DOWERIN LOCAL EMERGENCY MANAGEMENT COMMITTEE

NOTICE OF MEETING - AGENDA

Tuesday 9 March 2021 at 11.00am

St John Ambulance Building, Memorial Ave, Dowerin

1.   Welcome, Attendance & Apologies

2.   Minutes of Previous Meeting
Recommendation:
That the minutes of the Local Emergency Management Committee Meeting held on 4 August 2020 be confirmed as a true and correct record of proceedings.
(Attachment 2.1A)

3.   Business Arising

3.1   State Risk Workshop – this joint project between the Shires of Dowerin, Dalwallinu, Victoria Plains & Wongan-Ballidu was scheduled to be conducted in May 2020 at the Wongan Hills Community Resource Centre. It has previously been recommended that this be postponed until after the State of Emergency has been lifted.

The Shire of Dalwallinu have decided to conduct a workshop individually as they believed there could be better local turnout and input if it was held locally. The Shire of Victoria Plains are not in a position to conduct a workshop at the moment. There is an option to still conduct a joint workshop with the Shire of Wongan-Ballidu (although confirmation of whether they are in a position to conduct a workshop, or not, is yet to be confirmed) or the Committee can conduct a workshop individually.

It is suggested that, if conducted individually, a workshop could be held in conjunction with a future LEMC meeting focusing on three main risk areas and would likely take around 2 hours, in addition to the meeting.

The Committee are requested to consider whether to conduct a workshop jointly with the Shire of Wongan-Ballidu (should that be an option for them) or to conduct it individually. Should the latter be the preferred option it is suggested that June be the selected month due to the availability of Yvette Grigg and following seeding.

4.   Standing Items

4.1   Agency Updates

4.2   Contacts & Resources List – Committee Members are requested to advise of the necessary updates to this List (Attachment 4.2A)

5.   General Business

5.1   LEMC Drill/Exercise – the Committee had considered conducting a desktop exercise in October 2020. It has previously been recommended that the proposal to conduct an exercise be postponed until after the State of Emergency has been lifted, however the Committee may wish to revisit that decision. If an exercise was to be conducted it is suggested this be after seeding to allow appropriate time for the event to be planned and implemented. An option could be to conduct a drill/exercise at the same time as the above risk project (Item 3.1) however time commitments would need to be considered. The matter is listed for discussion.

5.2   COVID-19 Working Group – the Working Group, consisting of the Shire, Police, CRC and DDHS, meet regularly to discuss local issues, however the direction of the group has changed somewhat from responding to the pandemic to becoming more of a stakeholder consultation regarding local matters. Members of the Group may wish to provide an update to the LEMC on the current focus.

5.3   NEWROC Exercise Report – a copy of the report on the exercise conducted on 28 October 2020 is provided for the Committee's information (Attachment 5.3A).

5.4   WALGA's Involvement in an Emergency – correspondence has been received from WALGA explaining WALGA's involvement during an emergency and how it may seek local government

input into those processes. The matter is provided to the Committee for information should there be a need to utilise the consultation and engagement processes available (Attachment 5.4A).

5.5   Dowerin Crisis Coordinator/Counsellor – Carol McDonald took over the duties of this role from Norma Metcalf however Carol has since had to resign from the position. The Committee are requested to identify member(s) of the community who may be able to undertake the role as a Committee representative, should it be required.

5.6   2019 Capability Summary for Dowerin – the Summary has been prepared by the DFES State Capability Team, on behalf of the SEMC and is based on responses to the 2018 and 2019 state emergency management capability survey, focusing on areas of highest capability and the aspects that may require more attention.

The Summary can be used for a variety of purposes, such as:
- Facilitating and guiding emergency management planning
- Informing the Local Emergency Management Arrangements (LEMA)
- Informing the Committee business plans and activities
- Informing EM exercising in line with the State Exercise Framework requirements

The Summary is provided for the Committee's information and may be useful in consideration of Item 3.1 above. (Attachment 5.6A)

5.7   Any other business
Committee members may wish to raise other matters for consideration/discussion.

6.   Next Meeting
The next meeting is scheduled for 11.00am on Tuesday 4 May 2021, however the decision on Item 3.1 may affect that meeting date and time.

7.   Close

	Local Emergency Management Committee Dowerin
	Minutes 1 Tuesday 4 August 2020 Held via electronic means

ABBREVIATIONS
Crisis Care   CC
Department of Communities – Emergency Services Unit   DC
Department of Fire & Emergency Services   DFES
Strategy & Emergency Management Command   SEMC
Dowerin Bush Fire Brigade   DBFB
Dowerin Community Resource Centre   DCRC
Dowerin District High School   DDHS
Dowerin Events Management   DEM
Dowerin St John Ambulance   DSJA
St John Ambulance   SJA
Shire of Dowerin   SoD
WA Police   WAP

1.	WELCOME, ATTENDANCE AND APOLOGIES

The Chair, Cr Hudson, welcomed those in attendance and declared the meeting open at 11.00am.

In Attendance:
Darrel Hudson   SoD - Shire President (Chair)
Rebecca McCall   SoD – CEO
Lynley Arnott   DCRC – Coordinator
Maxi McDonald   SJA – Community Paramedic
Jo Spadaccini   DC – District Emergency Service Officer Wheatbelt
Daniel Hendriksen   DFES Northam – Area Officer Upper Wheatbelt
Nadine McMorran   DEM - Chair
Yvette Grigg   DFES – District Emergency Management Advisor
Vanessa Green   SoD – Executive & Governance Officer

Apologies:
Adrian Bailey   WAP – Officer in Charge
Barb Garner   DDHS - Principal
Denise Sutherland   SJA - Chair
Darren Gillis   WAP – Officer
Carol McDonald   CC – Local Representative
Paul Millsteed   DBFB – Chief Bush Fire Control Officer

2.	CONFIRMATION OF MINUTES

Moved: Maxi McDonald   Seconded: Rebecca McCall
That the minutes of the Local Emergency Management Committee meeting held on 5 May 2020 be confirmed as a true and correct record of proceedings.
                                                                    CARRIED

3.	BUSINESS ARISING FROM PREVIOUS MINUTES

3.1   State Risk Project – this joint project between the Shires of Dowerin, Dalwallinu, Victoria Plains & Wongan-Ballidu was scheduled to be conducted on Thursday 28 May 2020 at the Wongan Hills Community Resource Centre. The Committee considered the potential to conduct the project in October 2020, however that may be dependent on the status of the pandemic and other priorities at the time. Therefore, it is recommended that this be postponed until after the State of Emergency has been lifted.

4.	STANDING ITEMS

4.1   Agency Updates

DCRC
- Visitors are flowing through, looking at planning a couple of events, but with an eye on the COVID situation in the eastern states and therefore not engaging outside speakers/entertainers so that cancellation is not a major problem

DSJA
- Things have mostly been quiet, CD training is almost finished, the Sub-Branch is looking for Admin Officer, otherwise watching the eastern states situation closely

SoD
- Les Vidovich, Manager Works & Assets has commenced employment on 20 July, the Contacts Register will be updated accordingly
- All facilities have reopened with safety plans in place and the necessary courses completed, not experiencing any issues to date

DFES
- Business as usual, lots of training being planned with dates for the Dowerin brigades yet to be determined
- Impact Statement distributed which outlines the impacts across the district and what actions have been taken to date. The Statement has a direct link to the State Recovery Plan which has four main focus areas. Hope to catch up with relevant agencies in the next few months

DEM
- No event this year, have relocated the office to the main street which is currently open on Tuesdays and Thursdays, anyone is welcome to call in

DC
- Still based out of Perth coordinating the 13 COVID Support Line for the Department. District offices are equipped to respond to any incidents in the Wheatbelt. Although I am in Perth I am travelling with my full kit and can be released at any time to respond as required.
- During next month contact will be made with local governments to update the Local Welfare Plans and arrange any training that is requested.

4.2   Contacts & Resources Register Update
The Contacts & Resources Register was circulated, with members requested to provide updates and amendments on the contents relevant to their agency.

5.	GENERAL BUSINESS

5.1   LEMC Drill/Exercise – The Committee had considered conducting a desktop exercise on Tuesday 13 October 2020 however DFES have advised that due to COVID-19 it is not likely that resources will be available to conduct the exercise until early next year, at the earliest. As most emergency management requirements have otherwise been put on hold due to the pandemic, it is recommended that the proposal to conduct an exercise be postponed until after the State of Emergency has been lifted.

5.2   COVID-19 Working Group – the Working Group, consisting of the Shire, Police, CRC and DDHS, continue to meet regularly to discuss local issues, however the direction of the group has changed somewhat from responding to the pandemic to becoming more of a stakeholder consultation regarding local matters. The Group will continue to meet regardless of the COVID-19 pandemic.

5.3   Any Other Business - Nil

6.	NEXT MEETING

The agenda listed the next meeting as being scheduled for Tuesday 3 November 2020 at a venue yet to be decided commencing at 11.00am, however that is Melbourne Cup Day hence there may be limited attendance due to other events. Therefore, the next meeting date will be determined amongst the Committee closer to the time.

Maxi advised his contract is due to expire and he will be leaving Dowerin around the end of October. Notification is yet to be received on his replacement. Cr Hudson thanked Maxi for his efforts and input into the Committee during his time here and wished him all the best.

7.	MEETING CLOSED

There being no further business the Chair thanked those in attendance and closed the meeting at 11.15am.

North Eastern Wheatbelt EM Training and Exercise day
Exercise Report
(Shires of Mt Marshall, Trayning, Koorda, Nungarin, Wyalkatchem and Mukinbudin)
28 October 2020

1. EXECUTIVE SUMMARY

A series of emergency management training days have been held across the Wheatbelt, facilitated by the Wheatbelt District Emergency Management Advisor. The training includes basic emergency management principles and the application of those at the local level and introduces the capability framework and how that is used in contemporary emergency management work. There is also a recovery component with a focus on the benefits and processes around the development of the Impact Statement.

