Council

ADVERSE EVENTS PLAN
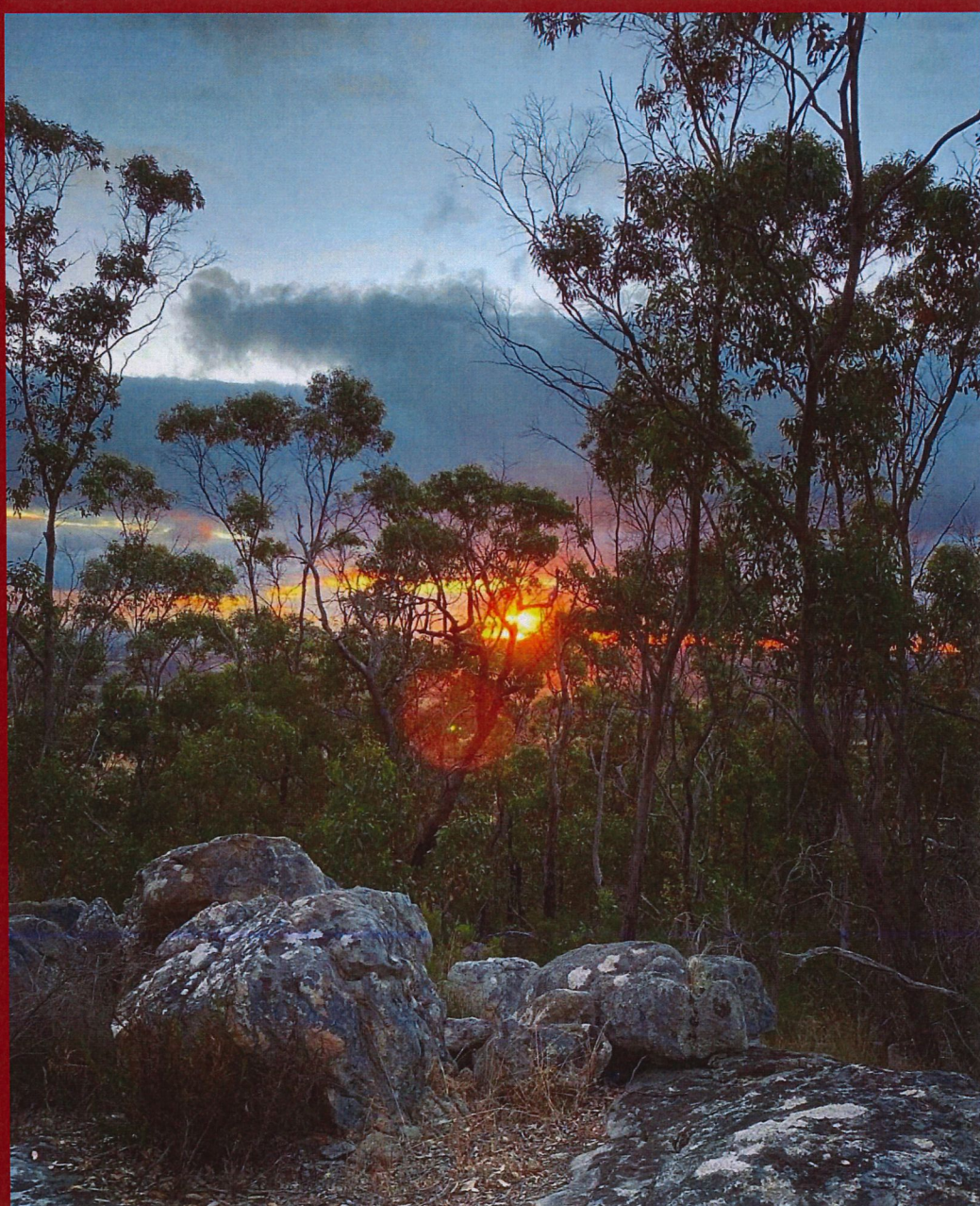
Adverse Events Plan

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Shire of Plantagenet

Adverse Events Plan

DOCUMENT CONTROL

Shire of Plantagenet	**Document:** 210504 Adverse Events Plan - Plantagenet (V5.0)
PO Box 48	**Client:** Shire of Plantagenet
Mount Barker, WA, 6324	
Ph: (08) 9892 1111	**Project Manager:** Laura Adams
Email:	**Author:** Mark Weller / Mark Toohey
info@plantagenet.wa.gov.au	**Date:** June 2021

Synopsis:

This **Adverse Event Plan**, developed in consultation with local stakeholders, aims to enhance local leadership and community capacity to adapt to and cope with the stresses associated with adverse events. The plan considers arrangements already in place, and perceived risks and solutions for development.

DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
V1.0 – V1.7	15/06/2021	Internal for review	Adverse Events Plan (V1.7)
V2.0	16/06/2021	First draft for Shire review	Adverse Events Plan (V2.0)
V3.0 – 3.5	29/06/2021	Consultations and Revisions	Adverse Events Plan (V3.5)
V3.6	06/07/2021	Review with Shire	Adverse Events Plan (V3.6)
V4.0	06/07/2021	Issued for LEMC review and feedback	Adverse Events Plan (V4.0)
V4.1 – 4.7	14/07/2021	Updated with LEMC and Shire CEO and Staff feedback. Proofed by internal QA	Adverse Events Plan (V4.7)
5.0	15/07/2021	Draft for Council	Adverse Events Plan (V5.0)

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Glossary

AIIMS	Australasian Inter-Service Incident Management System
BFS / BFB	Bush Fire Service / Bush Fire Brigades
DBCA	Department of Biodiversity, Conservation and Attractions
DEMC	District Emergency Management Committee
DFAT	Department of Foreign Affairs and Trade
DFES	Department of Fire and Emergency Services
DoC	Department of Communities
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
DWER	Department of Water and Environmental Regulation
GIS	Geographical Information System
GSCORE	Great Southern Center for Outdoor Recreation Excellence (Now Outdoors Great Southern)
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LEWP	Local Emergency Welfare Plan
MRWA	Main Roads Western Australia
NBN	National Broadband Network
NRM	Natural Resource Management
SEMC	State Emergency Management Committee
SOP	Standard Operating Procedures
WAERN	Western Australian Emergency Radio Network

1.0   Administration

1.1   Executive Summary

The Shire of Plantagenet (Shire) Adverse Event Plan has been prepared with funding from the Australian Government's Drought Communities Program – Extension. This plan provides a strategic framework and guidance on increasing resilience to the likely and potential adverse events that threaten the Plantagenet local government area.

This plan aims to improve preparation for and recovery from adverse events. It will build community leadership capability, community resilience and the capacity to adapt and cope with chronic stresses and acute shocks caused by adverse events. It articulates Council's role as vital in providing accurate and timely information to its community, and to advocate to state and federal governments on their behalf.

This Plan was endorsed by Council on xx xxx xx

1.2   Purpose

The purpose of the Adverse Events Plan is to meet the needs of the Plantagenet community in areas that may not be already under management, and, to specifically consider:

- Natural resource management; and
- Economic diversification and community resilience; and
- Communication and coordination; and
- Asset mapping and management; and
- Infrastructure issues.

The plan is prepared with reference to the Drought Communities Program's 'Grant Opportunity Guidelines'. Development of the plan involved consultation with Shire personnel and key stakeholders through interviews and facilitated workshops. The plan is considered a living document and it is recognised that potentially, not all arrangements in place may have been captured, nor all gaps and risks identified. It is also recognised that our understanding of adverse events and our response will continuously evolve over time. It is recommended that this plan is reviewed annually and progressively, and continuously developed.

The Adverse Events Plan is not a replacement for, or duplication of, any existing emergency management resources such as the Local Emergency Management Arrangements. Such resources are named and referenced where appropriate.

1.3   Objective

The objective of this Plan is for it to be a complementary resource, which:

- Adds to **community resilience** and **capacity to adapt and cope** with the stresses caused by adverse events;

- Improves **business continuity** through addressing preparation, management and recovery from adverse events;

- Identifies **key strategies and actions** to be undertaken by Council and other stakeholders to mitigate against adverse events through **economic diversification, natural resource management** and other measures;

- **Highlights analysis** of perceived gaps and risks where not already managed by existing plans or processes; and

- Meets the requirements of the **Drought Communities Program** while remaining specific to the particular setting of Plantagenet.

1.4   Scope

The Adverse Events Plan applies to the Local Government district of the Shire of Plantagenet. The plan is applicable to all Shire staff. Where express approval is given, actions in the plan may apply to key partner stakeholders with a responsibility for planning and managing response to adverse events.

This Plan shall be considered in conjunction with other relevant Shire plans and policies, including:

- Local Emergency Management Arrangements;

- Council Risk Management Framework;

- Incident Management / Business Continuity Response Plan;

- Local Emergency Welfare Plan; and

- Corporate Business Plan 2019/20 to 2022/23.

