- e) Would a Local Government Emergency Management Planning online resource hub support Local Governments develop LEMA?
- f) Should LEMA be reviewed more regularly in line with the legislative requirements of other States?

<sup>6</sup> Emergency Management Victoria (accessed 10 July 2022) [Transition Guide for reformed municipal emergency management planning arrangements with FAQs](#)

# 5 Issues and Opportunities

Informed by one-on-one interviews with representatives from 10 diverse Western Australian Local Governments, this section outlines key issues with the current LEMA model and presents several opportunities for improvement



## 5.1 Issue 1: Strategic or Operational? The purpose of LEMA is not well understood

The *Emergency Management Act 2005* (Section 36) requires that Local Governments “ensure that effective and local emergency managements arrangements are prepared and maintained for its district.”<sup>7</sup> However, confusion exists within the Western Australian Local Government sector regarding the fundamental purpose of LEMA. The LEMA Guideline and Model states that LEMA “are to ensure the community is prepared to deal with the identified emergencies should they arise.”<sup>8</sup> However, there is a lack of clarity around where LEMA fit within the comprehensive emergency management framework of Prevention, Preparedness, Response and Recovery and who it seeks to serve.

“If you read Section 36 of the Emergency Management Act that states Local Governments are responsible for LEMA – there’s not even a definition about what that means. It’s murky and rubbery.”  
*Medium Metropolitan LG Representative*

There are diverging opinions within the Local Government sector regarding whether LEMA should function as a strategic emergency preparedness process or as an operational response tool. Overall, Local Governments are of the opinion that the main purpose of LEMA is to provide the necessary information to support operational response during an emergency and assist with early recovery within their jurisdiction after an emergency.

“LEMA should highlight the key roles and responsibilities when managing an emergency.”  
*Small Regional LG Representative*

“LEMA should be about providing a quick reference guide to people that aren’t familiar, to provide knowledge in the local context.” *Small Regional LG Representative*

However, according to some Local Governments, the purpose of LEMA should primarily be to enable a collaborative, multi-agency approach for EM that supports preparedness and builds the networks and knowledge that can be drawn upon when an emergency event occurs.

“[The purpose of LEMA] is about bringing those people in a space where they can collaborate.”  
*Small Regional LG Representative*

According to these interviewees, LEMA is not about developing a document that can be ‘pulled off the shelf’ during an emergency per se, but rather, is a collaborative planning mechanism that enables the Local Governments to form positions on how they are going to deal with emergency matters when they arise.

### Opportunities for improvement

- a) Clarify the key purpose and intended audience of LEMA.
- b) Determine if LEMA is fundamentally a strategic process (aimed at fostering multi-agency collaboration and preparedness) or outcomes-based (aimed at producing functional incident response documentation).
- c) Amend EM legislation and update LEMA Guidelines to include a clearer definition of LEMA and overarching purpose statement.

<sup>7</sup> Government of Western Australia (as at 04 April 2020) [Emergency Management Act 2005](#)

<sup>8</sup> Local Emergency Management Arrangements Guideline and Model (2021) <https://www.semc.wa.gov.au/emergency-management/guidelines/Documents/LEMAguidelineandmodel.pdf>

## 5.2 Issue 2: Current LEMA documents do not have practical use

Overall, Local Governments agree that the LEMA documentation contains some useful information, namely the contact lists, critical infrastructure information and resource register. However, a criticism from Local Governments is the length and duplication of LEMA documentation. Interestingly, only one of the 10 Local Governments interviewed who had recently experienced a significant emergency had referred to the information outlined in their LEMA documentation during the event. Therefore, despite many Local Governments considering the main purpose of LEMA is to support operational response and early recovery, it is evident that the current LEMA documentation does not currently fulfil this function effectively.

“In the midst of a disaster you don’t reach for a handbook... you’ll turn to people in the room who have been through this before.” *Small Regional LG Representative*

“[LEMA] isn’t the document you’re going to use...you’ll probably just end up using some of what’s in the Appendix.” *Medium Metropolitan LG Representative*

### Documentation length and content

Local Governments value the provision of tools and templates that assist them in fulfilling their EM obligations. However, several issues with the current LEMA Model template have been raised. Local Government representatives noted that the current LEMA Model template includes excessive guidance instructions, general information and technical jargon that is not suitable for Local Government.

“One of my biggest frustrations with writing and reviewing LEMAs is that it has become like an emergency 101 document and basically telling people how to suck eggs...people who are using the LEMAs already know EM and if they don’t, they should...The document needs to be shorter, succinct...A quick outline of your local government and who’s who in the zoo... if necessary you can cross reference to State plans and policies using hyperlinks.” *Small Regional LG Representative*

“You need a grab and go version of LEMA for an actual emergency management.” *Large Metropolitan LG Representative*

“What we wanted was something we could pick up and just go step one, step two, step three, step four...A useful manual that fits into one little folder.” *Small Regional LG Representative*

While an overview of the local context, demographics and priority hazards of the district were considered important information to be included in LEMA documentation, there are calls for a ‘stripping back’ of the LEMA Model template. Furthermore, separating the preparedness and prevention information from the information needed for operational response and early recovery was proposed.

### Simplified presentation

Local Governments recommended an infographic-based approach to LEMA documentation and requested simple templates, checklists and flow diagrams that provide step-by-step guidance that is specific to the needs and responsibilities of Local Government during an emergency.

“Dot points, graphs and tables, are a lot easier to extract the information readily, rather than having to read through a wafting paragraph.” *Small Regional LG Representative*

“[LEMA] should be something that you can stick on the wall...a flowchart on how things are undertaken and what you should be doing.” *Small Regional LG Representative*

“I’d like to see [LEMA] written in a language that any Local Government officer could pick it up and actually understand it.” *Small Regional LG Representative*

## Information duplication

Local Governments raised the issue of the duplication of information across the suite of LEMA documentation and subplans, specifically with regards to welfare planning and recovery planning. It was emphasised that much of the information included in the Department of Communities welfare plans is replicated across the LEMA documentation. It was suggested that duplication issues are largely the result of EM legislation not keeping up with the changes in functional emergency management.

