

TOWN OF BASSENDEAN
NOTICE OF A MEETING OF THE
BASSENDEAN LOCAL EMERGENCY MANAGEMENT
COMMITTEE

Dear Committee Member

A meeting of the Bassendean Local Emergency Management Committee of the Town of Bassendean will be held in the Council Chamber, 48 Old Perth Road, Bassendean, on Wednesday, 6 March 2019, commencing at 3.30pm.


Ms Peta Mabbs
CHIEF EXECUTIVE OFFICER

28 February 2019

1.0 **DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

Acknowledgement of Traditional Owners

The Town of Bassendean acknowledges the past and present traditional owners of the land on which we gather to conduct this meeting, and pays its respects to their Elders, both past and present.

2.0 **ATTENDANCES, APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE**

3.0 **DEPUTATIONS**

4.0 CONFIRMATION OF MINUTES

4.1 Minutes of the Bassendean Local Emergency Management Committee meeting held on 7 November 2018

COMMITTEE/OFFICER RECOMMENDATION – ITEM 4.1

That the minutes of the BLEMC meeting held on 7 November 2018, be confirmed as a true record.

5.0 ANNOUNCEMENTS BY THE PRESIDING PERSON WITHOUT DISCUSSION

6.0 DECLARATIONS OF INTEREST

7.0 BUSINESS DEFERRED FROM PREVIOUS MEETING

8.0 OFFICER REPORTS

8.1 Flood Mitigation Project - Update

DFES is seeking the project be wrapped up without further delay. The Town is seeking to comply.

OFFICER RECOMMENDATION – ITEM 8.1

That the information on the Flood Mitigation Project be received

8.2 Local Government Emergency Risk Management Project Report

The Town of Bassendean is currently a participant in the State Risk Assessment Project Local. The first hazard workshop dealing with Heatwave took place on the 7th November at the City of Bayswater hosted by officers from DFES Special Risks Section.

The Town of Bassendean is awaiting confirmation of the location and timing of the next workshop in the series.

A Risk Report is attached for the information of LEMC members detailing the results of the Heatwave Hazard assessment for discussion. (Attachment 1)

OFFICER RECOMMENDATION – ITEM 8.2

That the report of the Emergency Management Risk Project be received.

8.3 State Emergency Management (EM) Exercise Framework Development Project

In May 2018, the State Emergency Management (EM) Exercise Framework Development Project was commissioned. The purpose of the project was to develop and implement a comprehensive State EM Exercise Framework which integrates with the EM Lessons Management Framework. The State EM Exercise Framework was approved by the SEMC on 7 December 2018.

The framework includes:

- the formation of a State Exercise Coordination Team (SECT) to support the State EM exercise framework which will result in the disbanding of the Emergency Management Advisory Group;
- a capability exercise program that includes local government; and
- a 3 yearly State Emergency Management Exercise.

(Attachment 2) - Proposed State EM Policy amendments:

- 4.7 – State EM Plan;
- 4.8 - Exercising;
- 4.9 - Exercise Schedules;
- 4.10 - Post Exercise Reports; nd
- 19 – Preparedness Procedure.

OFFICER RECOMMENDATION – ITEM 8.3

That the information on the amendments to the State Emergency Management Policies be received.

8.4 Town of Bassendean LEMC Business Plan

In-line with State Emergency Preparedness Procedure 7, the Executive Officer should:

- Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including an Annual Report, Annual Business Plan and maintenance of LEMAs.

The Executive Officer has prepared the Town of Bassendean LEMC Business Plan for discussion and adoption. **(Attachment 3)**

OFFICER RECOMMENDATION – ITEM 8.4

That the Town of Bassendean LEMC Business Plan 2019 be adopted.

8.5 Town of Bassendean LEMA Amendments

The LEMA and Recovery Plan has recently been amended in-line with the current list of amendments to State Policy and Procedures as approved by the SEMC on 7 December 2018 (Resolution number 90/2018).

The LEMA and Local Recovery Plan is now in Version 1.1 and will be tabled at the meeting.

OFFICER RECOMMENDATION – ITEM 8.5

That the Town of Bassendean LEMA and Recovery Plan amendments be noted.

8.6 Emergency Management Agency Reports

Department of Fire and Emergency Services Business Unit

The DFES Business Unit Report will be provided by Merveen Cross at the meeting.

District Emergency Management Committee (DEMC)

The Central DEMC has not met since the last LEMC meeting. The DEMC is next scheduled to meet on 9 April. Minutes will be circulated when received.

North & East Metropolitan Recovery Group Exercise Report

WALGA EMAG

The WALGA EMAG last met on 11 September 2107.

Local Welfare Committee

No meeting has been conducted in the past quarter.

OFFICER RECOMMENDATION – ITEM 8.6

That the Emergency Management Agency Reports be received.

8.7 Post-Incident Reports and Post Exercise Reports

The Committee has requested all HMA's routinely forward post incident reports to the Town for presenting to LEMC.

Any relevant post incident and post exercise reports are to be tabled at the meeting.

OFFICER RECOMMENDATION– ITEM 8.7

That post incident and post exercise reports be received.

8.8 Contact Details and Key Holders

The current Contact Details and Key Holders' details will be circulated at the meeting for any update requirements.

OFFICER RECOMMENDATION – ITEM 8.8

That the Committee members' contact details be confirmed, as amended.

8.9 Preparedness, Prevention, Response and Recovery Issues

Members are invited to discuss:

- preparedness issues;
- prevention issues;
- response issues; and
- recovery issues.

OFFICER RECOMMENDATION – ITEM 8.9

That Preparedness, Prevention, Response and Recovery
Issues raised, be received.