1.5   Definition

An adverse event means an event or incident that has a negative impact on the wellbeing of the community. Examples include drought, bushfire, flood, other natural disaster, communicable disease, hazardous release and adverse human activity.

1.6   Principles

The following principles are applied in this Plan:

a) Responsibility for preparation, response, and recovery rests initially at local level. If local agencies and available resources are not sufficient, they are augmented by those at State and Federal level;

b) Control of adverse event response and recovery operations is conducted at the lowest effective level; and

c) That it is recognised that some elements of preparation, response and recovery are beyond the scope of local level. Examples include responsibility for ensuring telecommunications networks have sufficient coverage and redundancy; and that major pandemic response requires National and State coordination and leadership.

1.7 Communication

Communication in relation to any adverse events shall be in accordance with Council's communication and social media policy. Council will use a variety of communication media to provide the community with relevant information in relation to adverse events including print, radio, and social media.

1.8 Test and Review Process

The Plantagenet Shire Council will review this Plan annually, or following any:

- Activation of the Plan in response to an adverse event;
- Legislative changes affecting the Plan;
- Exercises conducted to test all or part of the Plan; and/or
- Other relevant circumstances, changes to requirements or notification of materially relevant new information.

CONSULTING
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2.0 Community Context

2.1 Land Use, Economy and Industry

The Shire of Plantagenet Local Government Area of 4,792 km² in the Great Southern region of Western Australia serves a community of 5,079 people (2016 Census) and is managed from the town of Mount Barker, located 360 kilometres south of Perth and 50 kilometres north of Albany.

The Shire is predominantly rural, with residential areas in the township of Mount Barker and several rural-residential villages. Mount Barker is the commercial centre of the Shire, with smaller settlements at Kendenup, Narrikup, Porongurup and Rocky Gully.

Land is used largely for agriculture, including poultry, sheep and cattle, with some viticulture, grain and olive growing, plantation timber growing and tourism-based businesses. Employment in the Plantagenet Shire is led by Agriculture and Manufacturing, with emerging sectors of Tourism, Education, Healthcare and Public Administration.

2.2 Major Roads

- Route 30, Albany Highway;
- Route 102, Muir Highway;
- Denmark Mt Barker Road;
- Oatlands / Porongurup Road; and
- Woogenellup Road.

2.3 Airports

Shire of Plantagenet is served by the Albany Airport approximately 40 kilometres or approximately 25 minutes south of Mount Barker. Albany Aerodrome (ICAO code: YABA, IATA code ALH) is large jet capable.

Coordinates	Elevation (ft)	Runway			
		Direction	Length (m)	Width (m)	Construction
34°56'35.88"S	233	05/23	1,096	30	Sealed
117°48'32.40"E		14/32	1,800	30	Sealed

Table 1: Regional Airport Key Data

Numerous smaller, privately owned airstrips are located in the Shire; however these have not been assessed at this time as suitable or appropriate for use by agencies in adverse events.

2.4 Map

Figure 1: Community Context Map

2.5 Hazards and Risks Summary

2.5.1 Emergency Risks

For planning, responding to and recovering from emergency risks such as **Fire, Storm or Biosecurity**, the Shire has an established "Local Emergency Management Committee" (LEMC) and associated document "Local Emergency Management Arrangements" (LEMA).

- LEMA sets out the local government's policies, strategies and priorities for emergency management. The LEMA describes emergencies that are likely to occur, define roles and responsibilities, resources and facilities within the community, and detail recovery arrangements;

- Further, the LEMA provides references to other related documents including:
  - o Local Emergency Management Policies;
  - o Bushfire Management, Response and Communications Plans; and
  - o Evacuations plans for facilities such as the hospital and community college.

- **Within the context of The Adverse Events Plan, this document provides a description of and a link to the LEMA without duplicating its function;**

- The LEMA document is located on the Shire of Plantagenet's website or in hard copy at the Shire Offices.

2.5.2 Adverse Events

The Hazard and Risk categories considered in the Adverse Events Plan reference the Drought Communities Programme (Extension) guidance, designed to achieve Australian Government objectives to improve resilience in communities that have been affected by drought. Accordingly, hazards and risks assessed in this plan include:

- Natural resource management;

- Economic diversification and community resilience;

- Communication and coordination; and

- Other issues of specific relevance to the Shire of Plantagenet.