“Why are we replicating that information and who really needs to take on that body of work? The welfare plan is what Department of Communities [DoC] should be doing...if you are expecting local government to be managing welfare – I don’t have people to do that, I don’t have the resources to do that – let DoC manage that.” *Small Regional LG Representative*

“The [*Emergency Management Act 2005*] is 17 years old...Emergency management has changed drastically in that time”, noting that [the current LEMA model] templates require recovery to be included in LEMAs. But now you've got the standalone [Recovery] plan. So, you’re repeating something, because back in 2006 we didn't have standalone recovery plans...templates haven't kept up with that.” *Small Regional LG Representative*

## Opportunities for Improvement

- a) Structure LEMA documents more discretely into Disaster Risk Reduction, Incident Operations and Recovery (before, during, after).
- b) Shorten the main LEMA model template into two to three pages of critical information that can be used during a response and establish recovery that includes a local profile, resource register, critical infrastructure and contact lists.
- c) Strengthen LEMA's focus on Local Government resourcing logistics, public information and business continuity.
- d) Separate guidance and general emergency management information from the LEMA templates. Use hyperlinks to connect functional LEMA documents to State EM Framework guidance documents.
- e) Review welfare plan, recovery plan and LEMA templates to identify and remove duplication of information.

### 5.3 Issue 3: The LEMA model does not account for the different capacities and capabilities of Local Governments

#### Varying capability and capacity

It is evident that the current LEMA model does not adequately account for the various EM capacities and capabilities that characterise WA Local Governments. Small Regional Local Governments cited a lack of ongoing funding and human resources as barriers to fulfilling their legislative EM obligations. These findings reflect the results of both WALGA’s *2021 Local Government Emergency Management Survey*<sup>9</sup> which indicated that many Local Governments do not have the capacity to test their LEMA and the *State Capability Survey 2021*, which confirmed that the EM capability of Local Governments tends “to decrease with decreasing LG size and increasing remoteness.”<sup>10</sup>

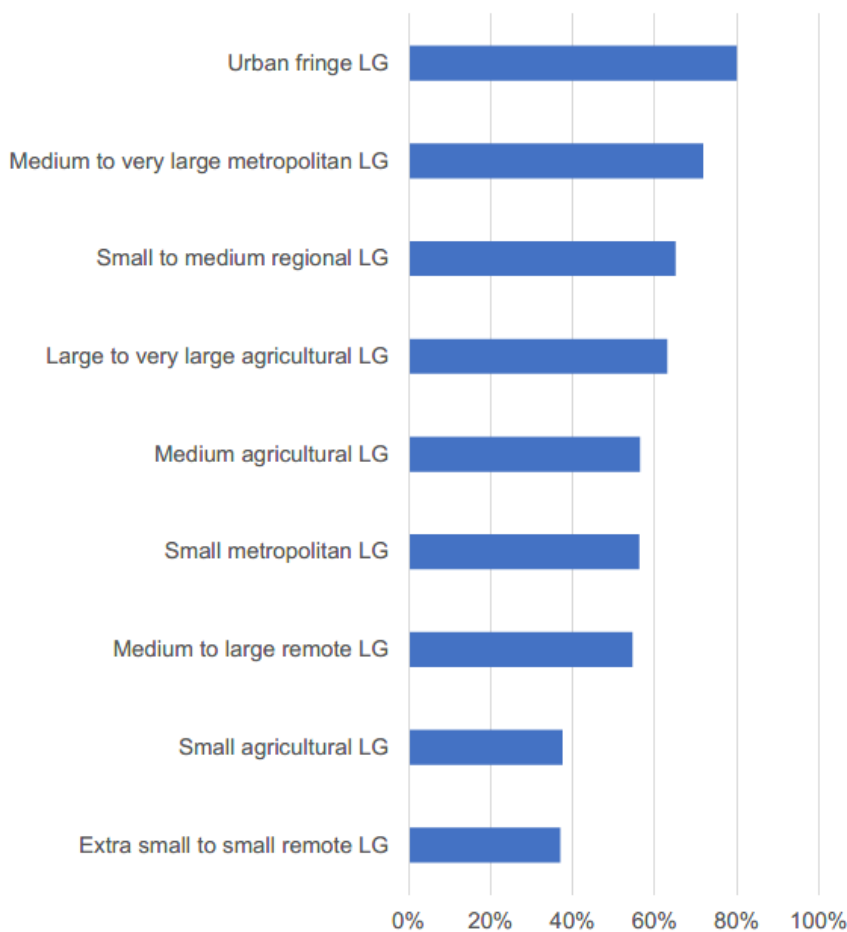


Figure 4: Average across 23 Capability Topics by LG Classification, WA 2021

<sup>9</sup> WALGA (2021) *2021 Local Government Emergency Management Survey*

<sup>10</sup> State Emergency Management Committee (2021) *Emergency Management Capability Summary: State-wide overview of Local Governments*

## Local Government funding for EM

A lack of ongoing funding to ensure current and effective LEMA was also emphasised by Local Governments. Currently WA Local Governments are eligible for the following funding to support with EM activities:

- [Local Government Grants Scheme \(LGGS\)](#) for bushfire brigade (and SES) capital and operating costs.
- [Disaster Recovery Funding Arrangements \(DRFAWA\)](#) for recovery following a disaster funded jointly by the State and National Governments.
- [National Disaster Risk Reduction \(NDRR\)](#) for priority areas outlined in the National Disaster Risk Reduction Framework and WA's Implementation Plan.
- [Mitigation Activity Funding \(MAFGP\)](#) for treatments in high bushfire risk areas in conjunction with the Bushfire Risk Management Program in which selected Local Governments received a funded position to develop a Bushfire Risk Management Plan.
- [All West Australians Reducing Emergencies Program \(AWARE\)](#) for capacity building and preparedness activities that fall under pre-determined priority areas.