9.0 **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN
GIVEN**

10.0 **ANNOUNCEMENTS OF NOTICES OF MOTION FOR THE
NEXT MEETING**

11.0 **CONFIDENTIAL BUSINESS**

12.0 **CLOSURE**

Please note the following meetings which are scheduled to be
held on a Wednesday, at 3.30pm:

5 June, 4 September and 6 November.

ATTACHMENT NO. 1



RISK MANAGEMENT REPORT

DECEMBER 2018

Table of Contents

RISK MANAGEMENT REPORT.....	1
DECEMBER 2018	1
Introduction	3
Workshop 1.....	4
Near Worst Case Scenario	4
Agency Situation Reports.....	6
Risk Analysis.....	9
Assessment Results.....	9
Summary of risk assessment	10
Risk Register - Heatwave	12

Introduction

In 2013, the State Emergency Management Committee (SEMC) initiated the State Risk Project, which was designed to gain a comprehensive and consistent understanding of the risks faced at state, district and local levels. Consequently, a series of state-level risk assessment workshops were held to assess the risks posed by seven sudden-onset natural hazards. The results were reported to the Commonwealth in 2013 and an update of the state's risk profile was delivered in 2017.

The State Risk Project uses both the methodology and criteria outlined in the National Emergency Risk Assessment Guidelines (NERAG) and internationally recognized standards for the risk assessment process (AS/NZS ISO 31000:2009). Assessments, based on a worst-case scenario event (and a near worst-case scenario event for State-level), are conducted in workshop settings. The scenarios are scalable for state, district and local levels and are tailored accordingly. This methodology ensures all data is consistent and can be compared.

The local level phase of the project commenced in 2017, with local government take-up, participation and support of the project being very strong. The aim of the local level component is to provide training, support and tools to local governments to assist them in undertaking the emergency risk management process (as required by existing policy).

The Town of Bassendean was invited to participate in the State Risk Project - Local program being conducted by the Office of Emergency Management a sub-department of the Department of Fire and Emergency Services (DFES). The TOB joined with the City of Swan, The City of Bayswater, City of Belmont and the Town of Victoria Park in risk workshops.

The TOB has identified the following hazards that are likely to impact to TOB should a worst-case scenario event occur in the future:

- Heatwave
- Storm
- Flood
- Earthquake
- HAZMAT
- Air Crash

Workshop 1

The first workshop to examine a heatwave event as a source of risk was conducted on 7 November 2018 hosted by the City of Bayswater.

Near Worst Case Scenario

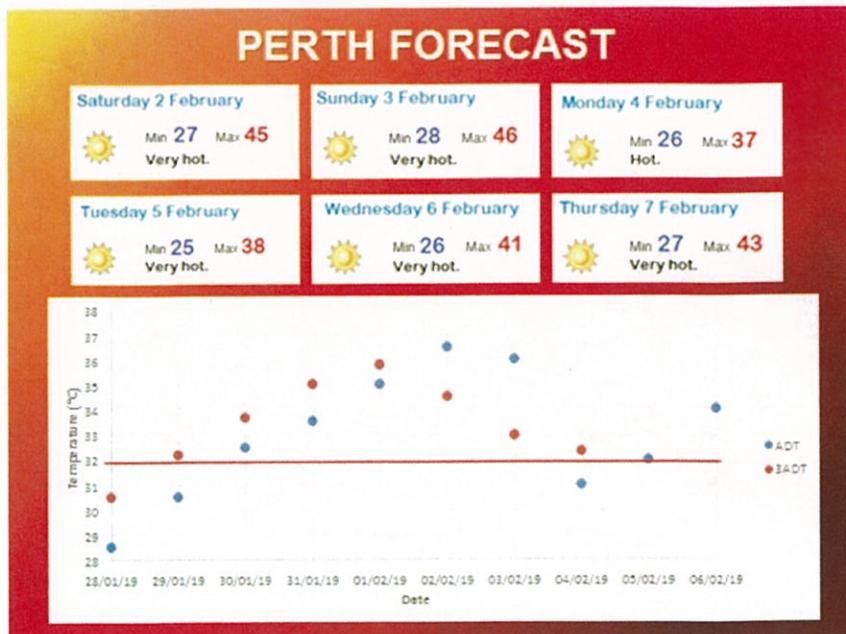
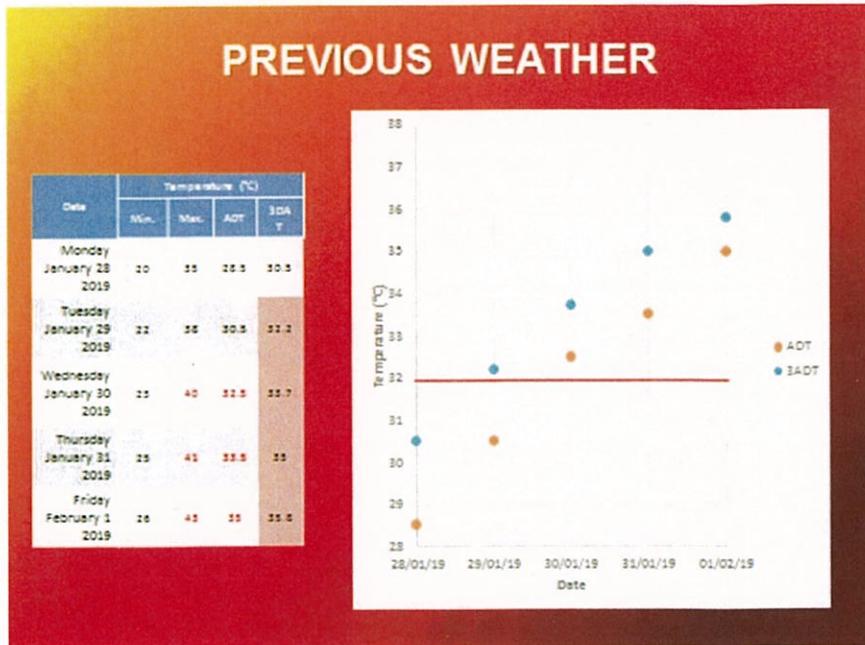
Assisted by State agencies, the following near worst case scenario for the hazard of heatwave was presented.

It is approaching the end of the holiday season. We have just had a mild December through the south. For the month of January, Perth has experienced an average max of 31°C which included three separate occasions of 40°C, but all were followed by a significant temperature decrease the following day.