The day culminates in a discussion exercise. The aim of which is to;

> *"Raise the awareness of Shire staff, elected Council members and the LEMC members regarding emergency management responsibilities and processes to enhance preparedness for the coming summer season."*

The scenario was based on a widespread flood event resulting from a decaying cyclone which had significant impacts in the four recovery environments of social, natural, economic and built.

This report outlines some of the outcomes and discussions from the exercise held in Trayning on the 28th October. 2020.

Outcomes

While detailed outcomes are provided in the following page the following points provide a summary of the key issues that came from the discussion.

1. A pre-event communication plan socialized within the community would be helpful.
2. COVID 19 restrictions may raise challenges during evacuations. A number of evacuation centres may need to be set up due to physical distancing and the need to keep vulnerable community members separate. The Department of Communities may not have the capability to run a number of different centres dependent on other events in the state.
3. Small local government personnel wear many hats in the community, and the extra resources required to manage an evacuation centre with COVID 19 precautions will likely be outside these local government's capacity. Informal partnering agreements exist within the North Eastern Wheatbelt District to assist.
4. Managing recovery can be onerous and long term. Business continuity plans for all agencies and internal local government fatigue management strategies are essential.
5. WACHS has plans for taking the aged and vulnerable during evacuations.
6. If COVID 19 restrictions/risk is in place, Health advice will be needed at IMT/ISG and evacuation centres.

Actions

1. This report to be tabled at the next meeting of the LEMC for further detailed discussion and action as appropriate.

2. Local Governments in the NEWROC discuss the need to formalise MOUs/ partnering agreements for assistance, particularly in regard to resource sharing during evacuations and recovery.
3. Continue to liaise with WACHS in regard to provision of health advice during response, into evacuation and recovery if COVID 19 is a consideration at that time.

2. TABLE OF LESSONS IDENTIFIED

#	Capabilities	Exercise Objectives	Outcomes / Lessons Identified
1.1	Emergency Response Command Control and coordination. 6.1 Pre-established and well understood protocols and structures exist that define the interrelationships between stakeholders during an event and facilitate effective command, control and coordination. Agency Interoperability 6.7 Effective and interoperable communication systems (including incident management systems) exist to allow seamless communications during an emergency.	To test agencies understanding of the multi-agency support processes and encourage cross agency understandings of capability and limitations.	Incident Support Group practiced by agencies for understanding of their roles and functions. Importance of multi-agency support to the incident to ensure the community is supported is well understood. LG, including CEO, president or recovery coordinator need to maintain situational awareness by being present at the ISG. Importance of ISG to keep all member agencies up to date and informed. Pre-event communications plan should be developed within the LEMC with local communication strategies including where to muster for information, reminder to utilise car radios for ABC bulletins if the power is out, reminders to share any satellite phone numbers with each other and any other means of communication that the LEMC would like to share with their community. Details can be discussed further at LEMC meetings.
1.2	Evacuation 6.3 Agencies have the resources and skills to undertake both directed and voluntary evacuation of both people and animals. 6.4 Suitable sites have been identified and are available that maintain the provision of critical goods and services.	To test and raise awareness of evacuation procedures, centres and first actions for welfare.	Discussions around COVID 19 impacts on evacuees, in particular vulnerable groups such as the aged and frail. Where to take them, ie perhaps a temporary muster point while family and friends are contacted. If multiple evacuation centres were required due to physical distancing limitations, resources would be greatly stretched, and assistance required.

			An aged care district plan was mentioned – WACHS have a clear plan to assist the vulnerable. Importance that animals play in the decision of residents to evacuate was discussed. Important that there is somewhere people can take pets to ensure they evacuate in a timely manner. Ensure messaging includes that pets are welcome, not in the evacuation centre, but perhaps to an open space nearby.
1.3 & 1.4	Impact Management and recovery coordination 7.3 Agencies have the ability to undertake and complete Impact assessments across the natural, built, social and economic environments. 7.4 Agencies have the resources and skills to support impacted communities to manage their own recovery and achieve the best possible outcome. This includes reconstruction and restoration of natural, built, social and economic environments. 7.5 Recovery arrangements are in place following a major emergency. This should include engagement between HMAs, local government, NGOs, industry and communities and should consider long term impacts.	To practice and raise awareness of the process around the Impact statement. To discuss processes and capabilities and identify any • Useful strategies • Existing gaps That could be actioned to improve the emergency management arrangements within the Shire.	Impact Statement familiarity session. Awareness of importance of summary of impacts and contacts as a solid foundation for the beginning of recovery. Recovery issues and strategies discussed. • Well planned and well executed public information campaigns are vital. • They need to be two-way, input and feedback should be sought from your community over a period of time. • Affected residents will have a great need for ongoing information, consider having information at evacuation centres, similar to one stop shops. • Streamlining of re building process, including cutting red tape and waiving of fees. • Safety and welfare paramount and will direct initial actions.

			- Be mindful of economic impacts and use local supplies and businesses where possible. - Empower the community by ensuring self-determination and local decision making. - Initiate programmes to stimulate the community morale and economic growth
2.	Planning and Mitigation Business continuity planning 4.8 Business continuity plans are in place across government, industry and business and consider specific risks.	To raise awareness in regard to the importance of continuity planning and fatigue management strategies, particularly in local government.	Business continuity plans and partnering agreements with neighbours and industry were discussed. Informal agreements with neighbours exist. Discussion around whether this should be formalised. A NEWROC decision. Fatigue management was discussed. Ideas that could be captured in the LEMA include, rosters that are applied early, multiskilling of employees to share tasks, constant monitoring, rotation of staff between high demand frontline recovery roles and more normal BAU roles to reduce intensity of work.
3.	Governance EM Plans 1.4 Emergency Management plans are regularly reviewed, exercised and tested.	To test the currency and effectiveness of the Local Emergency Management Arrangement Arrangements (LEMA) and raise awareness of the content with across all LEMC members.	Some of the outcomes, strategies and gaps as listed above could be used to update the LEMA.

3. ATTENDANCE SHEET

Name	Position	Agency
Tracey McMiles	Finance	Shire of Koorda
Lana Foote	D/CEO	Shire of Koorda
Leanne Parola	CEO	Shire of Trayning
Belinda Taylor	MOCS	Shire of Trayning
Daniel Hendriksen	Area Officer	DFES
Darren Simmons	CEO	Shire of Koorda
Tony Sachse	President	Mt Marshall
John Nuttall	CEO	Mt Marshall
Meg Wyatt	CSO	Shire of Mt Marshall
Subin Daniel	HSM	Wylie/Koorda Hospital
Casey MacPherson	D/Chair	Wylie SJA
Jay Hammond	Chair	Wylie SJA
Debbie Moss	EMT	Wongan SJA
Lorrice Richards	EMT	Wongan SJA
Leah Boehme	Principal	Bencubbin Primary School
Bruce Gibson	Principal	Mukinbudin Primary School
Jethro Sobejko	Principal	Trayning Primary School
Stephen Thomson	Works Supervisor	Shire of Trayning
Maxi MacDonald	Paramedic	SJA
Scott Rastall	Paramedic	SJA
David Waters	Leading Hand	Shire of Mukinbudin
Phil Smith	Machine Operator	Shire of Mukinbudin
Mark Tobiassen	OIC	Merredin Police
Parthiv Parekh	Mgr of Finance	Shire of Trayning
Pippa de Lacy	President	Shire of Nungarin
Chris Thompson		WA Police
Jo Spadaccini	DESO	Dept Communities
Joanne Randall	HSM	Kununoppin Hospital
Nerida Woodfield	Clinical NSC	Kununoppin Health Service
Rob Duffey		Bencubbin Police
Ally Bryant	Mgr Corporate	Shire of Wyalkatchem
David Johnstone	OIC	WA Police
Steven Clegg	OIC	Mukinbudin Police

23 December 2020   **Our Ref: 05-024-03-0004**

Via email: CEO@dowerin.wa.gov.au

Ms Rebecca McCall
Chief Executive Officer
Shire of Dowerin

Dear Ms McCall

I wanted to reach out as we head into the bushfire and cyclone season, to explain WALGA's involvement during an emergency and how we may seek your input into the processes we are engaged in.

In the event of an emergency in your community, while you are attending District EM Committees and Operational Area support group meetings, WALGA will maintain situational awareness through the All Hazards Liaison Group (AHLG) teleconferences convened by DFES (as the Hazard Management Agency), along with frequent engagement with your District Emergency Management Advisor and the State Recovery team.

The AHLG includes representatives from all of the agencies involved in emergency management in Western Australia. WALGA will not contact your Local Government in the event of an emergency, as we know you will be engaged in response activities. However, if you have any questions or concerns that you would like to raise with the WALGA Emergency Management policy team or through the AHLG, please do not hesitate to call WALGA Emergency Management on 0438 967 185, or email em@walga.asn.au

Should the State decide to call a State Emergency Coordination Group (SECG) meeting for an emergency (in addition to COVID-19), I will attend that meeting to represent the Local Government sector alongside senior State Government officials and key related stakeholders. The overarching purpose of the SECG is to ensure front line services are across details of the emergency and can coordinate clear actions in the best interest of community safety for WA.

I wanted to advise you of this as I may need to contact you if an SECG meeting is called in an emergency situation to enquire if you have any major concerns that you would like me to communicate to senior officials that require immediate attention.