Several Local Governments indicated that a more sustainable model of local-level EM funding was necessary to ensure that different aspects of LEMA can be regularly reviewed and exercised.

“There’s a belief you can get Local Government Grants Scheme LGGS funding [for LEMA], but it is very specific in what it funds. [EM] capacity building, recovery, community engagement is not funded through LGGS and there’s little scope in a Local Government’s municipal budget for that.”

*Small Regional LG Representative*

## EM Personnel and Training

While many larger Metropolitan Local Governments have designated EM staff to administer LEMA, several small Regional Local Governments expressed frustration regarding a lack of human resources and EM expertise to fulfill all their various EM responsibilities.

“In a small local government setting [LEMA] becomes a CEO responsibility.” *Small Regional LG Representative*

“In an ideal world, you would have a dedicated officer for emergency management. I don’t know how you fund that; you wouldn’t fund that out of local rates.” *Small Regional LG Representative*

The Community Emergency Service Managers (CESM) program was initiated in 2007 to encourage a comprehensive and ‘all hazards’ approach to EM at the local level through the provision of a position jointly funded by Local Government and DFES.<sup>11</sup> The CESM program aims to provide “the capacity to share the costs associated with the delivery of emergency management services and assist Local Governments to build safe and resilient communities”.<sup>12</sup> It is stated that CESMs may play a leading role in LEMA and thus “support the Local Government to comply with their relevant Emergency Management related legislative requirements”.<sup>13</sup> However, not all Western Australian Local Governments have access to a CESM to support them with their LEMA. Small Regional Local Governments without CESMs indicated that if they had access to a designated CESM they would take a leading role in developing and maintaining LEMA. These findings further reinforce WALGA’s position on the need to expand the CESM program to give all Local Governments the option to participate in the program.

“Some Local Governments have a CESM to support with LEMA but not us – I’ve been fighting for a CESM, but emergency management is left to me [the CEO].” *Small Regional LG Representative*

<sup>11</sup> Department of Fire and Emergency Services (May 2021) Community Emergency Services Managers Reference Manual

<sup>12</sup> Ibid

<sup>13</sup> Ibid

“A CESM would be invaluable in rolling out exercises...LEMA would definitely be part of that role. CESMs are very cost effective [and provide a] bridge between Local Government and DFES.” *Small Regional LG Representative.*

It is important to note however, that CESMs for some small Regional Local Governments had minimal or no involvement in LEMA. Local Governments whose CESMs were not actively involved in LEMA attributed this to the fact that their CESMs were too busy managing bushfire brigades and undertaking bushfire mitigation activities. Overall, Local Governments share the view that because LEMA documents have limited utility and are not linked to mitigation funding, other EM obligations such as bushfire risk management are prioritised. Further, it is evident that while the CESM program espouses the principles of Prevention, Preparedness, Response and Recovery (PPRR), in practice the program remains focused on bushfire mitigation and operational response. It was suggested that the CESM key activities outlined in the CESM business plan are too broad and need revising.

“The CESM’s workload is ridiculous. Where does LEMA sit in a priority? ...it’s one of those things...if it’s only [reviewed] every five years so it’s going to drop to the bottom of the priority list?” *Medium Regional LG Representative*

“The [CESM] is quite busy with mitigation work and doesn’t have time for LEMA planning.” *Small Regional LG Representative*

“[As a CESM], I have to maintain the LEMA, manage the bushfire brigades, which is a big commitment, and bushfire risk mitigation...I’m struggling to find the time to do everything.” *Small Regional LG Representative*

It remains questionable whether the CESM role is appropriately placed to play a leading role in LEMA. However, smaller Local Governments call for practical assistance and additional EM training to ensure they can maintain effective LEMA.

“[Local Governments need a specific ‘all hazards’ emergency management position that focuses on] reviewing policies, procedures, working on the LEMA and [with] the LEMCs, focusing on that space and not getting caught into the response or getting sucked into DFES rather than focusing on your local government.” *Small Regional LG Representative*

### Resource sharing between Local Governments

While a sub-regional model for LEMA may address some of the resourcing and duplication issues identified, many Local Governments do not favour such an approach. Local Government indicated that a sub-regional LEMA approach may only be suitable for Local Governments in close geographic proximity from each other, who share the same emergency risk profile. Some Local Governments believed their risk profile was too different from other Local Governments in their region to justify a sub-regional approach or a joint LEMA. Moreover, there was apprehension about the administrative implications of a sub-regional approach and the potential for it to result in even more redundant information. Overall, responses suggest that more flexible, hybrid LEMA options, which allow for either joint or stand-alone LEMA depending on the context and preference, should be considered.

It has been acknowledged that current LEMA processes and reporting requirements do not effectively capture or facilitate shared resource arrangements between Local Governments. Interviews with Local Governments agreed that establishing formal EM Memorandums of Understanding (MOU) are an important part of LEMA. However, Local Governments emphasised that it is the informal relationships between Local Governments that underpin resource sharing during and after an emergency event.

“[Resource sharing] just happens because it’s good practice and the spirit of Local Governments per se...over the years we’ve developed resource sharing without us having to write it down.” *Medium Metropolitan Local Government.*

While there is scope to encourage and even mandate formal resource sharing arrangements, increasing opportunities for informal EM knowledge sharing and relationship building between Local Governments may produce greater benefit.

## Opportunities for Improvement

- a) Design a scalable model for LEMA that acknowledges Local Government EM capability and maturity differences and guides continuous improvement in EM.
- b) Develop a more sustainable grant funding model for Local Government EM, including for LEMA.
- c) Review the role of the Community Emergency Service Manager (CESM) program in supporting LEMA.
- d) Initiate a Local Government Preparedness/Council Program that provides EM human resources support and skills development for Local Government.
- e) Strengthen resource sharing between Local Governments, both formally and informally.