- It is Friday 1 February 2019, the last Friday of the school holiday with public schools returning on Monday 4 February.
- The preceding days have seen maxima of 40, 41 with today likely to reach 43°C.
- There is no real relief in sight with the forecast 45°C for Saturday and 46°C for Sunday.
- The last time the temperature was above 43°C was 5 January 2015 (44.4°C). DFES are dealing with two level 2 bush fires in the metropolitan area.
- The Bureau of Meteorology had a high level of confidence with the forecasting leading into this period of extreme weather.
- The WA Health Department as Hazard Management Agency for Heatwave commenced the Alert Phase on 25 January 2019 when maxima forecast of 40°C+ on three or more consecutive days.
- Standby Phase commenced on 29 January 2019, the first day of the forecast heatwave.
- Response Phase commenced on 29 January 2019, the first day of the forecast heatwave.

During the weather situation such as this the main utility providers, Western Power and the Water Corporation are likely to experience significant impacts to their services.

As provided by State Emergency Management Policy the Hazard Management Agency Department of Health instigated an Operations Area Support Group (OASG) meeting.



Agency Situation Reports

Department of Health WA

- State Health Incident Control Centre activated.
- Heatwave State Hazard Plan activated.
- Incident declared Level 3.
- Emergency Declaration under consideration.
- OASG established.
- Public Messaging Plan activated.
- Public infrastructure affected.
- Essential services disrupted.
- Multiple heatwave related fatalities expected.
- Increased hospital presentations.

Bureau of Meteorology

- Issuing emergency services briefings.
- Participating in OASG meetings.
- BOM Liaison Officer embedded in the State Health Incident Control Centre (SHICC).
- Media releases with DOH.
- Enhanced social media including, videos outlining observed and forecast conditions.
- Fire Danger Rating for the Metropolitan Area - severe to extreme across the period.

Western Power

- Participating in OASG meetings
- 6 power sub-stations non-operational.
- 25-30,000 customers without power.
- Power restoration estimated 3-5 days.
- 103 electrical hazards reported.
- 18 emergency repair teams activated.
- Emergency response generators deployed and available when needed.
- Rolling Load Schedule implemented.
- 5 X Local Government Areas seriously impacted.

Water Corporation

- Participating in OASG and SHICC meetings.
- Critical pump stations have had emergency generators installed where possible.

- No reported overflows to date but as fatigue issues increase the risk of overflows increases.
- Small waste water overflows of possible but limited risk of large volumes of waste water being dispersed into the environment.
- Potable water supplies unaffected at this time and not expected to be an issue on any large scale.

St John Ambulance WA

- Participating in OASG meetings.
- Ambulance Coordination Group activated.
 - Fatigue management
 - Rostering to call back crews
 - Higher than normal sick leave
 - Clinical and training personnel tasked on road
- Spike in 000 calls - Staff numbers increased.
- Emergency theme/trend in 000 calls.
 - Respiratory / altered consciousness, heat exposure.
 - Higher incidents in inner eastern suburbs
- Crew availability/ distribution increased.

Department of Fire and Emergency Services

- Participating in OASG meetings.
- Fire Danger Rating set at extreme.
- Total Fire Ban in place.
- 2 X Level 2 bush fires in the metro area.
- Providing water transport service.
- Fire emergency services on stand-by.

Department of Communities

Role- Coordinate and manage services under the State Welfare Plans including the activation of air-conditioned only evacuations centres in consultation with the Department of Health in accordance with local government arrangements.

- DC Emergency Services alerted - Unit, S/DESO's and early response teams (ERT).
- OASG participation and providing advice on;
 - Key strategic locations for welfare centres.
 - Identification of existing vulnerable population client bases.
 - Support and advice being given re welfare issues including vulnerable groups.
- Liaison Officer provided to SHICC.
- On call ERT placed on stand-by plus additional teams on alert.
- 2 X Welfare/ Respite Centres established - one either side of the Swan River.

One City of Bayswater (The Rise) managed by DC with support from COB and one at City of Belmont (Recreation Centre) Managed by City of Belmont.

- Local governments notified that if they choose to open a welfare centre to provide relief and support to their community, they need to check they have air conditioning - DC may not necessarily be available to assist.

WA Police

- Participating in OASG.
- Supporting DFES at bush fires (traffic management and planning).
- Traffic management duties at major intersections due to power disruptions.
- Increased police presence at transportation hubs, shopping centres and public areas.
- Assisting with evacuation of residence from aged care facilities and/or hospitals.
- Assisting in the identification of at risk, aged and vulnerable persons in affected areas.
- Responding to an increase in reported offenses.
- Responding to increase in reported sudden deaths.

Public Transport Authority

- Participating in OASG meetings.
- PTA Emergency Response Team activated.
- Perth to Midland rail line shut down.
- Perth to Armadale rail line shut down.
- Bus services disrupted.
- Power outages equals no trains.
- Rail lines buckled in some areas of the network.
- Restoration and repairs est. 24-48 hours.

Local Government

- Participating in OASG meetings.
- LG Recovery Groups activated.
- Welfare/Respite Centres established where required.
- Aged Care facilities impacted through loss of power - residents being relocated.
- Transportation Support Plan activated.
- Assisting with public information messaging.
- Water use reduction plan implemented.
- Animal Welfare Plan activated.
- Outdoor music event cancelled.

Risk Analysis

The TOB prepared 29 risk statements under the 5 impact categories as follows;

- People
- Economy
- Public Administration
- Social Setting and
- Environment

The National Emergency Risk Assessment Guide provides the parameters of each of the impact categories.

People - people consequences describe deaths and injuries as a direct result of the emergency event, relevant to the population being considered under the established context.

Economy - economic consequences include economic and financial losses resulting directly from damage due to the emergency event. This criterion related to reduced economic activity and losses as a result of the emergency event as part of the established context of the risk assessment. In this context it is measured against the GDP of the Town of Bassendean Local Government District.

Public Administration - public administration consequences are concerned with the impact of the emergency event on the delivery of the core functions of governing bodies including State and local government.

Social Setting - social setting consequences are concerned with the effects on communities as a result of the emergency event, as distinct from the personal effects as described in the people category.