(Continues on next page)

ONE70, LV1, 170 Railway Parade, West Leederville, WA 6007
PO Box 1544, West Perth, WA 6872
T: (08) 9213 2000 F: (08) 9213 2077
info@walga.asn.au
www.walga.asn.au

To assist in this you may wish to consider any impacts or issues relating to:

- ***Community*** – how are they impacted, is there a segment of your community that requires additional support, vulnerable areas, Aboriginal communities, etc.
- ***Economic*** – likely impacts to business continuity, tourism, or industry, etc.
- ***Social Setting*** – are you working with WA Police, Education Department, Government agencies and social service providers? Are there any concerns or issues at this stage, or likely to evolve?
- ***Governance*** – does your Local Government have enough resources and the required capabilities to deal with the incident? Please flag any additional resource requirements that you may need.
- ***Infrastructure*** – Is there any major damage to your infrastructure or that which is required by your community.
- ***Environment*** – Are there natural or cultural assets that require protection or may have been impacted?
- ***COVID-19*** – Is COVID-19 impacting on your capacity to respond to the emergency? Do you require additional resources or information in order to respond in a COVID-safe way?

As always, please do not hesitate to contact me as required.

Yours sincerely

Nick Sloan
Chief Executive Officer

Government of Western Australia
State Emergency Management Committee

Our Ref: D14378, 21/013971
Enquiries: semc.capability@dfes.wa.gov.au
Telephone: (08) 9395 9901

EMERGENCY MANAGEMENT CAPABILITY SUMMARY 2019

Dear Sir/Madam

I hope that you are safe and well.

The SEMC is pleased to provide you with an individual summary of your local government's emergency management (EM) capability. The summary is based on your local government's responses to the Annual and Preparedness Report Capability Survey in 2018 and 2019, which in turn is based on the SEMC's Emergency Management Capability Framework.

The emergency management capability summary provides an overview of your local government's capability in 2019, focusing on where it reports high capability and which aspects may need more attention. The summary also provides information on how your local government's reported capability has changed between 2018 and 2019, and how it compares to the average capability of other similar local governments.

Please note that this summary is <u>not</u> a public release document – it is provided for your local government's own use. The summary may be useful for a variety of purposes, such as facilitating EM planning, informing EM exercising in line with the State Exercise Framework requirements, supporting internal business cases, highlighting areas of success, and informing Local Emergency Management Arrangements (LEMA).

We appreciate your local government's valuable contribution in completing the Annual and Preparedness Report Capability Survey each year. If you have any questions or require further information, please do not hesitate to contact the DFES State Capability Team on semc.capability@dfes.wa.gov.au.

Yours sincerely

Dr Ron F Edwards
CHAIR
STATE EMERGENCY MANAGEMENT COMMITTEE
02/03/2021

Government of **Western Australia**
State Emergency Management Committee

2019
SURVEY

EMERGENCY MANAGEMENT
CAPABILITY SUMMARY

Prepared for
Shire of Dowerin

The State Capability Project, undertaken by the DFES State Capability Team on behalf of the State Emergency Management Committee (SEMC), is an initiative of the State Government of Western Australia and is joint funded under the Commonwealth Government's National Partnership Agreement on Natural Disaster Resilience.

An Australian Government Initiative

Disclaimer

The information contained in this document is provided by the SEMC and the DFES State Capability Team voluntarily as a public service. The results presented are based on responses provided to the Annual and Preparedness Report Capability Survey in 2018 and 2019. The SEMC and the DFES State Capability Team expressly disclaim liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect, arising from such act or omission.

Front cover image

Courtesy of Grant Wilson

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Contents

Executive summary

This document provides a summary of the emergency management capability for the Shire of Dowerin.

It is based on responses to the Annual and Preparedness Report Capability Survey in 2018 and 2019. Capability is measured in line with the State Emergency Management Committee (SEMC) Emergency Management Capability Framework. It is described using the 23 capability topics relevant for local governments (LGs).

This summary focuses on where the Shire reports high capability and which aspects may need more attention. It also provides information on how the Shire's capability has changed between 2018 and 2019, and how the Shire compares with other small agricultural LGs.

The DFES State Capability Team anticipates that this report will assist the Shire in identifying areas for improvement, and to guide its strategies, priorities and actions. This capability summary is provided to the Shire for its own use.

In 2019 the Shire reported highest capability for:

Essential Services Protection

Evacuation/Welfare Centres

Impact Assessment

In 2019 the Shire reported lowest capability for:

Situational Assessment

Sector Information Sharing

Natural Buffers

Finance and Administration

Risk Assessment

The Shire reported greatest capability reductions from 2018 to 2019 for:

Sector Information Sharing

In 2019 the Shire reported notably lower capability than the similar LG average for:

Situational Assessment

Sector Information Sharing

Finance and Administration

1. Introduction

This document provides an emergency management capability summary for the Shire of Dowerin.

It provides an overview of the Shire's capability in 2019, focusing on where it reports high capability and which aspects may need more attention. The summary also provides information on how the Shire's capability has changed between 2018 and 2019 and how the Shire compares with other similar local governments (LGs). The Shire has been classed as a small agricultural LG.

1.1.   The survey and the State Capability Framework

This capability summary report is based on responses to the Annual and Preparedness Report Capability Survey in 2018 and 2019. The DFES State Capability Team conducts this survey on behalf of the State Emergency Management Committee (SEMC). The survey was completed by 156 organisations in WA in 2019, including 127 local governments.

The survey questions measure capability in line with the SEMC Emergency Management Capability Framework. The framework describes the State's collective ability and capacity to prevent, plan for, respond to and recover from emergencies. In this framework, capability is divided into seven overarching capability areas as depicted in the figure below. These are underpinned by 33 core capabilities. Each core capability is further defined by one or more achievement objectives.

A full copy of the framework is available from https://semc.wa.gov.au/capability-and-preparedness/capability-framework

SEMC Emergency Management Capability Framework

1.2 Capability topics

To assess the emergency management capability of LGs, relevant survey questions were grouped to create the following 23 capability topics. In general, these align with the core capabilities of the State Capability Framework.

A full definition for each capability topic is provided in Appendix 1.

Capability areas and corresponding LG capability topics

Resources
- EM Personnel
- Finance and Administration
- Equipment and Infrastructure

Analysis and Continuous Improvement
- Risk Assessment
- Horizon Scanning
- Lessons Management

Emergency Response
- Situational Assessment
- Evacuations
- Evacuation/Welfare Centres
- Agency Interoperability

Community Involvement
- Sector Informtion Sharing
- Public Information Tools
- Public Information Quality

Planning and Mitigation
- Natural Buffers
- Infrastructure Protection
- Essential Services Protection
- Business Continuity Plans

Impact Management and Recovery
- Community Welfare
- Impact Assessment
- Recovery Resources
- Recovery Skills
- Sustained Recovery
- Recovery Plans

1.3. Interpreting the results

The results sections provide a high level overview of where the Shire reports high and low capability in 2019 (Section 2), where the Shire reports its capability has changed from 2018 to 2019 (Section 3), and how the Shire compares with other similar LGs (Section 4). Each results section has a graph showing the score for each capability topic, a summary highlighting relevant capability topics, and the Shire's responses to each question that make up those capability topics.

The capability topic scores are based on the survey responses provided by the Shire. Further details about the survey responses are provided in Appendix 2. As this is self-reported data, the results should not be read as providing definite conclusions. However, it provides a useful starting point for the Shire to identify areas which may need improvement, keeping in mind that some capability topics apply to some LGs more than others.

Being based on self-reported data, results may also be influenced by inconsistencies in the way the questions were answered for different years. These inconsistencies could imply that the Shire's capability is higher or lower than it actually is. Reducing these inconsistencies in future years will ensure a more accurate reflection of the Shire's capabilities.
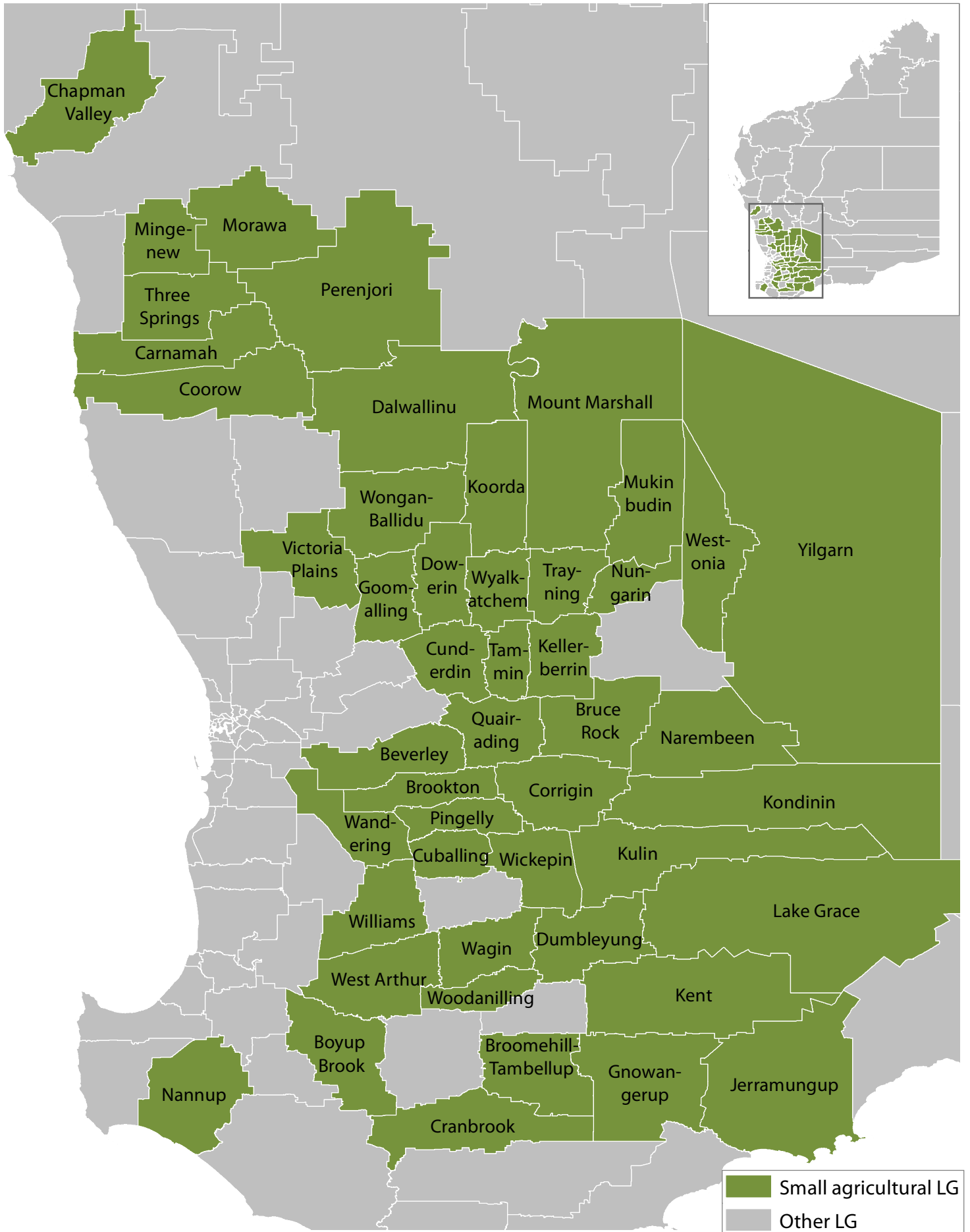
Similar LG comparison

This document compares the reported capability between the Shire with the average capability of LGs with similar population numbers, population density and remoteness.