### 5.4 Issue 4: The State Emergency Management Framework is complex and the role and responsibilities of Local Government are not clear

It is evident that the State EM Framework, which is comprised of legislation, policy, plans, procedures, and guideline documents, is complex and difficult to navigate. The State EM Framework does not provide a single document or point of call for Local Government that details their roles and responsibilities in EM.

“The [State EM framework] documents are 200 pages long...It was simpler when we had policy statements. You could pick up the policy statement for Local Government, go through it and comply with it.” *Small Regional LG Representative*

Local Governments indicated that a central repository of Local Government specific EM templates, tools and resources would be useful. More specifically, access to best practice examples of LEMA documents from Local Governments of various sizes, maturity and risk profile may assist Local Governments in developing more fit-for-purpose LEMA that corresponds with their specific EM resource capability and risk profile. One Local Government suggested that LEMA templates and examples should be designed to better reflect the different EM capability and capacity of Metropolitan and Regional Local Governments and consider the different band allocations of Local Governments. Local Governments also expressed a need for more practical resources that step Local Governments through managing an emergency.

“A one stop shop on a website where [Local Governments] could go to and get the details they need would be so much easier.” *Medium Regional LG Representative*

Several interviewees noted that Local Governments' role in EM response is limited to small-scale incidents. Therefore, it was recommended that the LEMA templates be redesigned to focus more specifically on the needs and roles of Local Government in managing an emergency. Templates that inform and guide Local Government EM standard operating procedures, exercising, post-impact assessment, public information and running community meetings were suggested.

“The current LEMA model assumes we are doing a lot more response work than we actually are. If it's anything that requires outside assistance, you're not using the LEMA, you are using whatever documents the appropriate Hazard Management Agency has in place...they'll be running it...Local Government will support but that is about it.” *Small Regional LG Representative*

“What would be useful in that shared repository is a set of standard templates...working out what’s going to be required by Local Governments but have it as a way of managing emergencies. Managing response is different to managing emergencies. Because in response, you’re dealing with the hazard, and in managing emergencies you’re managing the people affected by the hazard.” *Small Regional LG Representative.*

## Opportunities for Improvement

- a) Review and update the State EM framework to provide more clarity about the roles and responsibilities of Local Government in EM.
- b) Develop a singular tool or policy statement that outlines the roles and responsibilities of Local Government in EM.
- c) Develop a Local Government emergency management knowledge hub/central repository of useful reference materials, tools, templates, examples, and case studies.

### 5.5 Issue 5: LEMCs are not actively engaging in LEMA

Under section 38 of the *Emergency Management Act 2005*, Local Governments are required to establish one or more LEMCs for their local district. LEMCs are a non-operational committee, chaired by Local Government and comprised of representatives from a range of agencies, organisations, and community groups with the role of assisting with emergency preparedness at the local level.<sup>14</sup> A key role of the LEMC is to assist the Local Government in ensuring that LEMA are developed, tested and reviewed. While many Local Governments reported regular and well-attended LEMC meetings, it was reported that they are an underutilised mechanism to enhance local EM preparedness. Most Local Government interviewees indicated that their LEMCs have not been actively engaged in developing or maintaining LEMA.

“If you look at the LEMA and the LEMC, the most important part of those is the LEMC...that is, in the bringing together of the key stakeholders. While I’ve consulted with the LEMC about the LEMA, there’s not an active engagement around putting together the LEMA...As long as I write something that is based on the guideline documents they say it’s good to go...LEMA should be more of a [multi-agency] partnership arrangement around the preparation and adoption of LEMA that actually requires the key agencies, not just to have a look, but actually to get more involved and be co-signatories before the [LEMA] goes to Council for approval.” *Medium Metropolitan LG Representative*

“You come to the LEMC meetings with the LEMA document and ask members to please provide input into the plan or make suggestions for training and it’s like talking to a brick wall... They are there to give you a five-minute spiel about what they’re doing or they don’t come at all because they have got another meeting down the road talking about the same thing.” *Small Regional LG Representative*

The lack of engagement of LEMC in LEMA was attributed to the fact that LEMC members are often members of multiple LEMCs in the district and therefore experience EM meeting fatigue. It was also suggested that the five-year requirement for a major review of LEMA is too long, and that LEMA should be a living LEMC document that is continually updated, with a major review undertaken more regularly to ensure currency.

<sup>14</sup> Local Emergency Management Arrangements Guideline and Model (2021) <https://www.semc.wa.gov.au/emergency-management/guidelines/Documents/LEMAguidelineandmodel.pdf>

“I don’t think we are running our LEMCs as well as we could given the heads we’ve got in the room... We could do with more education in the LEMC space of what activities we could be doing...and how we could be workshopping the LEMA.” *Medium Regional LG Representative*

“Agencies aren’t interested in preparing or documenting LEMA...you put LEMA in front of them at a LEMC for their review and occasionally you’ll get comments but very infrequently...and then it gets adopted and signed off and waits for another five years.” *Small Regional LG Representative*

“There is confusion about LEMC being a Council Committee and LEMA being a council document. I think there needs to be a re-education because in the legislation it’s the responsibility of the LEMC to determine LEMA, not the Local Government.” *Medium Metropolitan LG Representative*

It was suggested that rather than focusing on agency updates, LEMCs should proactively contribute more to LEMA. In addition, LEMC Chairs and Executive Officers may benefit from further guidance about how to engage their members more actively in LEMA requirements.

## Opportunities for Improvement

- a) Review the function of the LEMC, membership, terms of reference, meeting frequency and role in developing and maintaining LEMA.
- b) Consider legislative reform that increases LEMC engagement in LEMA.
- c) Review the LEMC role in LEMA exercising and LEMA review requirements.
- d) Develop training and resources to support LEMCs take a more proactive approach in LEMA.