Environment - environmental consequences include loss of species and landscapes, and loss of environmental value as a result of the emergency event ranging from minor damage to permanent loss of a species/s of irreparable damage to an ecosystem.

Assessment Results

This assessment looked at the hazard of heatwave as the source of the risk across all 5 impact categories mentioned above. A total of 29 risk statements were assessed.

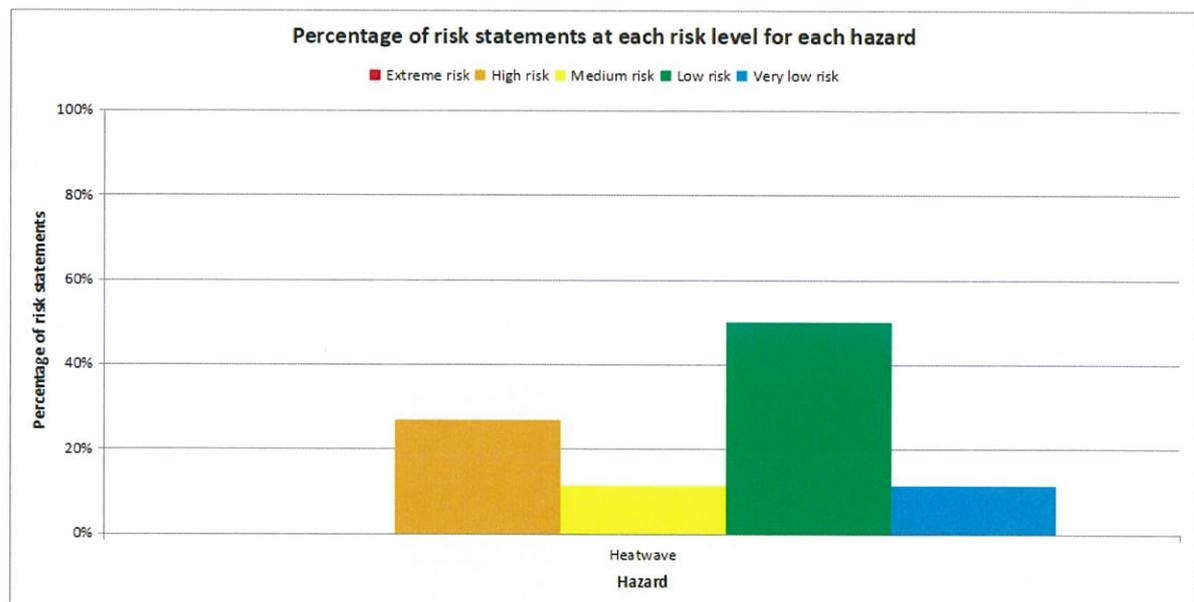
People - 4 risk statement relating to people were assessed with all 4 being assessed as “High” risk. (Refer risk Register)

Economy - 5 risk statements relating to the impacts on the economy were assessed with 3 being assessed as posing a “Medium” level of risk and the remaining 2 assessed as posing “Low” risk.

Public Administration - 7 risk statements relating to the impacts on the public administration were assessed with 4 being assessed as posing a “High” risk, 1 posing a “medium” risk while the remaining 2 assessed as posing a “Low” risk.

Social Setting - 8 risk statements relating to the social setting of the community were assessed with 6 being assessed as posing “Low” risk and the remaining 2 assessed as posing “Very Low” risk.

Environment - 4 risk statements relating to environmental impacts were assessed with 3 assessed as being of “low” risk and 1 “Very Low”.



Summary of risk assessment

Following the assessment of the impacts of a worst-case scenario heatwave for the Town of Bassendean, there are only 7 risk statements falling into the category as “High” risk. The likelihood of such an event as described in the scenario have been assessed by the Hazard Management Agency as having an Annual Exceedance Probability (AEP) of 0.5% in any year.

There are only three (3) risk statements that have been assessed as requiring treatment HW10, HW13 and HW14. These risk statement refer to the Pubic Administration category.

HW10: *There is the potential that a prolonged heatwave event will result in the suspension of outdoor work activities such as maintenance and road projects across the Town of Bassendean impacting on their ability to maintain core services.*

The assessment team assessed this risk as having a catastrophic consequence for the TOB with an 80% chance that the risk statement will occur.

HW10 is within the control of the Town of Bassendean to identify measures to mitigate or lessen the risk to its business. Under the NERAG process, this risk has been allocated a priority 2 level for treatment meaning it should be considered for further investigation or treatment by the LEMC and Council. It may be the case that after having considered the current prevention, preparedness, response and recovery measures already in place and the cost benefit of any mitigating measure, the risk may be accepted as being as low as reasonably practicable.

HW13: *There is the potential that a prolonged heatwave event will cause an increased demand (surge) on Department of Communities at the local level, impacting their ability to maintain core services.*

The assessment team assessed this risk statement as having a major impact for the Department of Communities with a 100% chance that the risk statement will occur.

HW14: *There is the potential that a prolonged heatwave event will cause blackouts across the electricity supply network, impacting the power company's ability to maintain core services.*

The assessment team assessed the risk statement as having a major consequence for Western Power with an 80% chance that the risk statement will occur.

HW13 and HW14 are outside of the control of the Town of Bassendean as far as mitigating the negative effects of the risk.

HW15: *There is the potential that a prolonged heatwave event will impact on home-based services and service providers impacting on their ability to maintain core services.*

As the TOB delivers in-home care to around 400 residents, there will need to be robust discussion around treatment options.

The Local Emergency Management Committee will now undertake a review of the risk register and identify risks that require treatment and those that will be monitored and reviewed on an annual basis.