The Shire was classified as a small agricultural LG. LGs within this class are defined as LGs with a population up to 2,000, a population density of less than 30 persons per square kilometre and less than 90% of the population is urban. The classification of similar LGs is based on a combination of classes from the Australian Classification of Local Governments (refer to footnote).

A map showing the combination of classes of all WA LGs is shown in Appendix 3. A map of small agricultural LGs is provided below. These LGs were classified as small agricultural LGs:

- Beverley
- Boyup Brook
- Brookton
- Broomehill-Tambellup
- Bruce Rock
- Carnamah
- Chapman Valley
- Coorow
- Corrigin
- Cranbrook
- Cuballing
- Cunderdin
- Dalwallinu
- Dowerin
- Dumbleyung
- Gnowangerup

- Goomalling
- Jerramungup
- Kellerberrin
- Kent
- Kondinin
- Koorda
- Kulin
- Lake Grace
- Mingenew
- Morawa
- Mount Marshall
- Mukinbudin
- Nannup
- Narembeen
- Nungarin
- Perenjori

- Pingelly
- Quairading
- Tammin
- Three Springs
- Trayning
- Victoria Plains
- Wagin
- Wandering
- West Arthur
- Westonia
- Wickepin
- Williams
- Wongan-Ballidu
- Woodanilling
- Wyalkatchem
- Yilgarn

Note: Local Government National Report 2014-15, Australian Government Department of Infrastructure and Regional Development. (http://regional.gov.au/local/publications/reports/2014_2015/LGN_REPORT_2014-15.pdf).

Small Agricultural LG of
Australian Classification of LG (Combined)

Chapman Valley

Minge-new

Morawa

Three Springs

Carnamah

Coorow

Perenjori

Dalwallinu

Mount Marshall

Koorda

Mukin budin

West-onia

Yilgarn

Wongan-Ballidu

Victoria Plains

Dow-erin

Wyalk-atchem

Tray-ning

Nun-garin

Goom-alling

Cund-erdin

Tam-min

Keller-berrin

Bruce Rock

Narembeen

Quair-ading

Beverley

Brookton

Corrigin

Kondinin

Wand-ering

Pingelly

Cuballing

Wickepin

Kulin

Lake Grace

Williams

Wagin

Dumbleyung

West Arthur

Woodanilling

Kent

Boyup Brook

Broomehill-Tambellup

Gnowan-gerup

Jerramungup

Nannup

Cranbrook

Small agricultural LG

Other LG

2. Shire of Dowerin emergency management capability in 2019

The Shire's reported capability in 2019 is provided below. The closer the result is to 100%, the stronger the Shire's capability is for that topic. The capability topics are presented in order of highest capability at the top, to the lowest at the bottom.

Dowerin capability in 2019

Topic	Capability
Essential Services Protection	100%
Evacuation/Welfare Centres	100%
Impact Assessment	100%
Evacuations	91%
Business Continuity Plans	80%
Recovery Skills	80%
EM Personnel	80%
Community Welfare	73%
Recovery Plans	71%
Public Information Quality	66%
Equipment and Infrastructure	60%
Recovery Resources	60%
Infrastructure Protection	57%
Public Information Tools	54%
Lessons Management	33%
Sustained Recovery	30%
Agency Interoperability	29%
Horizon Scanning	25%
Risk Assessment	20%
Finance and Administration	20%
Natural Buffers	15%
Sector Information Sharing	0%
Situational Assessment	0%

In 2019 the Shire reported highest capability for:

Essential Services Protection		In 2019 the Shire reported its Essential Services Protection capability was 100%.
Evacuation/Welfare Centres		In 2019 the Shire reported its Evacuation/Welfare Centres capability was 100%.
Impact Assessment		In 2019 the Shire reported its Impact Assessment capability was 100%.

In 2019 the Shire achieved 100% for Essential Services Protection

Survey question	Shire's 2019 response
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Power (e.g. contingency of power systems)	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Telecommunications	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Water (e.g. potable water provisions)	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Sewerage (e.g. toilets/portaloos)	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Fuel	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Food distribution	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Shelter/accommodation	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your organisation - Local Government Services	Yes
Q17_ Does your organisation have plans to protect the continuity of: - For your community - Road networks (e.g. alternative routes identified)	Yes

Q17_ Does your organisation have plans to protect the continuity of: - For your community - Local Government Services	Yes
QU17_ Comment/Describe	As above

In 2019 the Shire achieved 100% for Evacuation/Welfare Centres

Survey question	Shire's 2019 response
Q39_ Is your organisation involved in evacuations?	Yes
QU39_ Comment	Haven't had an incident requiring evacuation, however Council owned Evac Centres are identified
Q41_ Have suitable evacuation/welfare centres been identified?	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Food	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Potable water	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Shelter	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Power	Yes
QU41_A_ Comment	No Response

In 2019 the Shire achieved 100% for Impact Assessment

Survey question	Shire's 2019 response
Q53_ Does your organisation have the ability to contribute to a comprehensive impact assessment?	Yes
QU53_ Comment	No Response
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - Recovery coordination	Yes
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - EM planning	Yes
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - Prevention/Mitigation priorities	Yes
QU53_A_ Comment	No Response

In 2019 the Shire reported lowest capability for:

Situational Assessment		In 2019 the Shire reported its Situational Assessment capability was 0%.
Sector Information Sharing		In 2019 the Shire reported its Sector Information Sharing capability was 0%.
Natural Buffers		In 2019 the Shire reported its Natural Buffers capability was 15%.
Finance and Administration		In 2019 the Shire reported its Finance and Administration capability was 20%.
Risk Assessment		In 2019 the Shire reported its Risk Assessment capability was 20%.

In 2019 the Shire reported lowest capability for Situational Assessment

In 2019 the Shire reported its Situational Assessment capability was 0%.

Survey question	Shire's 2019 response
Q38_ Does your organisation develop situational awareness/assessments during emergencies?	No
QU38_ Describe	Limited opportunity during an emergency but could be included in recovery/ debrief analysis
Q38_A_ Does this situational awareness/assessment determine the: - Nature and potential extent of hazard	DID NOT SEE
Q38_A_ Does this situational awareness/assessment determine the: - Vulnerable elements	DID NOT SEE
Q38_A_ Does this situational awareness/assessment determine the: - Resources that are required	DID NOT SEE
Q38_B_ To what extent is your organisation's situational awareness/assessment effective?	DID NOT SEE
QU38_B_ Describe	DID NOT SEE
QU38_C_ Do you have any suggestions that may improve situational awareness/assessments?	DID NOT SEE

In 2019 the Shire reported lowest capability for Sector Information Sharing

In 2019 the Shire reported its Sector Information Sharing capability was 0%.

Survey question	Shire's 2019 response
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - State government agencies	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Other Local governments	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Business/Industry	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Communities	No sharing
QU05_1_2_ Comment/Example	LEMA is currently under review
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - State government agencies	No sharing
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Other Local governments	No sharing
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Business/Industry	No sharing
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Communities	No sharing
QU05_2_2_ Comment/Example	LEMA is currently under review

Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - State government agencies	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Other Local governments	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Business/Industry	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Communities	No sharing
QU05_3_2_ Comment/Example	LEMA currently under review

In 2019 the Shire reported lowest capability for Natural Buffers

In 2019 the Shire reported its Natural Buffers capability was 15%.

Survey question	Shire's 2019 response
Q14_ Does your organisation have a role in managing the natural environment?	Yes
QU14_ Comment	No Response
Q14_A_ To what extent does your organisation ensure that natural buffers* that may aid community protection are: - Identified	No Response
Q14_A_ To what extent does your organisation ensure that natural buffers* that may aid community protection are: - Protected	Some
Q14_A_ To what extent does your organisation ensure that natural buffers* that may aid community protection are: - Maintained and/or enhanced	No Response
Q14_A_ To what extent does your organisation ensure that natural buffers* that may aid community protection are: - Monitored	No Response
QU14_A_ Describe	Firebreaks in place around properties, verges and drains are cleared of debris, backslopes of roads clear of vegetation etc

In 2019 the Shire reported lowest capability for Finance and Administration

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In 2019 the Shire reported its Finance and Administration capability was 20%.