2.6   Risk Acceptance and Acceptance Criteria

The Shire of Plantagenet has established criteria for evaluating measures of risk likelihood and consequence set out in the Shire's risk management framework document:

- Within the context of the Adverse Events Plan, this document provides a description of and a link to the Risk Management Framework without duplicating its function;

- The Risk Management Framework document can be located on the Shire of Plantagenet's website or in hard copy at the Shire Offices.

3.0 Methodology

3.1 Engagement

The Shire has examined the arrangements in place and workshopped the perceived risks and associated responses against the specific topics set out in the Drought Communities Funding guidelines and related areas.

The methodology employed was:

- Initial planning discussions with the Shire to review the requirements;

- Meeting with the Local Emergency Management Committee to discuss the relationship of the Adverse Events Plan to the LEMA document;

- Conducting a facilitated workshop to discuss; and

- Distribution of the resulting plan to LEMC for review and adoption.

3.2 Development

A facilitated workshop was held on Wednesday, 2nd June, 2021 at the Shire of Plantagenet's Council Chambers. This was attended by key stakeholders including the Shire, St Johns Ambulance, Red Cross, Main Roads and the Department of Justice.

Four facets of the six topics highlighted were discussed:

Topics	Facets
1. Infrastructure Issues	1. Arrangements in Place
2. Economic Diversification	2. Risks
3. Natural Resource Management	3. Solutions
4. Asset Mapping and Management	4. Responsibility
5. Communication and Coordination	
6. Community Resilience	

Table 2: Facilitated Workshop Topics and Facets

3.3 LEMC Review

The plan was provided to LEMC members for review during the draft revision process.

Feedback received from Agencies was reviewed by Shire personnel and included where appropriate.

3.4   Council Adoption

The plan was adopted at the XXX Ordinary / Special Council meeting

X

X

X

X

4.0 Delivery

4.1 Context

The key strategies and actions within the Shire of Plantagenet's Adverse Events Plan respond to the objectives of the plan to:

- Build community leadership capability;

- Improve community resilience and capacity to adapt and cope with chronic stresses and acute shocks caused by adverse events; and

- Improve business continuity.

Drought-related adverse events (as well as the potential for floods, bushfires and other adverse events) affect businesses and communities. These events impact upon the productivity and profitability of farmers, which is a major employment sector within the Shire.

With economic downturn, local services and businesses suffer as less money is spent locally. This may lead to staff unemployment, some businesses closing, fewer new employment opportunities and some people leaving the community to access employment elsewhere.

Adverse events also have significant social and environmental impacts. Stress affects health and wellbeing of the whole community. Farmland and natural areas can become degraded as a result of adverse events.

The Shire's Adverse Events Plan is intended to assist the Council and the community to better prepare for adverse events.

The outcome of responding to the key strategies and objectives is a stronger rural community and stronger local economy.

4.2 Arrangements in Place, Risks, Solutions, Actions and Responsibility

4.2.1 Infrastructure Issues

The definition of Infrastructure has been considered broadly, covering normal major items such as railways, roads and bridges, key buildings, power, water, telecommunications, and power, but also some Shire specific examples including fencing, remote locations, health and waste control systems. Through the LEMC and associated emergency plans referenced in paragraph 2.5.1, the Shire has a well-established system in place for coordination and communication between agencies for emergency planning and response. Some key examples include the offsite recovery centre, logistical readiness, evacuation plans and established protocols for support from outside of the region. It is considered that arrangements in place for mitigating, planning, responding to and recovering from threats to infrastructure are generally in good order and under regular review.

Nevertheless, in considering the infrastructure related risks and solutions tabled for consideration, there is opportunity to improve some specific areas as set out below.

#	Risks	Solutions	Responsibility	Timeframe*
1.1	Inter-agency communications, including telecommunications to be tested and improved	Shire, LEMC or another agreed lead agency to seek funding for a project officer or external consultancy, then implement telecommunication testing and document a gap analysis. Solutions to be implemented on priority basis subject to funding.	Shire to consult with agencies, determine the most appropriate and advocate for that agency to take responsibility	Lead Agency Identified by Dec. 2021 Gap Analysis by May 2022 Implementation subject to gap analysis
1.2	Power Outage – backup for mobile tower is inadequate[1]	The Shire to advocate for fully redundant back up power installation at all telecommunication towers providing service to the LGA area.	Shire and LEMC to advocate to State and Federal Government, Telstra	Advocacy by Sept. 2021 Solution intended to be implemented by July 2023
1.3	Shire Record System only available from the Shire offices building	The Shire to investigate and implement cost effective software/ hardware solution that enables secure remote access.	Shire	July 2022