Risk Register - Heatwave

The below register records only those risks assessed as High or Extreme.
People

Risk ID	Risk Statement	Maximum Consequence	AEP	Likelihood	Confidence	Risk Level	Priority
HW1	There is the potential that a prolonged heatwave event will impact the health of people and cause death(s) within the Bassendean community.	Catastrophic	0.0050%	Rare	High	High	2
HW2	There is the potential that a prolonged heatwave event will will impact the health of people and cause injury and/or serious illness within the Bassendean community.	Catastrophic	0.0050%	Rare	High	High	2
HW3	There is the potential that a prolonged heatwave will cause emergency services (including ambulance and medical transport services) to be overwhelmed, resulting in further deaths directly attributable to the hazard event.	Major	0.0050%	Rare	High	High	3
HW4	There is the potential that a prolonged heatwave event will cause blackouts across the electricity supply network exposing vulnerable people in the community to the possibility of death or life threatening illness.	Catastrophic	0.0050%	Rare	High	High	2

Public Administration

Risk ID	Risk Statement	Maximum Consequence	AEP	Likelihood	Confidence	Risk Level	Priority
HW13	There is the potential that a prolonged heatwave event will cause an increased demand (surge) on Department of Communities at the local level, impacting their ability to maintain core services.	Major	0.0050%	Rare	High	High	3
HW14	There is the potential that a prolonged heatwave event will cause blackouts across the electricity supply network, impacting the power company's ability to maintain core services.	Major	0.0050%	Rare	High	High	3
HW15	There is the potential that a prolonged heatwave event will impact on home-based services and service providers impacting on their ability to maintain core services	Catastrophic	0.0050%	Rare	High	High	2

ATTACHMENT NO. 2

Proposed Amendments to State EM Plan section 4.7

4.7 EXERCISES

Exercises are an essential component of preparedness and should be used to enhance capability and contribute to continuous improvement. The State Emergency Management Exercise Framework links exercising to clearly defined outcomes relevant to the State's preparedness that builds confidence in emergency management (EM) capability.

An exercise is a controlled, objective-driven activity used for testing, practicing or evaluating processes or capabilities. Capability based exercising provides a process for Emergency Management Agencies (EMA)¹; public authorities, District Emergency Management Committees (DEMC) and local governments with roles and responsibilities within State EM plans²; to identify and exercise the skills, resources, infrastructure, equipment, systems and plans necessary to respond to and recover from the hazards impacting on Western Australia.

4.7.1 CAPABILITY BASED EXERCISING

As directed in State EM Policy section 4.8, EMAs, public authorities, DEMCs and local governments must develop and maintain ongoing capability based exercise schedules, regularly conduct capability based exercises and report on the capabilities necessary to manage the State's Hazards.

Exercise planning should consider the risks, hazards, roles and responsibilities relevant to their agency, organisation or jurisdiction. It is recommended agencies exercise different capabilities each year unless previously exercised capabilities need to be reassessed to determine to determine improvements in operational performance. Exercises are to be resourced and funded by EMAs, public authorities and local governments from existing budgets.

To ensure a consistent approach to the development, running and evaluation of exercises across the State, exercise planning is further described in State EM Preparedness Procedure 19 and *Managing Exercises- A Guideline for Western Australia's Emergency Management Agencies*.³

4.7.1.1 Types of Exercising

Discussion, functional and field exercises may be used to meet the exercising requirements under section 4.8 of the State EM Policy.

Discussion Exercise/s - Designed to stimulate discussion of issues or to assess plans, arrangements, policies and procedures. Discussion exercises include seminars, agency presentations, hypotheticals, syndicate progressive and red teaming.

¹ Emergency Management Agencies include Hazard Management Agencies, Combat Agencies and Support Organisations as prescribed in the EM Regulations.

² State EM plans include the State EM Plan, State Hazard Plans, and State Support Plans.

³ This guideline is under development.

Proposed Amendments to State EM Plan section 4.7

Discussion exercises can take the form of single agency or multi-agency exercise/s. They should explore the broader issues identified through a capability gap analysis and result in an agreement or resolution between the participants.

Functional exercise/s - A repetitive, methodical activity undertaken to reinforce specific skills, procedures or arrangements. These exercises are designed to familiarise, educate and inform individuals and groups of their roles and responsibilities, explore capabilities, understand multiple functions and interagency relationships and interdependencies. Functional exercises take place in an operational environment and require participants to perform the functions of their roles.

Functional exercises should familiarise and guide participants through their emergency management role/s or function/s.

Field Exercise/s – A large scale, complex activity conducted in ‘real time’ under simulated conditions involving the deployment of personnel and other resources. Designed to achieve maximum realism and test organisational performance and interagency cooperation.

Critical components required for the response or recovery of an event may be exercised individually or collectively. Unless exercised previously, the following should not be notionalised during a field exercise:

- multi-agency Command & Control arrangements;
- interagency communications and data sharing arrangements;
- the actioning of handover arrangements ;
- the provision of community warnings & community information;
- the establishment of an Incident Support Group (ISG); Operational Area Support Group (OASG); and/or State Emergency Coordination Group; and
- include the transition to local government;

4.7.2 THE STATE EMERGENCY MANAGEMENT EXERCISE

The SEMC will strategically guide and influence the design of the State EM Exercise based on Government and SEMC priorities. This exercise will assess the emergency management sector’s capability to manage multiple concurrent hazards.

The State EM Exercise must:

- involve a Level 3 event(s);
- be of sufficient duration to ensure the objectives set for the State EM Exercise are properly assessed;
- include a scenario to allow for the State’s EM plans (including Recovery components) to be evaluated;
- include the declaration of a ‘State of Emergency’ and/or ‘Emergency Situation’ to activate the Part 6 Powers in the *Emergency Management Act 2005*;
- activate the State Emergency Coordination Group (SECG); and
- include the higher levels of the State’s EM arrangements to include the involvement of Cabinet (the State Disaster Council).

Proposed Amendments to State EM Plan section 4.7

4.7.3 STATE HAZARD PLANS AND STATE SUPPORT PLANS

The three (3) year exercise schedule should incorporate the validation of comprehensive or targeted reviews to State Hazard Plans and State Support Plans, as per State EM Policy statement 1.5.10.

It is recommended State Hazard Plans and State Support Plans are exercised in whole or in part when:

- there have been significant changes to related Emergency Management legislation impacting the plan;
- agencies have implemented significant procedural changes affecting their capability;
- there have been significant technological changes impacting the plan;
- there has been a major structural change within agencies to key personnel, positions or functions across the prevention, preparedness, response and recovery (PPRR) spectrum; and/or
- new or emerging risks have been identified.