Survey question	Shire's 2019 response
Q29_ Does your organisation have the ability to track expenditure for particular emergencies (e.g. individual cost codes)?	Yes
QU29_ Comment	No Response
Q30_ Is funding for proactive measures and mitigation: - Available	Yes
Q30_ Is funding for proactive measures and mitigation: - Sufficient	No
Q30_ Is funding for proactive measures and mitigation: - Accessible	No
QU30_ Comment/Barriers	No Response
Q31_ Is funding for response activities for an emergency that requires a significant and coordinated response: - Available	N/A
Q31_ Is funding for response activities for an emergency that requires a significant and coordinated response: - Sufficient	N/A
Q31_ Is funding for response activities for an emergency that requires a significant and coordinated response: - Accessible	N/A
QU31_ Comment/Barriers	No Response
Q32_ Is funding for recovery activities for an emergency that requires a significant and coordinated response: - Available	N/A
Q32_ Is funding for recovery activities for an emergency that requires a significant and coordinated response: - Sufficient	N/A

Q32_ Is funding for recovery activities for an emergency that requires a significant and coordinated response: - Accessible	N/A
QU32_ Comment/Barriers	No Response

In 2019 the Shire reported lowest capability for Risk Assessment

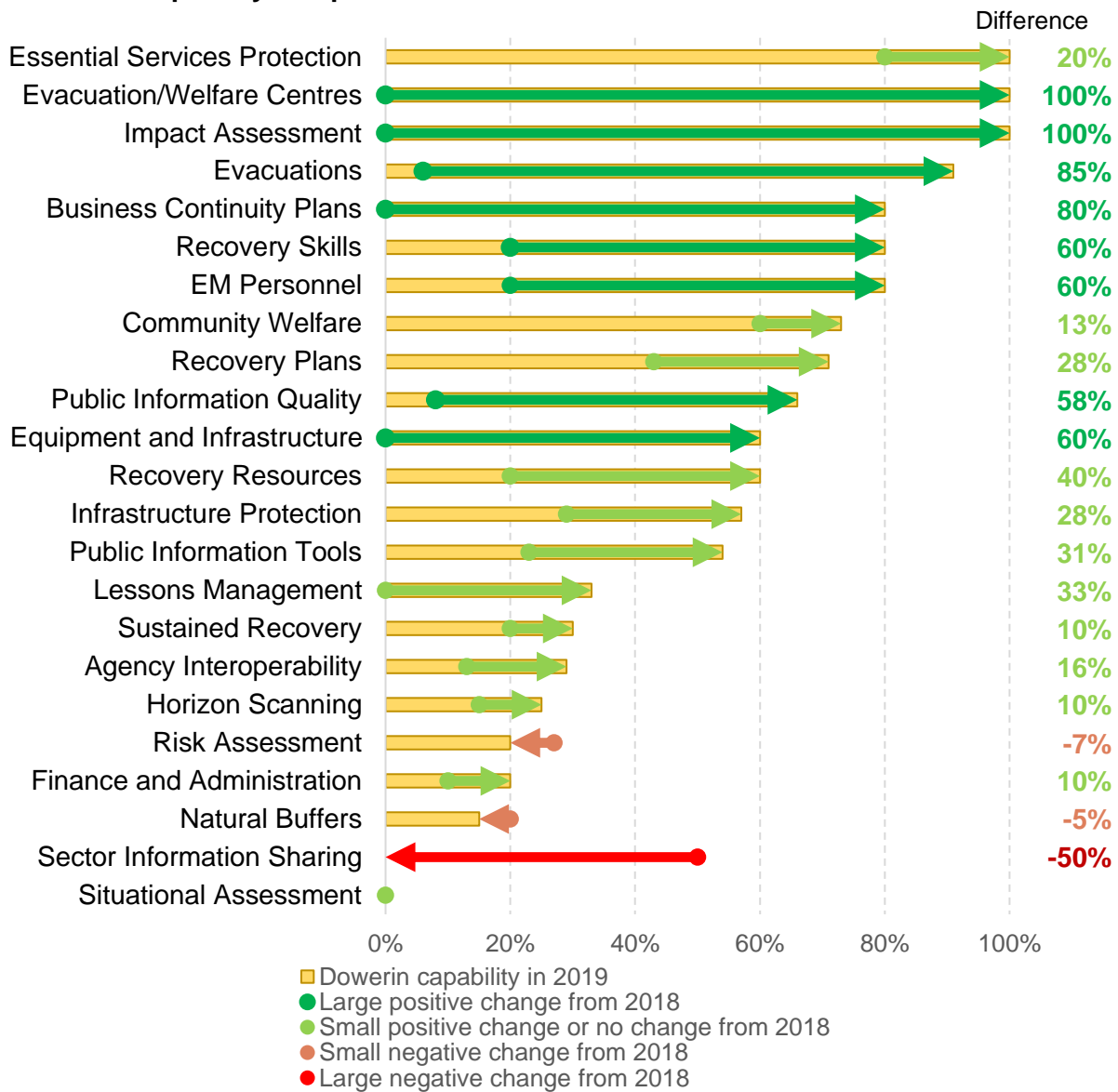In 2019 the Shire reported its Risk Assessment capability was 20%.

Survey question	Shire's 2019 response
Q01_ To what extent does your organisation have the skills to conduct emergency management risk assessments (ISO 31000/NERAG/Western Australia Emergency Risk Management Guide compliant)?	Some skills (i.e. MODERATE limitations in resources, and/or capacity etc.)
QU01_ Comment	No Response
Q03_ To what extent are the findings of these risk assessments used (e.g. to improve your processes or implement treatments)?	Not used
QU03_ Please describe examples of how these findings are used.	No Response
Q04_ What is the status of your risk register for your local government area?	Not yet commenced
QU04_ Comment	Workshop scheduled for August 2019 to identify risk

3. Capability comparison for Shire of Dowerin from 2018 to 2019

A comparison of the Shire's reported capability in 2018 and 2019 is provided below.

The yellow bars represent the 2019 data, with the capability topics ranked in order from highest to lowest. Reported improvement in capability from 2018 to 2019 is indicated by green arrows (dark green arrows = greatest improvements), and reported reductions by red arrows (dark red arrows = greatest reductions). The information represented in this graph is also provided in a table in Appendix 4.

Capability comparison for Dowerin from 2018 to 2019

Capability topic	Difference
Essential Services Protection	20%
Evacuation/Welfare Centres	100%
Impact Assessment	100%
Evacuations	85%
Business Continuity Plans	80%
Recovery Skills	60%
EM Personnel	60%
Community Welfare	13%
Recovery Plans	28%
Public Information Quality	58%
Equipment and Infrastructure	60%
Recovery Resources	40%
Infrastructure Protection	28%
Public Information Tools	31%
Lessons Management	33%
Sustained Recovery	10%
Agency Interoperability	16%
Horizon Scanning	10%
Risk Assessment	-7%
Finance and Administration	10%
Natural Buffers	-5%
Sector Information Sharing	-50%
Situational Assessment	

Legend:
- Dowerin capability in 2019
- Large positive change from 2018
- Small positive change or no change from 2018
- Small negative change from 2018
- Large negative change from 2018

The Shire reported greatest improvement from 2018 to 2019 for:

Evacuation/Welfare Centres

The Shire reported its Evacuation/Welfare Centres capability increased by 100% from 2018 to 2019.

Impact Assessment

The Shire reported its Impact Assessment capability increased by 100% from 2018 to 2019.

Evacuations

The Shire reported its Evacuations capability increased by 85% from 2018 to 2019.

Business Continuity Plans

The Shire reported its Business Continuity Plans capability increased by 80% from 2018 to 2019.

Recovery Skills

The Shire reported its Recovery Skills capability increased by 60% from 2018 to 2019.

EM Personnel

The Shire reported its EM Personnel capability increased by 60% from 2018 to 2019.

Equipment and Infrastructure

The Shire reported its Equipment and Infrastructure capability increased by 60% from 2018 to 2019.

Public Information Quality

The Shire reported its Public Information Quality capability increased by 58% from 2018 to 2019.

The Shire reported greatest improvement from 2018 to 2019 for Evacuation/Welfare Centres

The Shire reported its Evacuation/Welfare Centres capability increased from 0% in 2018 to 100% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q39_ Is your organisation involved in evacuations?	No	Yes
QU39_ Comment	No Response	Haven't had an incident requiring evacuation, however Council owned Evac Centres are identified
Q41_ Have suitable evacuation/welfare centres been identified?	DID NOT SEE	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Food	DID NOT SEE	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Potable water	DID NOT SEE	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Shelter	DID NOT SEE	Yes
Q41_A_ Do these evacuation/welfare centres have redundancies to maintain the provision of essential services such as: - Power	DID NOT SEE	Yes
QU41_A_ Comment	DID NOT SEE	No Response

The Shire reported greatest improvement from 2018 to 2019 for Impact Assessment

The Shire reported its Impact Assessment capability increased from 0% in 2018 to 100% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q53_ Does your organisation have the ability to contribute to a comprehensive impact assessment?	No	Yes
QU53_ Comment	No Response	No Response
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - Recovery coordination	No Response	Yes
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - EM planning	No Response	Yes
Q53_A_ Are the findings of a comprehensive impact assessment used to inform: - Prevention/Mitigation priorities	No Response	Yes
QU53_A_ Comment	No Response	No Response

The Shire reported greatest improvement from 2018 to 2019 for Evacuations

The Shire reported its Evacuations capability increased from 6% in 2018 to 91% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q39_ Is your organisation involved in evacuations?	No	Yes
QU39_ Comment	No Response	Haven't had an incident requiring evacuation, however Council owned Evac Centres are identified
Q39_A_ Does your organisation have the ability to coordinate/support: - Directed evacuations (compulsory)	DID NOT SEE	Yes
Q39_A_ Does your organisation have the ability to coordinate/support: - Recommended evacuations (voluntary)	DID NOT SEE	Yes
Q39_B_ Does your organisation have plans to coordinate/support: - Directed evacuations (compulsory)	DID NOT SEE	Yes
Q39_B_ Does your organisation have plans to coordinate/support: - Recommended evacuations (voluntary)	DID NOT SEE	Yes
Q39_C_ Does your organisation have sufficient resources to coordinate/support: - Directed evacuations (compulsory)	DID NOT SEE	Yes
Q39_C_ Does your organisation have sufficient resources to coordinate/support: - Recommended evacuations (voluntary)	DID NOT SEE	Yes
QU39_D_ Comment	DID NOT SEE	No Response

