This document has been produced as an initiative of the Regional Emergency Management Officers, NSW Police Force.

The Office of Emergency Management supports and encourages the dissemination and exchange of information.

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Disclaimer
Every effort has been made to ensure that the information contained within these guidelines is accurate and where possible reflects current best practice and knowledge. Users of this guide should obtain additional information from other sources if the document publication date exceeds 12 months.
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Introduction

Australia’s emergency management system reflects the States and Territories constitutional responsibility for the protection of the lives and property of citizens. State and Territory Governments exercise control over most functions that are essential for effective prevention, preparation, response, and recovery from emergencies through:

- legislative and regulatory arrangements; and
- provision of emergency service organisations and supporting functional areas.

New South Wales has well established and proven emergency management arrangements underpinned by the *State Emergency and Rescue Management Act 1989* as amended (the SERM Act) and its subordinate the *State Emergency Management Plan 2012* (the NSW EMPLAN), sub and supporting plans.

These arrangements (illustrated below) are designed for emergency management principles to be conducted on a decentralised basis at the local level first.

The regional and state levels of the emergency management structure are available to provide support and additional resources as required, and to only assume operational control when a higher level of control would be more effective. Local Government and other agencies perform a major role in these arrangements, as do volunteer organisations, because of their close links with the communities they serve.

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<td>Local Rescue Committee</td>
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This guide is designed to:

• Inform and enhance governance and planning arrangements by which Local Emergency Management Committees (LEMCs) are constituted;
• Complement arrangements described within emergency management legislation, policy or plans;
• Assist LEMC representatives in understanding their roles and responsibilities, and the functions of the LEMC; and
• Outline the relationship between LEMC functions and the operational environment without containing specific emergency operational response information.

Definition of “emergency”

The SERM Act defines an “emergency” as:

“an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which:

a. endangers, or threatens to endanger, the safety or health of persons or animals in the State, or

b. destroys or damages, or threatens to destroy or damage, property in the State, or

c. causes a failure of, or significant disruption to, an essential service or infrastructure

being an emergency which requires a significant and co-ordinated response.”

The NSW arrangements and functions of the LEMC are undertaken within the context of emergency situations, however they can be equally applied to assist with incident management.

An agency with the responsibility to manage hazard related events (Combat Agency) may do so within its capabilities without requiring engagement of the NSW emergency management arrangements. However, these arrangements acknowledge that no one agency can effectively manage response requirements across all the consequences as a result of an emergency. When LEMCs and Combat Agencies are fulfilling their planning responsibilities, consideration should be made to what constitutes an emergency within the local government area and what can be managed within the capabilities of the responsible agency. Each LEMC will have differing assessments of local resource capability and this should inform on planning, support and escalation requirements.

Emergency Management in NSW

Emergency Management is principally the measures and management of resources, priorities and activities for dealing with all aspects of emergencies. It includes:

- Implementing minimisation and protective strategies;
- Taking action during emergencies to reduce actual or probable injury, loss of life, loss of property and/or damage to the environment; and
- Assisting people to recover from the emergency event and continue with effective community functions.

Nationally recognised principles underpin emergency management in NSW. These principles are comprehensively detailed in the NSW EMPLAN. In summary the principles are:

- **A comprehensive approach:** Prevention, Preparation, Response and Recovery
- **An all hazards approach:** Processes that work across any hazard
- **An all-agencies approach:** A lead agency with coordinated support across multiple agencies where any agency with a capability can be incorporated and utilised
- **Continuous improvement:** Lessons learned and the application of those learnings
- **Coordination:** No one agency can manage all the consequences of an emergency
- **Information sharing:** Informing situational awareness and effective decision making to all stakeholders
- **Local capability:** Operations and recovery managed effectively at the lowest level
- **Community and stakeholder engagement:** Critical aspect in developing relationships, encompassing trust and enhancing resilience
- **Defined roles and responsibilities:** Understanding of contribution, performance requirements and accountability
- **Emergency risk management processes:** Identify, analyse, evaluate and treat risks; and allocate residual risk to the appropriate risk owner
- **Build and promote disaster resilience:** Empowering communities to share responsibility in minimising the impact to themselves.

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Legislation

The NSW Government enacted the SERM Act in recognition of the need for appropriate and effective prevention, preparation, response and recovery measures for emergency situations, and the establishment of a structure and system for management of rescue at State, Regional and Local levels. The SERM Act establishes the emergency management system in NSW and describes how rescue is coordinated within the State, and specifies the requirement for the formation and conduct of the Local Emergency Management Committee (LEMC). The Minister for Emergency Services is responsible for the SERM Act.
Emergency Management Committees

Emergency management committees are responsible for emergencies. In keeping with the ‘all agencies’ approach to emergency management, there are three levels of committees. The SERM Act 1989 governs the structure of these committees and their responsibilities.