Where possible, these exercises will support or underpin the development of the State EM Exercise.

Agencies responsible for State Hazard Plans and State Support Plans should consider inviting organisations identified in their plan to participate in or observe exercises.

4.7.4 LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

The three (3) year exercise schedule should incorporate the validation of comprehensive or targeted reviews to Local Emergency Management Arrangements (LEMA), including recovery arrangements, as per State EM Policy statement 1.5.10.

It is recommended LEMAs are exercised in whole or in part when:

- there have been significant changes to related Emergency Management legislation impacting the plan;
- agencies have implemented significant procedural changes affecting their capability;
- there have been significant technological changes impacting the plan;
- there has been a major structural change within agencies to key personnel, positions or functions across the prevention, preparedness, response and recovery (PPRR) spectrum; and/or
- new or emerging risks have been identified.

Where possible, these exercises will support or underpin the development of the State EM Exercise.

Local governments should consider inviting organisations identified in their arrangements to participate in or observe exercises.

Proposed Amendments to State EM Plan section 4.7

Additional changes to the State EM

Section 4.7.2 *Training* to be reordered as section 4.8

Section 4.8 *Continuous Improvement* to be reordered as section 4.9

DRAFT PLAN

Proposed amendments to State EM Policy sections 4.8 – 4.10

4.8. EXERCISING

4.8.1. This policy section describes the State Emergency Management Exercise Framework (State EM Exercise Framework). Emergency management (EM) exercising must:

- be risk-based and capability focussed;
- be linked to clearly defined outcomes which will build State EM capabilities;
- evaluate the State's EM arrangements and involve agencies with roles and responsibilities under the State EM Framework;
- identify and assess the skills, resources, infrastructure, equipment, systems and plans necessary for the State to respond to and recover from the hazards impacting on Western Australia; and
- contribute to continuous improvement and lessons management.

4.8.2. The SEMC will strategically guide and influence the design of the State Emergency Management Exercise (State EM Exercise) based on Government and SEMC priorities. The State EM Exercise cycle involves:

- Intra-agency exercises
- Multi-agency exercises
- The State EM Exercise

The SEMC will publish the State EM Exercise three years in advance to allow others with the option of using the scenario and capability objectives to design and influence their intra and multi-agency exercising required by this policy.

4.8.3. SEMC Reference Group, the State Exercise Coordination Team (SECT) is the coordinating body for emergency management exercises conducted within Western Australia. The SECT must:

- develop the State EM Exercise every three (3) years and submit an exercise plan regarding capabilities, hazards and participants to the SEMC for approval;
- maintain a statewide exercise calendar; and
- ensure high-level arrangements within the State EM Plan are exercised during the State EM Exercise.

Upon request, the SECT may coordinate, assist and guide Emergency Management Agencies (EMA)¹ and other public authorities in the preparation, coordination, delivery and evaluation of exercise activities.

¹ Emergency Management Agencies include Hazard Management Agencies, Combat Agencies and Support Organisations as prescribed in the EM Regulations.

Proposed amendments to State EM Policy sections 4.8 – 4.10

4.8.4. EMAs and other public authorities with roles and responsibilities within State EM plans (State EM Plan, State Hazard Plans and State Support Plans) must conduct emergency management exercises in accordance with this policy.

4.8.4.1 HMAs must:

- conduct an annual gap analysis against the [SEMC Emergency Management Capability Framework](#) (the Capability Framework) to identify which exercisable capabilities pose a risk to managing their hazard/s in accordance with State Preparedness Procedure 19;
- develop a three (3) year exercise schedule in accordance with State EM Policy section 4.9 and State Preparedness Procedure 19;
- exercise annually according to their exercise schedule;
- where required by SEMC, resource the SECT to develop and facilitate the State EM Exercise;
- where required by SEMC, participate in the State EM Exercise;
- report against their exercise schedule by submitting post-exercise reports in accordance with State EM Policy section 4.10 and State Preparedness Procedure 19; and
- invite all organisations identified in their plan(s) to observe or participate in exercising and share in the lessons management, as appropriate to the exercise scenario and/or its objectives.

4.8.4.2 Combat Agencies, Support Organisations and other public authorities with roles and responsibilities within State EM plans (State EM Plan, State Hazard Plans, State Support Plans) must:

- conduct an annual gap analysis against the [Capability Framework](#) to identify which exercisable capabilities pose a risk to their capacity to perform their emergency management functions in accordance with State Preparedness Procedure 19;
- develop a three (3) year exercise schedule in accordance with State EM Policy section 4.9 and State Preparedness Procedure 19;
- exercise annually according to their exercise schedule;
- where required by SEMC, resource the SECT to develop and facilitate the State EM Exercise;
- where required by SEMC, participate in the State EM Exercise;
- report against their exercise schedule by submitting post-exercise reports in accordance with State EM Policy section 4.10 and State Preparedness Procedure 19; and
- invite all organisations identified in their plan(s) to observe or participate in exercising and share in the lessons management, as appropriate to the exercise scenario and/or its objectives.

Proposed amendments to State EM Policy sections 4.8 – 4.10

4.8.4.3 District Emergency Management Committees must:

- conduct an annual gap analysis against the [Capability Framework](#) to identify which exercisable capabilities are required to enhance interagency coordination across their district/s during an emergency;
- develop a three (3) year exercise schedule in accordance with State EM Policy section 4.9 and State Preparedness Procedure 19;
- exercise annually according to their exercise schedule; and
- report against their exercise schedule by submitting post-exercise reports in accordance with State EM Policy section 4.10 and State Preparedness Procedure 19.

4.8.4.4 Local Governments must:

- conduct an annual gap analysis against the Capability Framework to identify which exercisable capabilities pose a risk to their capacity to perform their functions under State EM plans and their Local Emergency Management Arrangements (LEMA);
- develop a three (3) year exercise schedule in accordance with State EM Policy section 4.9 and State Preparedness Procedure 19;
- exercise annually according to their exercise schedule in coordination with their Local Emergency Management Committee;
- where required by the SEMC, participate in the State EM Exercise; and
- report against their exercise schedule by submitting post-exercise reports in accordance with State EM Policy section 4.10 and State Preparedness Procedure 19.