Q40_ Has your organisation included pre-emergency evacuation planning in your local emergency management arrangements (LEMA)?	Partial plans, need further work and testing	Partial plans, need further work and testing
QU40_ Comment	DID NOT SEE	No Response

The Shire reported greatest improvement from 2018 to 2019 for Business Continuity Plans

The Shire reported its Business Continuity Plans capability increased from 0% in 2018 to 80% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q20_ Does your organisation have a business continuity plan*?	No	Yes
QU20_ Comment	No Response	No Response
Q20_A_ Does your business continuity plan consider - EM hazard specific risks	DID NOT SEE	Yes
Q20_A_ Does your business continuity plan consider - Strategies for fatigue management	DID NOT SEE	Yes
QU20_A_ Comment	DID NOT SEE	No Response
Q20_B_ How effective is your organisation's business continuity plan:	DID NOT SEE	Partial plans, need further work and testing
QU20_B_ Comment	DID NOT SEE	No Response

The Shire reported greatest improvement from 2018 to 2019 for Recovery Skills

The Shire reported its Recovery Skills capability increased from 20% in 2018 to 80% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q54_ Is your organisation involved in recovery activities during and/or after an emergency?	Yes	Yes
QU54_ Comment	No Response	No Response
Q54_B_ Does your organisation have the skills to support reconstruction/restoration in these environments: - Built	Very limited skills (i.e. EXTENSIVE limitations in resources, and/or capacity etc.)	Substantial skills (i.e. MINOR limitations in resources, and/or capacity etc.)
Q54_B_ Does your organisation have the skills to support reconstruction/restoration in these environments: - Social	Very limited skills (i.e. EXTENSIVE limitations in resources, and/or capacity etc.)	Substantial skills (i.e. MINOR limitations in resources, and/or capacity etc.)
Q54_B_ Does your organisation have the skills to support reconstruction/restoration in these environments: - Economic	Very limited skills (i.e. EXTENSIVE limitations in resources, and/or capacity etc.)	Substantial skills (i.e. MINOR limitations in resources, and/or capacity etc.)
Q54_B_ Does your organisation have the skills to support reconstruction/restoration in these environments: - Natural	Very limited skills (i.e. EXTENSIVE limitations in resources, and/or capacity etc.)	Substantial skills (i.e. MINOR limitations in resources, and/or capacity etc.)
QU54_B_ Comment	No Response	No Response

The Shire reported greatest improvement from 2018 to 2019 for EM Personnel

The Shire reported its EM Personnel capability increased from 20% in 2018 to 80% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q24_5_ To what extent are the emergency management personnel in your organisation trained: - Response personnel	Very limited training (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial training (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
Q24_5_ To what extent are the emergency management personnel in your organisation trained: - Recovery personnel	Very limited training (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial training (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
Q24_5_ To what extent are the emergency management personnel in your organisation trained: - Prevention/Mitigation personnel	Very limited training (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial training (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
QU24_5_ Comment	No Response	No Response
Q24_6_ To what extent are the emergency management personnel in your organisation capable: - Response personnel	Very limited capability (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial capability (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
Q24_6_ To what extent are the emergency management personnel in your organisation capable: - Recovery personnel	Very limited capability (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial capability (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
Q24_6_ To what extent are the emergency management personnel in your organisation capable: - Prevention/Mitigation personnel	Very limited capability (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial capability (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
QU24_6_ Comment	No Response	No Response
Q24_7_ To what extent are the emergency management personnel in your organisation supported (e.g. commitment at the executive level): - Response personnel	Very limited support (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial support (i.e. MINOR limitations in resources, skills, and/or capacity etc.)

Q24_7_ To what extent are the emergency management personnel in your organisation supported (e.g. commitment at the executive level): - Recovery personnel	Very limited support (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial support (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
Q24_7_ To what extent are the emergency management personnel in your organisation supported (e.g. commitment at the executive level): - Prevention/Mitigation personnel	Very limited support (i.e. EXTENSIVE limitations in resources, skills, and/or capacity etc.)	Substantial support (i.e. MINOR limitations in resources, skills, and/or capacity etc.)
QU24_7_ Comment	No Response	No Response
Q24_8_ To what extent does your organisation have sufficient numbers of emergency management personnel: - Response personnel	Very limited personnel (i.e. EXTENSIVE limitations in capacity)	Substantial personnel (i.e. MINOR limitations in capacity)
Q24_8_ To what extent does your organisation have sufficient numbers of emergency management personnel: - Recovery personnel	Very limited personnel (i.e. EXTENSIVE limitations in capacity)	Substantial personnel (i.e. MINOR limitations in capacity)
Q24_8_ To what extent does your organisation have sufficient numbers of emergency management personnel: - Prevention/Mitigation personnel	Very limited personnel (i.e. EXTENSIVE limitations in capacity)	Substantial personnel (i.e. MINOR limitations in capacity)
QU24_8_ Comment	No Response	No Response

The Shire reported greatest improvement from 2018 to 2019 for Equipment and Infrastructure

The Shire reported its Equipment and Infrastructure capability increased from 0% in 2018 to 60% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q34_2_ Can your organisation manage multiple concurrent emergencies (moderate consequences or higher) with existing infrastructure*?	No	Yes
QU34_2_ What are the limiting factors for infrastructure?	No Response	Nil
Q35_2_ Can your organisation manage multiple concurrent emergencies (moderate consequences or higher) with existing equipment?	No	Yes
QU35_2_ What are the limiting factors for equipment?	No Response	Nil
Q36_ Does your organisation have plans for equipment in place to address: - Mobilisation	No plans in place	Partial plans, need further work and testing
Q36_ Does your organisation have plans for equipment in place to address: - Pre-Deployment	No plans in place	Partial plans, need further work and testing
Q36_ Does your organisation have plans for equipment in place to address: - Peak surges	No plans in place	Partial plans, need further work and testing
Q36_ Does your organisation have plans for equipment in place to address: - Redundancies for outages	No plans in place	Partial plans, need further work and testing
QU36_ Comment	No Response	No Response

The Shire reported greatest improvement from 2018 to 2019 for Public Information Quality

The Shire reported its Public Information Quality capability increased from 8% in 2018 to 66% in 2019.

Survey question	Shire's 2018 response	Shire's 2019 response
Q10_A_To what extent does your organisation have communications personnel available:	Very limited personnel (i.e. EXTENSIVE limitations in capacity)	Some personnel (i.e. MODERATE limitations in capacity)
QU10_A_ Comment	No Response	Through the LEMC and Bush FIre Brigades
Q10_C_2_ Are procedures in place to ensure that the emergency and/or hazard information provided is: - Coordinated with other agencies	Unsure	Yes
Q10_C_2_ Are procedures in place to ensure that the emergency and/or hazard information provided is: - Timely	Unsure	Yes
Q10_C_2_ Are procedures in place to ensure that the emergency and/or hazard information provided is: - Reliable	Unsure	Yes
Q10_C_2_ Are procedures in place to ensure that the emergency and/or hazard information provided is: - Actionable	Unsure	Yes
QU10_C_2_ Comment/Example	No Response	No Response
QU10_D_a_ What does your organisation do to ensure this information is reliable?	No Response	Conduct minuted meetings and access up to date information through DFES
QU10_D_b_ What does your organisation do to ensure this information is actionable?	No Response	Minutes contain actions where appropriate, distributing information to the community and stakeholders
Q10_E_ Are there procedures in place to ensure that your organisation's emergency and/or hazard information is: - Clear	No	Yes

Q10_E_ Are there procedures in place to ensure that your organisation's emergency and/or hazard information is: - Consistent	No	Yes
Q10_E_ Are there procedures in place to ensure that your organisation's emergency and/or hazard information is: - Accessible	No	Yes
QU10_E_ Comment	No Response	No Response
QU10_E_a_ How does your organisation ensure the emergency and/or hazard information is clear?	DID NOT SEE	Successful resolution of emergency incidents
QU10_E_b_ How does your organisation ensure the emergency and/or hazard information is consistent?	DID NOT SEE	As above
QU10_E_c_ How does your organisation ensure the emergency and/or hazard information is accessible?	DID NOT SEE	As above
Q10_F_ To what extent does your organisation's emergency and/or hazard information cater for: - Culturally and linguistically diverse groups	None	Very limited
Q10_F_ To what extent does your organisation's emergency and/or hazard information cater for: - People with a disability/ special needs	None	Very limited
Q10_F_ To what extent does your organisation's emergency and/or hazard information cater for: - People with lower skills in literacy and numeracy	Limited	Very limited
Q10_F_ To what extent does your organisation's emergency and/or hazard information cater for: - The elderly	Limited	Very limited

Q10_F_ To what extent does your organisation's emergency and/or hazard information cater for: - Tourists	None	Very limited
QU10_F_ Comment	No Response	Review of LEMA will identify procedures

The Shire reported greatest reductions from 2018 to 2019 for:

Sector Information Sharing

The Shire reported its Sector Information Sharing capability decreased by 50% from 2018 to 2019.

The Shire's largest capability reductions from 2018 to 2019 were Sector Information Sharing

The Shire reported its Sector Information Sharing capability decreased from 50% in 2018 to 0% in 2019.