State Emergency Management Committee (SEMC)

The SEMC ensures that New South Wales has a system to cope with emergencies which is robust, effective and flexible enough to deal with the range of hazards experienced within the State. A hazard impacting on the community may result in an emergency. The SEMC has the following functions:

- to review, monitor and advise the Minister on the adequacy of the provisions of this Act relating to emergency management;
- to provide strategic policy advice to the Minister in relation to emergency management;
- to review, monitor and develop emergency management policy and practice at a State level and to disseminate information in relation to any such policy and practice;
- to review the NSW EMPLAN and to recommend amendments to it;
- to endorse any subplans or supporting plans established under the NSW EMPLAN;
- to facilitate strategic State level emergency management capability through inter-agency co-ordination, co-operation and information sharing arrangements; and
- such other functions as are conferred or imposed on the Committee by or under this Act or as are related to this Act and assigned to the Committee from time to time by the Minister.

The SERM Act established Regions, as well as REMC roles, functions and relationships to the SEMC. The local level is based on Local Government Areas (LGAs) or a combination of LGAs.
Regional Emergency Management Committee (REMC)

The State is divided into eleven regions for the purpose of emergency management. In each of these regions, an Emergency Management Committee has been constituted, reflecting the structure of the SEMC.

The REMC is representative of the emergency management resources available within that region and or Local Government Area. The functions of REMCs include:

- Prepare and review plans relating to the prevention of, preparation for, response to, and recovery from emergencies in the region for which it is constituted;
- Review and monitor emergency management policy and practice across the region;
- Develop and conduct regional emergency management training exercises; and
- Facilitate regional emergency management capability through inter-agency coordination, co-operation and information sharing.

In the exercise of its functions, the REMC is responsible to the SEMC.

Local Emergency Management Committee (LEMC)

The LEMC is convened, and exercises its legislative functions under the provisions of the SERM Act, not the Local Government Act (1993) and as such is not a committee of council. The SERM Act identifies the General Manager (GM) as the chair of the committee. The business of the LEMC does not require the council endorsement. Notwithstanding there is a role for the Council in determining membership of the Committee.

The purpose of the LEMC is to provide cooperative interaction between emergency services, functional areas, local government and the community. It is responsible for preparing plans in relation to the prevention of, preparation for, response to, and recovery (PPRR) from emergencies within the LGA.
Function of the LEMC

Principally the LEMC is a committee responsible for preparing plans focussing on all aspects of emergency management within their constituted LGA, including PPRR. The following table lists the functions as defined in the SERM Act and provides the principles of intent for implementation of those functions.  

<table>
<thead>
<tr>
<th>Function</th>
<th>Principle Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give effect to emergency management policy at a local level</td>
<td>When preparing for, responding to or recovering from emergency or major events the LEMC members are to ensure that they are applying the principles of State or Region level policy and plans.</td>
</tr>
<tr>
<td>Coordinate emergency management practice at a local level</td>
<td>Coordination is the primary principle of NSW Emergency Management (EM). As all agencies are required to resolve an emergency as soon as possible, the coordination of support and activities to the Combat Agency is vested in the Local Emergency Operations Controller (LEOCON). The LEMC member agencies, and others assist in achieving this principle.</td>
</tr>
<tr>
<td>Review and prepare plans in respect of the relevant LGA</td>
<td>Local Emergency Management Plan (EMPLAN) process is applied including the development of Consequence Management Guides (CMGs). State plans stipulate if a local sub plan or functional area plan is required.</td>
</tr>
<tr>
<td>Develop, conduct and evaluate local emergency management exercises in respect of the LGA</td>
<td>LEMC exercises are conducted to test EMPLAN, CMGs, Subplans or Supporting Plans. Exercises may be eligible for funding. They are also required to have their outcomes and identified learning’s reported on to the REMC.</td>
</tr>
<tr>
<td>Make recommendations about and assist in the coordination of emergency management training in the relevant LGA</td>
<td>Includes assisting with development of a training gap analysis, providing feedback on EM courses and assisting in regards to resources, expertise and facilities, where appropriate.</td>
</tr>
<tr>
<td>Facilitate local level emergency management capability through inter-agency coordination, cooperation and information sharing arrangements</td>
<td>This can be done through informal gatherings, emergency services expos, LEMC meetings, exercises, EM training, cross-agency training, use of the Emergency Management Operating System (EMOS) and developing local arrangements for sharing information either electronically or in person.</td>
</tr>
<tr>
<td>Assist the LEOCON</td>
<td>This may include supporting the construction, maintenance and equipping of an Emergency Operations Centre (EOC), providing well equipped and trained Liaison Officers to EOCs, communicating with and providing intelligence to the LEOCON and EOC, providing support personnel to the EOC and keeping the LEOCON informed of any situation that may require the engagement of the EM arrangements.</td>
</tr>
</tbody>
</table>
| Carry out the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the LGA | Producing:  
  - A Local EMPLAN in the approved template and reviewing at prescribed interval  
  - Consequence Management Guides for hazards/risks/occurrences that would require the engagement of the EM arrangements to bring to resolve. These should be reviewed every 2 years at a minimum. |
| Carry out other functions as are assigned by the SEMC.                 | This may include related projects such as:  
  - Emergency Risk Management Study and Report  
  - Participation on State-wide working groups or projects  
  - Additional planning requirements |

Administration

The Council is responsible for coordinating and undertaking the administrative responsibilities of the LEMC. This includes keeping and maintaining records of all meetings, working groups, event reports, briefings, debriefs and after action reviews. The retention of LEMC documents is undertaken by the substantive Council on behalf of the LEMC. Records retention and disposal guidance is outlined as follows.