4.8.5. Where the achievement objectives of core capabilities are assessed as being met through a post-operation review, an exercise exemption may satisfy the requirement of exercising of the capabilities identified in their exercise schedules. In lieu of a post-exercise report, each agency requesting an exercise exemption from the SECT must prepare and submit a post-operation report, which includes an assessment of the identified capabilities.

4.9. EXERCISE SCHEDULES

4.9.1. HMAs, Combat Agencies and Support Organisations, public authorities with roles and responsibilities in the EM plans, and DEMCs must develop and submit exercise schedules to the SECT by the end of the financial year in accordance with State EM Preparedness Procedure 19.

4.9.2. Local governments must develop and submit exercise schedules to DEMCs in accordance with State EM Preparedness Procedure 19. DEMCs must collate local government exercise schedules and forward to the SECT by the end of the financial year.

4.9.3. The SECT must:

- compile a register of EMA, public authority, DEMC and local government exercise schedules;
- approve the submitted exercise schedules meeting the requirements under State EM Preparedness Procedure 19; and
- monitor exercise completion and the submission of post-exercise reports.

Proposed amendments to State EM Policy sections 4.8 – 4.10

4.10. POST-EXERCISE REPORTS

- 4.10.1. Following an exercise, HMAs, Combat Agencies and Support Organisations, public authorities with roles and responsibilities in the EM plans, and DEMCs must develop and submit a post-exercise report in accordance with State EM Preparedness Procedure 19.
- 4.10.2. Local governments must develop and submit post-exercise reports to DEMCs in accordance with State EM Preparedness Procedure 19. DEMCs must collate local government post-exercise reports and forward to the SECT.
- 4.10.3. The SECT must review submitted post-exercise reports and provide a summary of the State's exercise activity to the SEMC, SEMC subcommittees and reference groups as applicable.
- 4.10.4. Agencies exercising capabilities of a sensitive, security or commercial nature may redact sensitive information from post-exercise reports but must provide the SEMC with a high-level summary of capabilities met.

Additional changes to the State EM Policy

State EM Policy statement 1.5.10

A comprehensive review of the suite of State EM documents must be conducted at least every five years, in consultation with relevant stakeholders and in accordance with State EM Preparedness Procedures 1-5. Targeted reviews may occur at the conclusion of a major emergency or inquiry or on introduction of major government reform or legislation change. Plans must be validated through exercising within the 12 months following a comprehensive or targeted review, in accordance with State Preparedness Procedure 19.

Highlighted content is the proposed text to be added to this statement.

State EM Policy section 4.10 (TRAINING)

This section will be moved to State EM Policy section 4.10. Content has not been amended during this review.

Appendix A: List of Emergency Management Roles and Responsibilities

Content will be updated to reflect changes made to sections 4.8 - 4.11 of the State EM Policy.

Appendix C: Acronyms

Addition of State Exercise Coordination Team (SECT) to replace Emergency Management Advisory Group (EMAG)

Proposed Amendments to State EM Preparedness Procedure 19

19. EXERCISE MANAGEMENT

BACKGROUND

Effective emergency management requires coordinated arrangements and emergency management plans which are validated through regular exercises. The State Emergency Management Committee (SEMC) directs Emergency Management Agencies (EMAs)¹, public authorities, DEMCs and local governments to annually participate in exercises to evaluate their emergency management capabilities and arrangements.

PROCEDURE

To ensure the State is appropriately prepared to respond to and recover from emergencies, the following procedures have been developed to assist agencies to improve their readiness through a more comprehensive and cohesive approach to exercising across government.

Agency participation in the State Emergency Management Exercise Framework (State EM Exercise Framework) will progressively build the State's capability which will be evaluated through the State EM Exercise every three years.

Exercise Capability Gap Analysis

The [SEMC Emergency Management Capability Framework](#) (the Capability Framework) identifies the capability areas of governance, emergency response, resources, community involvement, planning & mitigation, impact management & recovery. Each capability area is further broken down into core capabilities and their associated achievement objectives. Agencies must use the Capability Framework as a baseline to determine their exercise needs and requirements to close capability gaps and report on their activity.

To complete a capability gap analysis agencies will:

- identify the core capabilities required to perform their role and responsibilities under the State EM Plan, State Hazard Plans and/or State Support Plans;
- assess their ability to meet the achievement objectives for each identified core capability; and
- determine their exercising needs based on any capability gaps identified during the analysis.

The results of the capability assessment tool may be used to inform the capability gap analysis.

Exercise Schedule

Exercise schedules must be developed and submitted to the SEMC in accordance with the following procedure (State EM Policy statement 4.9.1).

Exercises must build in complexity during their proposed exercise schedule to allow participants to progressively build knowledge and thoroughly practice their roles and responsibilities under the State Emergency Management Framework.

To progressively build on learnings, it is recommended agencies exercise capabilities internally during the first year, exercise capabilities within a multi-agency environment in the second year and participate in a state-level exercise the third year.

¹ Emergency Management Agencies include Hazard Management Agencies, Combat Agencies and Support Organisations as prescribed in the EM Regulations.

Proposed Amendments to State EM Preparedness Procedure 19

Every three years, the SECT will facilitate a State EM Exercise, which will be a summative exercise designed to bring capability components together. Agencies not required to participate in the State EM Exercise must plan a summative exercise demonstrating how they will operationalise their capabilities during a state-level emergency.

A summative exercise focuses on the outcomes of the previous exercises and evaluates the performance of the participants against a standard or benchmark (the achievement objectives in the Capability Framework). It will provide an environment where participants are challenged to demonstrate capability and capacity to respond to an emergency situation brought about by one or more State hazards.

The three (3) year exercise schedule should incorporate the validation of comprehensive or targeted reviews to State Hazard Plans, State Support Plans and LEMAs.

All agencies conducting exercises must add their exercises to the [State Exercise Calendar](#) on the SEMC Website.