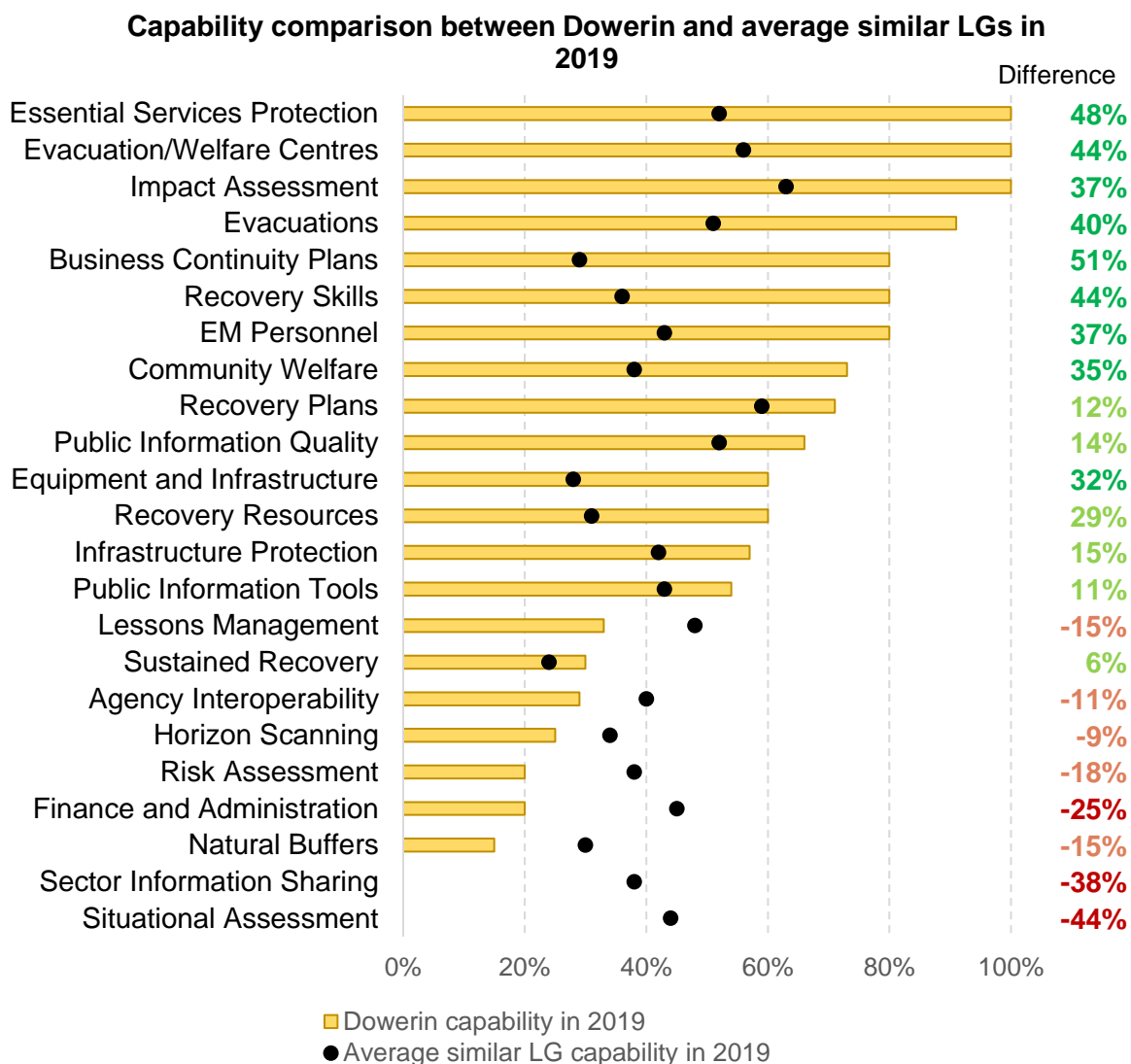| Survey question	Shire's 2018 response	Shire's 2019 response
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - State government agencies	Some sharing	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Other Local governments	Some sharing	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Business/Industry	Some sharing	No sharing
Q05_1_2_ Does your organisation share information about the individual risks with these stakeholders: - Communities	Very limited sharing	No sharing
QU05_1_2_ Comment/Example	No Response	LEMA is currently under review
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - State government agencies	Some sharing	No sharing
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Other Local governments	Some sharing	No sharing

Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Business/Industry	Some sharing	No sharing
Q05_2_2_ Does your organisation share information about vulnerable elements* with these stakeholders: - Communities	Very limited sharing	No sharing
QU05_2_2_ Comment/Example	No Response	LEMA is currently under review
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - State government agencies	Some sharing	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Other Local governments	Some sharing	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Business/Industry	Some sharing	No sharing
Q05_3_2_ Does your organisation share information about treatment options with these stakeholders: - Communities	Very limited sharing	No sharing
QU05_3_2_ Comment/Example	No Response	LEMA currently under review

4. Capability comparison between Shire of Dowerin and similar LGs in 2019

The Shire was classified as a small agricultural LG. A comparison between the Shire's reported capability and that of other similar small agricultural LGs in 2019 is provided below. A map of all LGs classified as small agricultural LGs is provided in section 1.3.

The Shire's capability is represented by the yellow bars, with the average capability of the similar LGs indicated by the black dots.

The coloured numbers to the right indicate the difference between the Shire's score and the similar LGs' average. Dark green has been used where the Shire reports notably more capability, and dark red where the similar LGs' average is notably greater. The information represented in this graph is also provided in a table in Appendix 5. The topics where the Shire's reported capability is considerably lower than the similar LGs' capability may need more attention by the Shire.

Capability comparison between Dowerin and average similar LGs in 2019

Topic	Difference
Essential Services Protection	48%
Evacuation/Welfare Centres	44%
Impact Assessment	37%
Evacuations	40%
Business Continuity Plans	51%
Recovery Skills	44%
EM Personnel	37%
Community Welfare	35%
Recovery Plans	12%
Public Information Quality	14%
Equipment and Infrastructure	32%
Recovery Resources	29%
Infrastructure Protection	15%
Public Information Tools	11%
Lessons Management	-15%
Sustained Recovery	6%
Agency Interoperability	-11%
Horizon Scanning	-9%
Risk Assessment	-18%
Finance and Administration	-25%
Natural Buffers	-15%
Sector Information Sharing	-38%
Situational Assessment	-44%

□ Dowerin capability in 2019
● Average similar LG capability in 2019

In 2019 the Shire reported notably higher capability than the similar LG average for:

Business Continuity Plans

In 2019 the Shire reported its Business Continuity Plans capability was 51% higher than the average for similar LGs.

Essential Services Protection

In 2019 the Shire reported its Essential Services Protection capability was 48% higher than the average for similar LGs.

Evacuation/Welfare Centres

In 2019 the Shire reported its Evacuation/Welfare Centres capability was 44% higher than the average for similar LGs.

Recovery Skills

In 2019 the Shire reported its Recovery Skills capability was 44% higher than the average for similar LGs.

Evacuations

In 2019 the Shire reported its Evacuations capability was 40% higher than the average for similar LGs.

Impact Assessment

In 2019 the Shire reported its Impact Assessment capability was 37% higher than the average for similar LGs.

EM Personnel

In 2019 the Shire reported its EM Personnel capability was 37% higher than the average for similar LGs.

Community Welfare		In 2019 the Shire reported its Community Welfare capability was 35% higher than the average for similar LGs.
Equipment and Infrastructure		In 2019 the Shire reported its Equipment and Infrastructure capability was 32% higher than the average for similar LGs.

In 2019 the Shire reported notably lower capability than the similar LG average for:

Situational Assessment		In 2019 the Shire reported its Situational Assessment capability was 44% lower than the average for similar LGs. See section 2 for details.
Sector Information Sharing		In 2019 the Shire reported its Sector Information Sharing capability was 38% lower than the average for similar LGs. See section 2 for details.
Finance and Administration		In 2019 the Shire reported its Finance and Administration capability was 25% lower than the average for similar LGs. See section 2 for details.

Appendix 1: LG capability topics

Capability area in framework	LG capability topics	Topic description
Analysis and Continuous Improvement	Risk Assessment	Extent of risk assessment skills, and use of findings. Status of risk register.
	Horizon Scanning	Keeping informed of best practice through review of recent hazard information [1] and monitoring events that occur intrastate, interstate and internationally.
	Lessons Management	Evaluation of performance following an incident, emergency or exercise. Assess and/or amend plans, policies and procedures based on recent hazard information, incidents, response, recovery and exercises. Review and monitor effectiveness of amendments.
Community Involvement	Sector Information Sharing	Extent of information sharing about individual risks, vulnerable elements [2] and treatment options with state government, LGs, business/industry and communities.
	Public Information Tools	Emergency/hazard information is provided to the public during *prevention, preparedness and recovery* using radio, television, newspapers, SMS/text messaging, bulk email, websites, Facebook, Twitter, Instagram, YouTube, newsletters, pamphlets/brochures, public talks/meetings.
	Public Information Quality	Availability of communications personnel. Procedures to ensure that emergency/hazard information coordinated with other agencies is timely, reliable, actionable, clear, consistent and accessible. Information caters for culturally and linguistically diverse groups, people with a disability/special needs, people with lower skills in literacy and numeracy, the elderly and tourists.

1) E.g. research, journal articles or reports
2) Examples include, but are not limited to: social groups such as the elderly, culturally and linguistic diverse groups, endangered species, areas of scientific significance, essential services, critical assets etc.

Capability area in framework	LG capability topics	Topic description
Planning and Mitigation	Natural Buffers	Natural buffers [3] that aid community protection are identified, protected, maintained/enhanced and monitored.
	Infrastructure Protection	Identification of likely impacts hazards might have on critical infrastructure and important community assets. Plans are in place to protect critical infrastructure, important community assets, residential properties, assets supporting livelihood and cultural places [4].
	Essential Services Protection	Plans to protect the continuity of these essential services for its organisation: power, telecommunications, water, sewerage, fuel, food distribution, shelter/accommodation and LG services. Plans to protect road networks and LG services for the community.
	Business Continuity Plans	Effectiveness of business continuity plan and does it consider EM hazard specific risks and fatigue management.
Resources	EM Personnel	The extent that prevention/mitigation, response and recovery personnel are trained, capable, supported and sufficient in number.
	Finance and Administration	Funding for proactive measures/mitigation, response and recovery is available, sufficient and accessible. Ability to track expenditure for particular emergencies (e.g. individual cost codes).
	Equipment/ Infrastructure	Ability to manage multiple concurrent emergencies with existing equipment and infrastructure. Plans are in place for equipment to address mobilisation, pre-deployment, peak surges and outages.