1.4	Alternative emergency accommodation for Residents and Workers	Develop appropriate scope, secure funding and either constructor or convert appropriate venues into fit for purpose emergency accommodation; secure funding to purchase and store equipment allowing rapid conversion of community infrastructure in the event of a crisis.	Dept of Communities responsibility Shire to advocate for Department of Communities to undertake this project	July 2023
1.5	Plans becoming out of Date. No Plan, or Gaps in Plan coverage	The Shire and agencies to implement a 12-month (or earlier if appropriate) review cycle for all documents relating to adverse events.	Shire and Agencies	Annual as of Aug. 2021
1.6	Infrastructure not being maintained	The Shire to ensure its own asset management is appropriate and meets all required standards. This will be measured through mechanisms documented in the Shires asset management plan and asset management improvement strategy. Agencies to ensure their asset management is appropriate and meets all required standards.	Shire and Agencies	Agencies report to LEMC on the status of their asset management by April 2022
1.7	Waste Management – Cleanaway contract. Do they have emergency plans?	The Shire is to Investigate with Cleanaway as the status of their emergency plans. The Shire will request a copy of the current plan and any updated plans as Cleanaway review.	Shire	Shire report to LEMC by Nov. 2021
1.8	Asbestos infrastructure (Major Risk) in Fire, Storm or Flood events	The Shire operates a licensed asbestos disposal facility. In emergencies, a State Government response would be required under a DRFA.	Shire and State Government	Ongoing

Table 3: Infrastructure Issues. Risks Solutions Responsibility

Recommendation 1: That each 'Infrastructure Issues' risk / solution / responsibility is investigated in further detail and an action plan developed including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. In the facilitated workshop, Shire and Agency stakeholders ranked *'power resilience for telecommunications'* as the highest perceived risk across all topics. 27% of indicated prioritisation was assigned to *'power related threats to telecommunications and data'*. It is recommended that the Shire investigate this threat through the LEMC and State government to support the installation of appropriate back up power supplies to telecommunication towers supplying the LGA area.

4.2.2   Economic Diversification

The Shire has established a level of diversification within Agriculture and Food Production through broadacre farming, forestry, viticulture and the raising/ processing of beef, pork and poultry. Further, the Shire is supporting the development of Tourism such as mountain biking and walking trails. The Shire recognises the trends toward buying locally and understanding how and where food is produced.

Specific actions in support of diversification include:

- The development of Tourism is supported by "Outdoors Great Southern" / GSCORE;
- State Government is providing support for export diversification;
- Federal Government (DFAT) has been supporting education about export markets, building capacity in local leadership; and
- DFES requirement for consulting grape growers when burning bluegum trash.

In discussing economic diversification, workshop participants identified the following risks, potential solutions and perceived owners.

#	Risks	Solutions	Responsibility	Timeframe*
2.1	Air quality risks to viticulture	Consultation with viticulture industry to establish the seasonal timing. If possible, coordinate all prescribed burning in seasons appropriate to manage risk to the viticultural industry.	Shire to advocate to WA Health, DBCA and Industry Stakeholders to confirm existing controls and implement	Feb. 2022
2.2	Biosecurity in food production and the risk to employment[1]	The Shire advocate for DPIRD and Industry stakeholders to review and implement management plans, practices and training to reduce biosecurity risk.	Shire advocate to DPIRD, Industry Stakeholders Shire to continue to maintain saleyard biosecurity plan	Feb. 2022
2.3	Housing stock availability and condition for current/ future residents.	The Shire will continue to support the funding and development of a Housing Strategy to address the needs of the wider community.	Shire, Department of Communities	Strategy completed by July 2022

2.4	Lack of diversity of product markets and product offerings. Market Failure / recession	The Shire to achieve funding to develop an economic development strategy. The Shire to advocate for industry research and the development of support system initiatives.	Shire Federal and State Government. Shire Advocacy	Ongoing Ongoing
2.5	Skills Shortages[2]	The Shire to implement actions within the Shire's Workforce Plan. Other agencies to implement workforce planning as appropriate.	Shire Other Agencies	Ongoing Ongoing

Table 4: Economic Diversification. Risks Solutions Responsibility

Recommendation 2: That each 'Economic Diversification' risk / solution / responsibility is investigated in further detail and an action plan developed including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. Food production is one of the Shire's dominant economic sectors. 10.1% of indicated risk prioritisation was assigned to '*biosecurity*'. It is recommended that the Shire advocates for DPIRD and all industry stakeholders to review management plans, practices and exercises/ drills to ensure the food production industry is protected.