The exercise schedule must include:

- Intra-agency exercises
 - Capabilities identified
 - Plans to be activated
 - Proposed time, date, place
 - Exercise type
 - Agency contact
- Multi-agencies exercises
 - Capabilities identified
 - Plans to be activated
 - Proposed time, date, place
 - Exercise type
 - Agency contact
 - Lead agency
 - Participating agencies
- State-level exercises
 - Capabilities identified
 - Plans to be activated
 - Proposed time, date, place
 - Exercise type
 - Agency contact
 - Lead agency
 - Participating agencies

Proposed Amendments to State EM Preparedness Procedure 19

Exercise Planning

Exercise planning is recommended to be undertaken in accordance with the *Managing Exercises- A Guideline for Western Australia's Emergency Management Agencies*.² This will guideline ensure a consistent approach to the development, running and evaluation of exercises.

The Guideline:

- provides a simple overview of the exercise management process;
- provides a step-by-step guide through the phases of exercise management;
- can be used for single agency, multi-agency or whole-of-government exercises;
- has been designed to support small exercises, while also providing more comprehensive information for larger or more complex exercises; and
- includes useful templates and resources.

Templates provided within *Managing Exercises - A Guideline for Western Australia's Emergency Management Agencies* are consistent with the national approach to exercise management. They are based upon documentation from the Australian Emergency Handbook Series (Handbook 3 – Managing Exercises) and the Tasmanian Government templates for managing Emergency Management Exercises.

Post – Exercise Reports

Following all exercises, a post-exercise report must be completed and submitted to the State Exercise Coordination Team (SECT). Local governments must submit post-exercise reports to their DEMC

Where gaps are identified in capability exercising, agencies are responsible for proposing an improvement plan specifying how they will close capability gaps.

Multi-agency post-exercise reports must be compiled by the lead agency and submitted on behalf of all participating agencies, organisations or local governments.

The SECT will write the State EM Exercise report in consultation with participating agencies. Capability gaps and lessons identified during the exercise will inform the SEMC of future training and development requirements across the emergency management sector.

To ensure a consistent approach to reporting and evaluating exercises, the following components are required:

EXECUTIVE SUMMARY

- Overview
- Findings
- Opportunities
- Observations

EXERCISE DETAILS

- Title of Exercise
- Date of Exercise
- Lead Agency

² This guideline is under development.

Proposed Amendments to State EM Preparedness Procedure 19

- Exercise Style/Type - (Provide details on what type of exercise was conducted ie. Discussion, Functional, Field)
- Participating Agencies - (Provide details of what agencies participated in the exercise)
- Overview - (Provide details on what the exercise will achieve and who the target participants will be)
- Aim - (The exercise aim is a statement of intent which gives direction to what will or is desired to be achieved by the exercise. There should be only one aim statement for the exercise and it can be as generic or as specific as required to meet the needs of the exercise)
- Capability Based Objectives - (Objectives are specific statements describing what should be achieved by individuals, groups or agencies participating in the exercise. Objectives must relate to the aim and be SMART; Specific, Measurable, Achievable, Realistic and Task-related. Exercise outcomes should be evaluated against these objectives)
- Scope - (What is included; what is excluded in the exercise)
- Scenario - (Describe the exercise scenario)

EXERCISE EVALUATION

- Methodology
- Evaluation of each Capability Based Objective
 - Findings - (Detail what worked and what didn't. Why?)
 - Opportunities – (Recommendations to close identified capability gaps)

IMPROVEMENT PLAN

- Objective/Capability
- Issue/Area for Improvement
- Corrective action
- Responsible agency/business unit and point of contact
- Timeframes for completion

A Post Exercise template³ can be found in the *Managing Exercises- A Guideline for Western Australia's Emergency Management Agencies* and can be downloaded from the SEMC website.

³ A draft has been provided as part of this consultation.

ATTACHMENT NO. 3

Town of Bassendean LEMC Business Plan 2019

1 st Quarter Requirement	Details		Due Date
<p>Development and approval of next financial year LEMC exercise schedule (to be forwarded to relevant DEMC).</p> <p>Development of annual exercise</p>	Annual Business Plan	<ul style="list-style-type: none"> • Discussion session and approval 	March 2019
	Annual Exercise	<ul style="list-style-type: none"> • Exercise type • Exercise date • Planning team • Financial 	March 2019
	Training	<ul style="list-style-type: none"> • Identify opportunities for EM training for staff of TOB. • Intro to EM • Intro to recovery 	March 2019
	Risk Management	<ul style="list-style-type: none"> • Assess one or more hazards • Report on progress delivered to LEMC. 	April 2019
2nd Quarter Requirement	Details		Due Date
<p>Preparation of LEMC annual report (to be forwarded to relevant DEMC for inclusion in the SEMC annual report).</p> <p>Finalisation and approval of annual business plan.</p>	Business Plan	<ul style="list-style-type: none"> • Business Plan finalised 	July 2019
	Annual reporting	<ul style="list-style-type: none"> • Annual reporting survey provided by DFES • LEMC discussion and input • Survey completed and returned to DFES 	July 2019
	Risk Management	<ul style="list-style-type: none"> • Assess one or more hazards • Report on progress delivered to LEMC. 	July 2019

3rd Quarter Requirement	Details		Due Date
Identify emergency management projects for possible grant funding.	<ul style="list-style-type: none"> Funding opportunities 	<ul style="list-style-type: none"> Risk mitigation Special community projects Other opportunities 	October 2019
	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Assess one or more hazards Report on progress delivered to LEMC. Risk mitigation 	October 2019
	<ul style="list-style-type: none"> Recovery Committee 	<ul style="list-style-type: none"> Arrange a meeting of the TOB Recovery Coordination Group 	October 2019
4th Quarter Requirement	Details		Due Date
National and State funding nominations.	<ul style="list-style-type: none"> LEMC discussion 	<ul style="list-style-type: none"> Community projects of significance in EM worthy of recognition 	December 2019
	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Assess one or more hazards Report on progress delivered to LEMC. Risk mitigation 	December 2019