3) The environment can provide natural buffers that mitigate the impacts of hazards and protect the community. Examples include mangroves or wetlands that may mitigate flooding or storm surge, vegetation to protect against slope instability, or dune systems that may mitigate coastal erosion.
4) E.g. heritage sites, memorials, churches, sporting facilities, etc.

Capability area in framework	LG capability topics	Topic description
Emergency Response	Situational Assessment	Extent to which situational assessments are effective, and if they determine the nature and extent of the hazard, vulnerable elements and the required resources.
	Evacuations	Ability, plans and sufficient resources to support directed and recommended evacuations. Pre-emergency evacuation planning is included in its LEMA.
	Evacuation/Welfare Centres	Evacuation/welfare centres have redundancies for food, water, shelter and power.
	Agency Interoperability	Availability of intrastate, interstate, national and international agreements for assistance during large-scale emergencies. Protocols/structures that define interrelationships with stakeholders. *Coordination structures* are effective, interoperable, functional and manageable/serviceable, and consider recovery implications. *Communication systems* are effective and interoperable with other agencies.
Impact Management and Recovery	Community Welfare	Community services are available, timely and sufficient. Plans are in place to manage directly impacted persons, family and friends of impacted persons, and short term and ongoing mental health/wellbeing support. Extent of strategies for re-establishment of community activities.
	Impact Assessment	Ability to contribute to comprehensive impact assessments. Findings are used to inform recovery co-ordination, EM planning and prevention/mitigation priorities.
	Recovery Resources	Extent of *resources* available to support the reconstruction/restoration of built, social, economic and natural environments.
	Recovery Skills	Extent of *skills* to support the reconstruction/restoration of built, social, economic and natural environments.
	Sustained Recovery	Sufficiency of resources to sustain a recovery response for 3, 6, 12 and 18+ months.
	Recovery Plans	Recovery plans include input from HMAs, combat agencies/supporting organisations, ESPs, other LGs, NGOs, business/industry and communities.

Appendix 2: Survey responses

Each capability topic is based on a number of questions from the survey. For each of these questions, respondents select an answer from the options provided. There are two main types of answer format: 'yes/no' and scale.
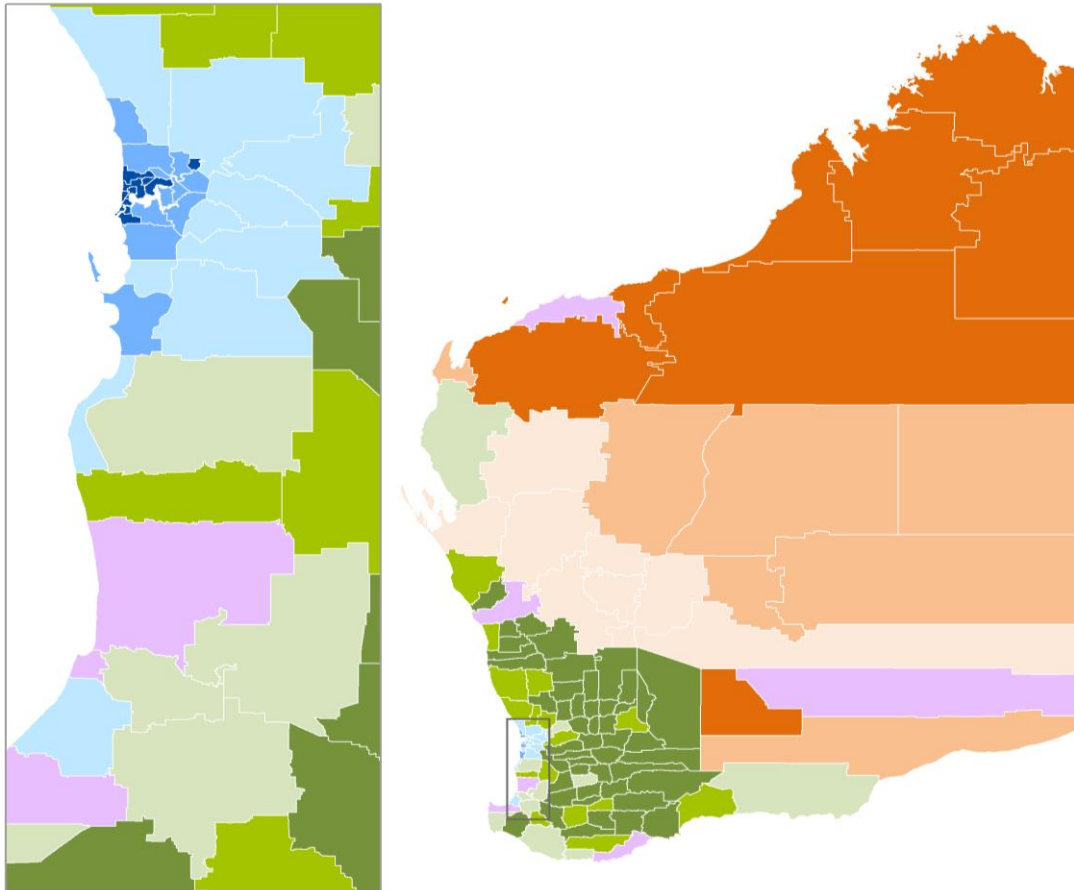
Most scale responses use this structure:

Comprehensive
Substantial
Some
Limited
Very limited
None
Unsure
N/A

Survey questions relating to plans, arrangements and strategies have additional descriptive information added to each answer choice. This is to assist people in selecting the most appropriate answer for them. These descriptions have been simplified for this report. The table below provides the simplified and full descriptions used with the 'plan' survey questions. Similar text is used for the questions relating to 'arrangements' and 'strategies'.

Scale response	Simplified description *(used in this report)*	Full description *(used in the survey)*
Comprehensive	Formalised plans that are effective and reliable	Formalised plans, tested, effective, reliable, and embedded within the organisation
Substantial	Formalised plans that are mostly effective and mostly reliable	Formalised plans, tested, mostly effective, mostly reliable, and largely embedded within the organisation
Some	Plans in place but were informal or untested or needed further work	Informal and/or untested plans in place, but with a high degree of confidence they will be effective, OR, formal and/or tested plans but with further work identified as needed
Limited	Partial plans, need further work and testing	Some work completed but requires further work to develop, test, verify and/or embed in the organisation
Very limited	Old plans or were in very early development	Plans are either old, OR in the early stages of development, OR have considerable doubts about their current viability
None	No plans in place	No plans in place
Unsure	Unsure	Unsure
N/A	N/A	N/A

Appendix 3: Map of Australian classification of LGs (combined)

■ Small metropolitan LG	■ Small agricultural LG	■ Extra small to small remote LG
■ Medium to very large metropolitan LG	■ Medium agricultural LG	■ Medium remote LG
■ Urban fringe LG	■ Large to very large agricultural LG	■ Large remote LG
■ Small to medium regional LG		

Appendix 4: Capability comparison for Shire of Dowerin from 2018 to 2019

Capability topics	Dowerin 2018	Dowerin 2019	Difference
Essential Services Protection	80%	100%	20%
Evacuation/Welfare Centres	0%	100%	100%
Impact Assessment	0%	100%	100%
Evacuations	6%	91%	85%
Business Continuity Plans	0%	80%	80%
Recovery Skills	20%	80%	60%
EM Personnel	20%	80%	60%
Community Welfare	60%	73%	13%
Recovery Plans	43%	71%	28%
Public Information Quality	8%	66%	58%
Equipment and Infrastructure	0%	60%	60%
Recovery Resources	20%	60%	40%
Infrastructure Protection	29%	57%	28%
Public Information Tools	23%	54%	31%
Lessons Management	0%	33%	33%
Sustained Recovery	20%	30%	10%
Agency Interoperability	13%	29%	16%
Horizon Scanning	15%	25%	10%
Risk Assessment	27%	20%	-7%
Finance and Administration	10%	20%	10%
Natural Buffers	20%	15%	-5%
Sector Information Sharing	50%	0%	-50%
Situational Assessment	0%	0%	0%

Note: Scores are rounded to the nearest 1%

Appendix 5: Capability comparison between Shire of Dowerin and similar LGs

Capability topics	Dowerin 2019	Average similar LG 2019	Difference
Essential Services Protection	100%	52%	48%
Evacuation/Welfare Centres	100%	56%	44%
Impact Assessment	100%	63%	37%
Evacuations	91%	51%	40%
Business Continuity Plans	80%	29%	51%
Recovery Skills	80%	36%	44%
EM Personnel	80%	43%	37%
Community Welfare	73%	38%	35%
Recovery Plans	71%	59%	12%
Public Information Quality	66%	52%	14%
Equipment and Infrastructure	60%	28%	32%
Recovery Resources	60%	31%	29%
Infrastructure Protection	57%	42%	15%
Public Information Tools	54%	43%	11%
Lessons Management	33%	48%	-15%
Sustained Recovery	30%	24%	6%
Agency Interoperability	29%	40%	-11%
Horizon Scanning	25%	34%	-9%
Risk Assessment	20%	38%	-18%
Finance and Administration	20%	45%	-25%
Natural Buffers	15%	30%	-15%
Sector Information Sharing	0%	38%	-38%
Situational Assessment	0%	44%	-44%

Note: Scores are rounded to the nearest 1%