### 5.6 Issue 6: LEMA requirements are not well integrated with usual Local Government business activities and planning processes.

The *Local Government Act 1995* (LG Act) provides Local Governments with general powers to provide good governance for their district. Under the LG Act, Local Governments are required to produce a plan for the future. This is known as Integrated Planning and Reporting (IPR).<sup>15</sup>

IPR aims to facilitate a more strategic governance approach for Local Governments that connects community aspirations to operational functions.<sup>16</sup> The minimum requirements regarding IPR are briefly outlined in the [Local Government \(Administration\) Regulations 1996](#), which includes the preparation of a Strategic Community Plan for a 10 year period and a corresponding Corporate Business Plan for a four year period.

<sup>15</sup> Department of Local Government and Communities (now DLGSC) (2016) [Integrated Planning and Reporting: Framework and Guidelines](#)

<sup>16</sup> Ibid

The DLGSC provides a range of online resources for Local Governments, including the [IPR Framework and Guidelines](#). This document notes that Local Governments will have different approaches to IPR and that each Local Government should use IPR at a scale appropriate to the size, resourcing and circumstances of the Local Government and the community.

The IPR Framework and Guidelines recommends the development of a suite of Informing Strategies on specific issues (e.g., financial, asset management and workforce) that assist a Local Government to establish priorities within its resource capacity and deliver services, assets and projects required by the community.

The IPR Framework and Guidelines recommend that Local Governments consider strategic risks, such as natural disasters, in their Strategic Community Plan. However, a desktop scan of WA Local Government Strategic Community Plans revealed that while community safety is a priority and focus of many WA Local Governments, very few Strategic Community Plans mention disaster risk reduction/preparedness or include the LEMA document as an Informing Strategy in their IPR Framework.

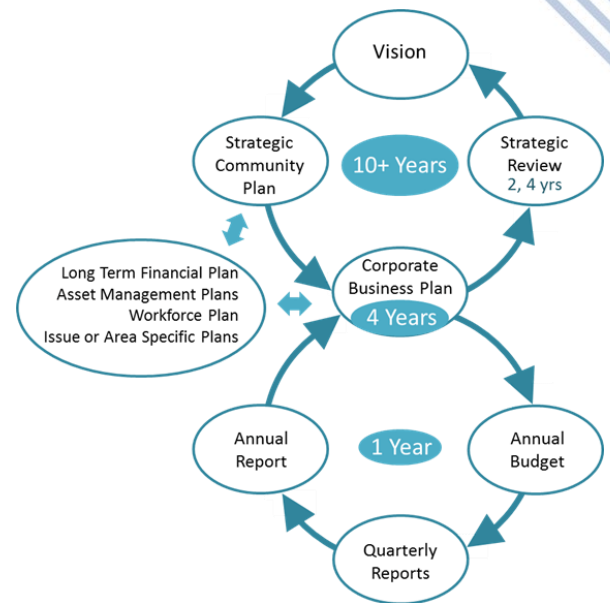


Figure 5: IPR Framework<sup>1</sup>

There were mixed views from Local Government interviewees regarding the merit of strengthening the alignment between the IPR requirements and LEMA. While some Local Government representatives argued that a better integration of LEMA and IPR was necessary to embed disaster preparedness into the culture of Local Government and mainstream EM across Local Government business activities, others were concerned it would be administratively onerous and inappropriate.

“The integrated planning process really does need to have a greater understanding of emergency management and it doesn't at this stage. I think the integrated planning process itself is the area where Local Governments say this is what is important to us. I think climate change is going to make emergency management an imperative.” *Small Regional LG Representative*

“In our current [Community] Strategic Plan, there are themes about safety and building resilience... without having to name the LEMA the linkage is there... I don't know if we want to take it further and have the LEMA as another document under the IPR.” *Medium Metropolitan LG Representative*

Concerns were also expressed about the prospect of LEMA becoming an Informing Strategy document that was in the public domain, requiring further community input. Further investigation of which aspects of LEMA should be communicated to the wider community to enhance resilience, and which parts should remain sensitive and secure is required.

## Opportunities for Improvement

- a) Support Local Governments to develop an EM preparedness plan/disaster resilience strategy as a public 'Informing Strategy' for their Strategic Community Plan, where the Local Government considers this appropriate.
- b) Ensure that response and recovery LEMA documentation which contains sensitive information remains private and confidential.
- c) Develop a Local Government EM Framework that strengthens best practice EM principles within Local Government culture and strengthens the alignment of EM with Local Government business activities and planning processes.
- d) Review the availability and content of relevant training for Elected Members and Local Government staff to ensure the role of LEMA in IPR is promoted as a consideration for Local Governments.



## 6 Next Steps

WALGA is committed to working closely with all levels of government and industry groups to ensure that Local Governments are represented and engaged in emergency management matters that affect their operations and community's disaster resilience. WALGA's Advocacy Position on Emergency Management provides:

*Local Governments in Western Australia play a significant role in emergency management. Both Commonwealth and State Government policy identify Local Government as a key player in community disaster resilience, preparedness and response. Local Governments however face a number of challenges in addressing their emergency management responsibilities, and these challenges differ greatly across the State.*

During the next phase of the LEMA Review WALGA will coordinate a collaborative engagement process with Western Australian Local Governments. This engagement process will consider the local-level EM developments of other jurisdictions and further explore the issues and opportunities outlined in this Issues Paper to inform the design of new LEMA approaches.