2. 3.8% of indicated risk prioritisation was assigned to '*skills shortages*' and it is proposed that the Shire advocate Government and the local industries to examine regional incentives to attract workforce to the region.

4.2.3 Natural Resource Management (NRM)

The Shire of Plantagenet is rich in natural resources including the Mount Roe, Mount Lindsay, Porongurup and Stirling National Parks and a popular wildflower season. The Porongurup Ranges are identified as one of the world's 25 biodiversity hotspots[1]. Commercialised natural resources include silica mining, timber plantations, and land under food production such as beef, grain and viticulture. In view of these land uses, the Shire has established arrangements in place which focus on water supply, ground cover, trees, erosion and biodiversity. Examples include, catchment area management, prescribed burning, weed/ feral animal control and a biosecurity plan for the Shire Saleyards. The Shire has established working relationships with the appropriate State and Federal agencies who are leading the NRM strategies in their areas and who connect and communicate through the LEMC.

Strong arrangements are in place, including the examples below. However, in discussing NRM workshop participants identified the items in Table 5 for further review.

- The Parks and Wildlife management through the DBCA;
- Water provision and management by DWER, Water Corporation and the Town Water Scheme;
- Soils, weed control and native vegetation by DPIRD and DBCA;
- Established recycling scheme for comingled recyclables, batteries and deposit refund;
- Bushfire Management / Prescribed burning through local brigades and DBCA;
- Engagement with community organisations including Oyster Harbour Catchment Group and The Lake Muir Denbarker Community Feral Pig Eradication Group;
- DBCA management for fire in National Parks and other conservation estates including Nature Reserve, State Forest; and
- DBCA management for fire/ feral animals/ weeds in non-townsite Unallocated Crown Land (UCL) and non-townsite unmanaged reserves (UMR).

#	Risks	Solutions	Responsibility	Timeframe*
3.1	Fire (National Parks)[2]	The Shire is to advocate for continued Fuel Mitigation and treatments.	Shire to advocate to: DBCA Stirling Mitigation Group Porongurups Mitigation Group	Ongoing
3.2	Potable and General Water Supply[1]	The Shire is to review current agreements and action findings in consultation with the communities currently receiving i.e., Rocky Gully.	Shire to advocate to Water Corp.	July 2022

3.3	Soils Management/ conservation issues (salinity, acidification, de-mineralisation etc.)	Shire to advocate for Department of Agriculture and State Government to implement appropriate solutions.	Shire to advocate to Department of Agriculture and State Government	Ongoing
3.4	Dieback / Biodiversity	Shire advocates and supports all agencies to develop and implement biosecurity management plans including decontamination of all vehicles.	Each agency	Feb. 2022
3.5	Lack of knowledge of natural resources (can't clear / burn road reserve)	The Shire is to advocate for agencies to review current methods of education and engagement and remedy findings. The Shire to provide support through the CESM and Ranger Services.	Shire to advocate to agencies Shire	Feb. 2023 Ongoing

Table 5: Natural Resource Management. Risks Solutions Responsibility

Recommendation 3: That each 'Natural Resource Management' risk / solution / responsibility is investigated in further detail and an action plan developed including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. Reflecting the importance of water as a critical resource, 8.9% of indicated risk prioritisation was assigned to *'water supply'*; and it is proposed that the Shire advocate to Water Corporation to review arrangements in place to determine if they are adequate, or if the concerns flagged in the facilitated workshop indicate potential for improvement.

2. With large open areas including National Parks, Nature Reserves and State Forest, *'fire management risks'* received 7.6% of indicated risk prioritisation. It is recommended to review if agency coordination, resources and communications and community education are optimal or if there is scope for improvement.

4.2.4 Asset Mapping and Management

Geographic Information Systems (GIS) is a key element of asset mapping and management. Facilitated workshop participants report that the Shire and Agencies have numerous mapping arrangements in place, including:

- The Bushfire Management Plan includes every critical asset;

- The Shire is utilising the PlanWA Intramaps facility through DPLH. PlanWA is part of the Western Australian Land Information Strategy;

- Main Roads WA (MRWA) has a Road Asset Management System;

- There is an existing Infrastructure Management Plan; and

- Dial Before you Dig covering information around Water, Electricity and Sewerage.

Nevertheless, in considering the topic, other Asset Management related risks and solutions were tabled for consideration and improvement.