To comment on this Issues Paper and/or to express your interest in attending a LEMA Review Local Government Workshop please contact Simone Ruane, Project Lead LEMA Review, Phone: (08) 9213 2049 Email: [sruane@walga.asn.au](mailto:sruane@walga.asn.au). Further updates will be available on the website: <https://walga.asn.au/local-emergency-management-arrangements>

## **Department of Fire and Emergency Services Report for the Shire of Harvey Local Emergency Management Committee**

**Monday 12<sup>th</sup> September 2022**

### **STORM SEASON 2022**

Thanks to all the volunteers who assisted during the storm event during the week of 1<sup>st</sup> August 2022. There were 35 Requests for Assistance (RFA) in the DFES Southwest Region, most of which were for minor damage.

### **EXERCISES**

DFES held two local regional exercises in the past month, being a bushfire exercise in West Dardanup and a flood exercise in Collie and along the Collie River. Both exercises included local government and agency involvement in the operational aspects of the exercise and during Incident Support Group meetings which were held for both exercises. The South West District Emergency Management Advisor provided agency representatives with training on the ISG meetings as part of the exercise.

The State bushfire exercise is planned to be held at the Bushfire Centre of Excellence over the week of 12<sup>th</sup> September with the four State preformed bushfire teams participating during that week.

### **WA FIRE AND EMERGENCY SERVICES CONFERENCE 2022**

The 11th annual WA Fire and Emergency Services (WAFES) Conference will be held on Friday 9<sup>th</sup> and Saturday 10<sup>th</sup> September 2022 at Crown Perth. The WAFES Awards gala dinner will again round out the program on Saturday evening.

### **AUSTRALIAN FIRE DANGER RATING SYSTEM (AFDRS)**

The Australian Fire Danger Rating System (AFDRS) will go live on Thursday 1<sup>st</sup> September 2022 and has been developed using the latest science to be more accurate and relevant to where you live.

The AFDRS levels are:

1. Moderate: Plan and prepare.  
Most fires can be controlled. Check your bushfire plan. If you do not have a plan, make one by visiting My Bushfire Plan ([mybushfireplan.wa.gov.au](http://mybushfireplan.wa.gov.au)).
2. High: Be ready to act.  
Fires can be dangerous. Decide what you will do if a fire starts. Review your bushfire plan. If you do not have a plan, make one by visiting My Bushfire Plan
3. Extreme: Take action now to protect your life and property.

Fires will spread quickly and be extremely dangerous. Put your bushfire plan into action. If you do not have a plan, visit My Bushfire Plan to decide when you will leave and where you will go. If a fire starts, take immediate action. If you and your property are not prepared to the highest level, plan to leave early.

4. Catastrophic: For your survival, leave bushfire risk areas.

If a fire starts and takes hold, lives are likely to be lost. It may be too late to make a bushfire plan. Prepare your emergency kit and choose where you will go and different ways to get there.

- Stay safe by going to a safer location early in the morning or the night before.

The AFDRS will also introduce 'no rating' for days where bushfires are unlikely to spread in a dangerous or life-threatening way. On these days you still need to remain alert and abide by local seasonal laws and regulations.

You can find your daily Fire Danger Rating at:

- [emergency.wa.gov.au](http://emergency.wa.gov.au)
- [bom.gov.au](http://bom.gov.au)
- 13 DFES (13 3337)

During the restricted burning period you cannot burn under a burn permit on days where the Fire Danger Rating is High, Extreme or Catastrophic. Always check the Fire Danger Rating for your area before commencing any burning on your property.

During the restricted burning period you cannot light a fire outdoors for camping or cooking on days where the Fire Danger Rating is High, Extreme or Catastrophic. Always check the Fire Danger Rating in your area before lighting up.

During the restricted burning period restrictions may apply to agricultural or industrial activities. This varies across local governments - refer to your local government for more information.

An Extreme or Catastrophic Fire Danger Rating will trigger a Total Fire Ban. Other restrictions may apply to agricultural and industrial activities.

## **CLIMATE OUTLOOK**

BOM have released the latest climate outlook for August to October 2022 (issued 11<sup>h</sup> August) which is available at <http://www.bom.gov.au/climate/outlooks/#/overview/summary>.

- For the fortnight of 15 to 28 August, rainfall is likely to be above median for much of Australia.
- September to November rainfall is likely to be below median for south-western WA.

- For the fortnight of 15 to 28 August, maximum temperatures are likely to be below median for parts of south-western WA.
- September to November maximum temperatures are likely to be below median for much of the southern mainland.
- Minimum temperatures for the remainder of August through to November are likely to be above median nationwide.
- The negative Indian Ocean Dipole event, warmer than average waters around northern Australia, and a neutral to cool phase of the El Niño–Southern Oscillation, are likely to be influencing this outlook.

**Lee freeman**

**A/ District Officers Emergency Management**

**DFES South West Region**

## District Emergency Management Advisor – Report 1st Quarter 2022-23

### State

#### Local Emergency Management Arrangements (LEMA) Review

In late 2019 the State Emergency Management Committee (SEMC) approved a sector-led review of Local Emergency Management Arrangements (LEMA) requirements and responsibilities.

The request for a review was driven by reports from across the sector that current LEMA inclusions, processes for development and effectiveness are no longer fit-for-purpose, and that there is a need to consider other approaches that may better build, support, and communicate emergency management capability.

The State Emergency Management Committee (SEMC) Business Unit and the WA Local Government Association (WALGA) are working with key stakeholders to identify issues with LEMA and investigate and develop options for streamlining the LEMA process.

This is a significant opportunity to reshape the current LEMA and improve processes to better fit with the changing landscape of emergency management and ensure they are fit-for-purpose, contemporary, scalable, and sustainable.

After the LEMA review, a LEMA Improvement Plan will be developed, including an implementation plan.

The review consists of the following key activities:

1. Consultation and engagement with key stakeholders to obtain feedback on LEMA.
2. Prepare a draft consultation and recommendations report based on feedback.
3. Pilot projects or exercises to test new LEMA approaches.
4. Produce a LEMA Improvement Plan, including an implementation plan.