#	Risks	Solutions	Responsibility	Timeframe*
4.1	No single source of data. No interagency co-operation with data[1]	The Shire is to advocate for one data location / a Single portal.	Shire to advocate to State Government	Seek single data portal by July 2026
4.2	A reliance on digital information if data connections are lost.[1]	The Shire is to work with all agencies to ensure accurate information is available in other formats including the ability to deploy backup systems and hard copy documentation.	Shire and Agencies	Ongoing
4.3	Knowledge Sharing / coordination across agencies	The Shire is to advocate for continued Inter- agency relationships and support the development of an open data share point/ portal.	Shire and Agencies	Ongoing
4.4	Theft, Farm Security, Livestock & Physical assets	The Shire to ensure its own asset management is appropriate and meets all required standards. This will be measured through mechanisms documented in the Shires asset management plan and asset management improvement strategy.	Shire	Ongoing

4.5	Power dependent access, examples of electric roller doors which do not have a manual back up to open during a power outage	For Shire owned assets, the Shire is to seek funding and ensure fire access is possible without power.	Shire	Feb. 2022

Table 6: Asset Mapping and Management. Risks Solutions Responsibility

Recommendation 4: That each 'Asset Mapping and Management' risk / solution / responsibility is investigated in further detail and an action plan developed, including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. Data accessibility is critical in any crisis, and 11.4% of indicated risk prioritisation was assigned to these two data management items. In view of this emphasis, it is recommended that the Shire advocates State Government to implement a single data location or portal, and that the Shire works with all agencies to ensure accurate information is available in other formats. This includes the deployment of backup systems and hard copy documentation. It is also recommended that the Shire works with agencies to ensure information provided in hard copy format is reviewed and kept current.

4.2.5 Communication and Coordination

Relationships, Coordination and Communication between the Shire and Agencies operating within and around Plantagenet is effectively facilitated through the established mechanisms of the LEMC including regular meetings and exercises. Telecommunications is a critical requirement in the Shire of Plantagenet, particularly so during any adverse or emergency event. Substantial communications and telecommunications arrangements are in place within the Shire, including:

- The Medical Centre has a text service for their own clients;
- DFES incident control vehicle, City of Albany and Plantagenet have funding;
- Plantagenet has NBN emergency access to provide Wi-Fi;
- The WAERN (Western Australian Emergency Radio Network);

- DFES has an Automatic Vehicle Location system;
- Apps including WhatsApp user groups and similar text and voice-over IP services;
- Existing public-switched telephone and mobile networks; and
- Shire and Agency websites and social media presence, such as Facebook.

Given the rural characteristics of the Shire, telecommunications and associated risks are a high priority. The following items were raised for further evaluation:

#	Risks	Solutions	Responsibility	Timeframe*
5.1	Communication with other agencies Loss of Power/ Communication[1]	Shire, LEMC or another agreed lead agency to seek funding and perform a detailed review of recorded risks and solutions and document a gap analysis. Solutions to be implemented on priority basis subject to funding.	Shire to consult with agencies, determine the most appropriate and advocate for that agency to take responsibility.	Lead Agency Identified by Dec. 2021 Gap Analysis by May 2022 Implementation subject to gap analysis
5.2	Rumour/ False Media (during critical incident/ adverse event)	Ensure all emergency communications to be delivered via a single source of truth. All communication shared to cite or link to the original source and not reinterpret.	Shire to verify information with lead agency	July 2022

5.3	Individual inexperience/ unaware of using comms methods	All agencies develop appropriate training manuals and implement training programs.	Each agency	July 2022, Ongoing
5.4	Uncoordinated communications networks[2]	The Shire is to investigate when the implementation of the planned Single State/ National Platform will occur and report back to LEMC.	Shire	Feb 2022
5.5	Power for communications base stations[1]	Solutions to be implemented on priority basis subject to funding.	Shire to consult with agencies, determine the most appropriate and advocate for that agency to take responsibility	Implementation subject to gap analysis

Table 7: Community and Coordination. Risks Solutions Responsibility

Recommendation 5: That each 'Communication and Coordination' risk / solution / responsibility is investigated in further detail and an action plan developed including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. In the facilitated workshop, *'risks to telecommunication or data'* and the *'threat to telecommunications due to power loss'* accounted for **50% of expressed priorities**. It is therefore recommended that the Shire conduct a detailed review of the recorded risks and solutions with a view to improving the existing arrangements in place.