#### Funding

- The National Disaster Risk Reduction (NDRR) Grant Program applications closed on 6 May 2022.
- The applications for the All West Australians Reducing Emergencies (AWARE) Program, 2022-23, closed on 10 June 2022.

### District – South West

**COVID-19:** Department of Health (HMA) facilitates regular Operations Area Support Group (OASG) meetings. Additional OASG meetings are held to share time-critical information with the emergency management stakeholders and local government representatives.

**SW DEMC:** Next meeting is due on 11 October 2022.

## Local

- South West LEMA Review Workshop will be conducted on 14 September at the City of Bunbury. More information to follow on the workshop timings and invitation in due course.
- Copy of the Local Emergency Management Arrangement – Status is attached to this report. Please check the due date for the five-yearly LEMA reviews and allow a minimum of six months to complete the LEMA review process.

Number local governments		Number LEMCs	LEMA noted/submitted to SEMC	% Local governments with current required LEMA		
12		12	1	90%		
Local Government		LEMA Status	Date	Resolution No	Date of 5 year review	
Shire of Augusta Margaret River	Augusta Margaret River	Draft tabled at LEMC	3/10/2017	46/2017	3/10/2022	
Shire of Boyup Brook	Boyup Brook	Current	3/08/2018	52/2018	3/08/2023	
Shire of Bridgetown-Greenbushes	Bridgetown-Greenbushes	Annual review required	3/10/2017	46/2017	3/10/2022	
City of Bunbury	Bunbury	Current	6/03/2020	08/2020	6/03/2025	
City of Busselton	Busselton	Draft tabled at LEMC	8/12/2017	63/2017	8/12/2022	
Shire of Capel	Capel	Draft to tabled at LEMC	2/08/2016	40/2016	2/08/2021	
Shire of Collie	Collie	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Dardanup	Dardanup	Submitted to SEMC	2/08/2016	40/2016	2/08/2021	
Shire of Donnybrook-Balingup	Donnybrook-Balingup	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Harvey	Harvey	Annual review required	3/10/2017	46/2017	3/10/2022	
Shire of Manjimup	Manjimup	Current	6/03/2020	08/2020	6/03/2025	
Shire of Nannup	Nannup	Current	14/08/2020	50/2020	14/08/2025	

# SEMC COMMUNIQUE



August 2022

The State Emergency Management Committee (SEMC) met on 4 August 2022.

## Presentations

[Climate Change – Michelle Andrews, Director General Department of Water and Environmental Regulation](#)

The Department of Water and Environmental Regulation (DWER) are leading a whole of government climate change adaptation strategy. The strategy, expected to be completed by the end of 2022, will inform the development of an action plan by late 2023.

Important steps on the journey so far include the:

- Release of the Western Australia (WA) Climate Policy in November 2020.
- Establishment of the Climate Action portfolio.
- Appointment of WA's first Minister for Climate Change in early 2021.
- Launch of the [Sectoral Emissions Reduction Strategies](#).

Sectoral Emissions Reduction Strategies are a core commitment of the Western Australian Climate Policy. Strategies are being developed in consultation with business, industry research institutions and the community to transition our economy to net zero emissions. More than 90 per cent of the State's mining and energy companies, which contribute about half of the state's emissions, have set targets for net zero emissions by 2050 or earlier – demonstrating that there is an appetite for action.

The DWER have been invited by the SEMC Chair to attend future meetings as an observer and to provide ongoing expert advice to the SEMC.

[Western Australian Community Disaster Resilience Strategy – Sally Watkins, Department of Fire and Emergency Services](#)

Resilience is identified as a primary goal of emergency management in several national and international strategies and frameworks as part of the broader agenda to reduce disaster risk. Resilience is integral to all aspects of emergency management, before, during and after emergencies. It also needs long-term support and should become a central consideration across the prevention, preparedness, response and recovery spectrum.

The draft Community Disaster Resilience Strategy aims to provide the necessary guidance to support all Western Australians in increasing their disaster resilience, as well as to identify priorities for activities and projects and where to direct investment. The Outcomes Framework included in the Strategy provides a useful tool for the assessment of projects and emphasises the importance of monitoring and evaluation to inform progress in this space.

The implementation plan is structured as an 'opt-in' model, to allow for flexibility with resources, partnerships, funding applications and business cases to be developed and existing projects and activities to be modified where appropriate. It invites the sector to design projects and activities to align to the Strategy and implementation plan where possible.

Valuable feedback was gathered through the six-month consultation on the Strategy. It is anticipated that it will soon be released for final consultation so that stakeholders can see how their feedback has been incorporated.

The final draft Strategy and implementation plan is expected to be completed early 2023.

## Discussion Items and Outcomes

### SEMC Strategic Plan

SEMC endorsed updated strategic objectives that will place a greater considered emphasis on climate change and community focused outcomes. The endorsed strategic objectives are:

- **Collaborative Leadership:** Strong relationships enable informed decision-making among district and local emergency management leaders.
- **Effective Governance:** A coordinated and collaborative risk and evidence-based approach to emergency management that is trusted by the sector.
- **Capable Sector:** The emergency management sector has accomplished and innovative organisations and is known for its high performance and improvement culture.
- **Capable Community:** Build safer and more resilient community through a local approach to emergency management.
- **Climate Change:** The sector is prepared, willing and responsive to the impacts of climate change on emergency management.

An updated Strategic Plan will be considered at the October 2022 SEMC meeting.

### Climate Change Subcommittee

Endorsement was provided by SEMC to establish a Climate Change Subcommittee for an initial two-year period. Mr Nick Sloan, Chief Executive Officer of the Western Australian Local Government Association (WALGA), will be the Sponsor of the Subcommittee.