2. 3.8% of indicated risk prioritisation was assigned to *'uncoordinated communication networks'*. Research indicates that Police, DFES, the DOJ, Ambulance and other frontline agencies will be sharing a new radio network. It is recommended that the Shire enquires if and when Plantagenet will benefit from this.

4.2.6 Community Resilience

Strength of Community is an established priority of the Plantagenet Shire Council and Agencies with specific focus in plans including the Local Emergency Welfare Plan, the Incident Management / Business Continuity Response Plan, and the Red Cross Resilient Communities – Emergency Services 2021 infographic. The Shire is well served by community organisations, including service clubs LIONS and APEX, Churches, the CWA, Men's Shed, Red Cross and other Community groups. The Shire website includes a Community Directory link where a large range of organisations list their contact details and links. The COVID-19 pandemic drove an increased focus on community support systems including food delivery to those in need. Other specific arrangements in place which strengthen community resilience include:

- Empowering Plantagenet Seniors; providing support and advocacy;
- Food Relief agency / Mt. Barker Community Resource Centre / Food Bank;
- A 60-bed hospital and Aged Care facility with "protect in place" plan;

- Incident Support Group – through the LEMC;
- The Bushfire Ready Group and Bushfire Volunteers; and
- The State Emergency Service Volunteers.

The facilitated workshop highlighted the following community resilience risks for further consideration.

#	Risks	Solutions	Responsibility	Timeframe*
6.1	One Telephone List	Shire to maintain and update current records through the CESM. This list should be incorporated into Business Continuity Plan reviews.	CESM/Shire	Ongoing
6.2	Changes in Staff Groups[1]	The Shire to maintain generic positional contacts and phone e.g. ESM@sop.com.au and to ensure they are maintained in the event of staffing changes. The Shire to encourage all external agencies to implement a similar practice.	Shire Shire to advocate to agencies to implement within their systems	Nov. 2022
6.3	Lack of Plan – c. 80% of population are not prepared for adverse event – food, water, radio[2]	Community Awareness and dissemination of information.	LEMC and Shire in partnership with all agencies	Ongoing
6.4	No Central database of emergency resources, stocks	SES Maintain a telephone list of contacts who keep such resources.	LEMC in partnership with all agencies	Ongoing

6.5	Loss of income	The Shire to advocate for Federal and State Relief for community members.	Shire, Federal and State Governments	Ongoing
6.6	Mental Health, Suicide, Drug and Alcohol abuse	Shire to advocate for increased Support and Training to be delivered to the community.	Shire advocacy (through interagency group) to State and Federal programs	Ongoing
6.7	Animals in crisis	LEMC have created an Animal Welfare in Emergencies plan from a DPIRD template. Utilization of the turf club Frost Park as a refuge during fires or on days of high fire danger.	Shire to adopt the Animal Welfare in Emergencies Plan Shire to maintain existing facilities	Nov. 2022 Feb. 2022
6.8	Social Impacts of Biosecurity Risk such as an outbreak of Foot and Mouth or other serious disease requiring the destruction of all livestock in a zone	Shire to promote regional counselling services available to farmers and pastoralists experiencing hardship (i.e.): https://www.agric.wa.gov.au/regional-counselling	Shire to promote existing services	Feb. 2022

Table 8: Community Resilience. Risks Solutions Responsibility

Recommendation 6: That each 'Community Resilience' risk / solution / responsibility is investigated in further detail and an action plan developed including measurable indicators and confirmation of timeframes and responsibilities; and that there is particular emphasis on:

1. 5.1% of indicated risk prioritisation was assigned to this fundamental concern about succession and loss of knowledge. It is recommended that the Shire reviews the concerns flagged and solutions suggested and implement practices that best suit the management required to ensure contact streams are kept open. This includes the Shire supporting external agencies to implement similar practices to support continuity of contacts.

2. *'Community engagement in preparedness'* was assigned 5.1% of risk prioritisation. It is recommended that the proposed solutions of public awareness campaigning be advocated by the Shire at that the Shire encourages distribution by the appropriate agencies. In turn it is recommended that the Shire distribute the promotional material through its approved communication channels as campaign material is made available.

For further details on this Adverse Events Plan
please contact:

Shire of Plantagenet
PO Box 48
Mount Barker, WA, 6324
Ph: (08) 9892 1111
E: info@plantagenet.wa.gov.au

Consulting Great Southern
ABN: 97 685 677 422
PO Box 2049, ALBANY WA 6331
Unit 2 / 266 York Street, ALBANY
Ph: 0419 437 369
E: mark@consultinggreatsouthern.com.au