The SEMC Business Unit are drafting the Terms of Reference for the new Subcommittee and when these are completed, the SEMC Executive Officer will seek nominations from member agencies. The initial workplan of the Subcommittee will include:

- Identifying and evaluating the current situation within the sector, including:
  - existing climate change adaptation initiatives.
  - issues and needs, including capability gaps, barriers to climate change adaptation, future challenges and opportunities.
- Leading the development of an Emergency Management Sector Adaptation Plan aligned to the project scope.
- Supporting the integration of climate change adaptation into the Emergency Management Framework.

It is expected the first meeting of the Climate Change Subcommittee will be held in December 2022.

## SEMC Subcommittee and Reference Group Review

The objective of the SEMC Subcommittees and Reference Group review is to establish an effective and relevant subgroup structure that supports SEMC to achieve its strategic objectives.

The review will examine the reporting relationship between the subgroups and the SEMC to identify areas of governance improvement. It also aims to align groups so they can successfully realise the objectives of the updated SEMC Strategic Plan.

## District and Local Emergency Management Committee Review

The objective of the District Emergency Management Committee (DEMC) and Local Emergency Management Committee (LEMC) review is to:

- Establish clear roles, responsibilities, functions, and governance for DEMCs and LEMCs so they can achieve the strategic objectives of SEMC.
- Identify improvements to the governance arrangements and capabilities that will increase effective and efficient management outcomes.
- Create a shared understanding of the SEMC expectations of DEMCs and LEMCs.

## Philanthropic Framework

The SEMC have endorsed the development of a Philanthropic Framework that will:

- Establish clear roles, responsibilities, functions, and governance arrangements for engagement with philanthropic and private organisations.
- Establish engagement principles with an emphasis on governance and assurance.
- Develop a communications strategy to promote the Framework across the emergency management sector.
- Align with and support relevant outcomes from the review of the State Recovery Framework and other synergies across the recovery field.

Recommendations for the development of a Framework are due to be presented to SEMC in March 2023.

## Animal Disease and Pest Risk

The Department of Primary Industry and Regional Development (DPIRD) is currently undertaking significant planning, monitoring and prevention activities, to protect Australia from the spread of a number of high profile and highly damaging animal, pests and diseases. These include:

- Varroa mite (a pest of honeybees).
- Foot and mouth disease (a disease affecting cloven hoofed animals with wide ranging consequences).
- Fire ants (a significant invasive insect pest).
- Lumpy skin disease (a disease of buffalo and cattle, carried by flying biting insects).

DPIRD is grateful for the support of the public to prevent the spread of these problems. If any of these risks gains a foothold, the economic and social costs will be extremely significant.

## Consultation

The SEMC has responsibility for the development, maintenance and review of Emergency Management plans, policies, and documents. To ensure arrangements maintain their relevancy and ability to manage emergencies in WA, they must undergo continuous improvement.

There are a number of plans that are scheduled for consultation in the coming period:

- State Emergency Management Roles and Responsibilities Review.
- Funding for Emergency Responses Arrangements.

Following EM sector consultation, the State Emergency Management Policy Branch, in collaboration with the Funding for Emergency Responses Working Group, will consider feedback for endorsement by the Response Capability Subcommittee.

For further information on the State Emergency Management Framework consultations, please contact [semc.policylegislation@dfes.wa.gov.au](mailto:semc.policylegislation@dfes.wa.gov.au).

## GENERAL UPDATES

### Grant Program Updates

The National Disaster Risk Reduction (NDRR) grant program is established under a National Partnership Agreement (NPA) on Disaster Risk Reduction (2019-2024). It seeks to proactively reduce the risk and limit the impact of disasters associated with natural hazards on Western Australian communities and economies. The 2022/23 grant round is progressing, and announcements will be made following the completion of the State and Commonwealth approval process.

The 2022-23 round of the All West Australians Reducing Emergencies (AWARE) grant program is in the final stages of approval.

The SEMC endorsed a two-year schedule for both grant programs:

Year	2023-24		2024-25	
	NDRR	AWARE	NDRR	AWARE
Round Open	24 April 2023	16 August 2023	25 April 2024	16 August 2024
Round Close	29 May 2023	20 September 2023	29 May 2024	20 September 2024
Assessment	3 July 2023	24 October 2023	3 July 2024	25 October 2024
Anticipated announcement	September 2023	January 2024	September 2024	January 2025

Further information on the NDRR and AWARE grant programs is available at <https://semc.wa.gov.au/funding>.

Please contact [semc.grants@dfes.wa.gov.au](mailto:semc.grants@dfes.wa.gov.au) for further information on the grant programs.

## Local Emergency Management Arrangements Review

In late 2019 the SEMC approved a sector-led review of Local Emergency Management Arrangements (LEMA) requirements and responsibilities.

The SEMC and the WALGA project leads are working with key stakeholders to identify issues with the LEMA and investigate and develop options for streamlining the process.

Discussion papers to guide the consultation process have been finalised and one-on-one engagement has commenced. Local government workshops are scheduled for September. Consultation is expected to finish in early October and an outcomes report will be drafted based on stakeholder feedback.

At the completion of the review in June 2023, a LEMA Improvement Plan – including an implementation plan – will be developed.

The LEMA Review will provide valuable insights for the review of LEMCs as approved by SEMC.

More information on the LEMA Review can be found on the [SEMC website](#). If you have feedback or questions, get in touch at [LEMAreview@dfes.wa.gov.au](mailto:LEMAreview@dfes.wa.gov.au).

### Discussion paper mid-2022

- Develop discussion paper to guide consultation phase

### Consultation mid- to late 2022

- Engagement with identified key stakeholders

### Review and reporting late 2022

- Draft outcomes report

### Design early 2023

- Test new LEMA approaches with local governments

### Next steps mid-2023

- Approve LEMA Improvement and Implementation Plan

## Next meeting of the SEMC

The next meeting of the SEMC will be held on Thursday 13 October 2022.

## Contact Us

If you have feedback or questions, get in touch at [info@semc.wa.gov.au](mailto:info@semc.wa.gov.au)