<table>
<thead>
<tr>
<th>Retain for a minimum or 3 to 5 years after action completed</th>
<th>No disposal. Required for archive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Compliance</strong>: EOC Audits, Exercise documents. (3 years min)</td>
<td>• <strong>LEMC, LRC or Local Sub-committee related</strong>: Charter, MOUs, TORs agenda, minutes, briefing notes, advice, reports, recommendations, resolutions, correspondence arising, publications, reports, discussion papers.</td>
</tr>
<tr>
<td>• <strong>Strategic Management</strong>: Research, draft versions of documents formally circulated for comment, meeting notes, issue analysis and outcomes, stakeholder consultation and associated correspondence. (3 years min)</td>
<td>• <strong>Nomination, appointment, resignation of members</strong>: EOCON appointment, notification of change of committee members.</td>
</tr>
<tr>
<td>• <strong>Debriefs/AAR’s</strong>: Incidents, where no deaths or injuries have occurred. (7 years min)</td>
<td>• <strong>Operational files</strong>: SITREPs, Impact Assessments, photos, operational incident action plans, operational logs and any associated correspondence. All files when Special Commission, Ministerial, Coronial Inquiry is undertaken or has potential to be undertaken.</td>
</tr>
<tr>
<td>• <strong>Strategic Management</strong>: EMPLANs, SOPs, Risk Management Plans, strategic plans, business plans and any associated correspondence. (7 years min)</td>
<td>• <strong>Debriefs/AAR’s</strong>: Emergency Operations, State of Emergency Declarations, Natural Disaster Declarations.</td>
</tr>
<tr>
<td>• <strong>Administrative reporting</strong>: Monthly reports/quarterly reports, annual projected activity report and any associated correspondence. (7 years min)</td>
<td>• <strong>Legislation</strong>: Submissions/comments related to review of SERM Act or other legislation, recommendations for changes to legislation and any associated correspondence.</td>
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Minutes of the LEMC should be forwarded to the Regional Emergency Management Officer (REMO) as soon as practicable after the LEMC meeting. Ideally minutes should be received no later than three weeks prior to the REMC, to allow:

- the REMO to review the minutes, and clarify any items that may be discussed at the REMC; and
- REMC members to be aware of REMC agenda items arising from LEMCs.

If the LEMC Executive Support function is shared across multiple LGAs, clearly defined processes should be developed and implemented to ensure continuity of office. The change of substantive council should not disrupt the administration support requirements for the LEMC.
LEMC Conduct

A LEMC Charter or Terms of Reference (TOR) is not a legislated requirement of the SERM Act. However, Committees may choose to prepare such a document for the purposes of meeting its obligations under the SERM Act with respect to the conduct of committee business by detailing the following: 4

- Frequency and methods of meetings;
- Meeting papers and processes;
- Records management;
- Motion and voting processes; and
- Members.

It is recommended that production of a LEMC Charter or TOR be considered when:

- Establishing a new LEMC;
- Combined emergency management between two or more LGAs applies; 5
- Significant structural or membership changes occur within the LEMC; and
- Boundary amendments occur.

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5 Part 2, Division 3, Section 28 (1-7), SERM Act (1989)
Committee Membership

Each LEMC consists of members identified in the SERM Act.  

LEMC Chair

The SERM Act requires the GM of the Council of the relevant LGA to chair the committee. However, there are provisions under the SERM Act and the Local Government Act for the Chair to either delegate that responsibility or nominate a Deputy to act in their absence. The Chair of the LEMC has the following responsibilities:

- Manage and coordinate the business of the Committee.
- Provide leadership: Be an effective strategist and build effective and functional relationships across a multi-agency environment.
- Ensure the LEMC performs its functions, that each meeting is planned conducted according to the SERM Act and LEMC Charter and that matters are dealt with in an orderly, efficient manner. The Chair should aim to make the most of member participation, assisting to build the team and ensuring regular representation and contribution is achieved.
- Ensure EM planning and review is managed effectively. Coordinate the Committee to ensure that appropriate policies and procedures are in place and reviewed against the responsibilities of public safety within the emergency environment.
- Represent the LEMC on the REMC. The LEMC Chair is a member of the REMC and is required to attend regional meetings, report on LEMC activities and participate in regional level planning and review activities.

While not legislatively responsible for representing Council on the Committee they hold responsibility for speaking on behalf of council if no alternate Council representative is a member.

Deputy Chair

In accordance with the SERM Act, the Chair should nominate a Deputy Chair. Ideally the person should be someone able to perform the duties of the Chair and have appropriate authority and skills.

Local Emergency Operations Controller (LEOCON)

The LEOCON is a police officer appointed by the NSW Police Force Region Commander in their role as Regional Emergency Operations Controller (REOCON). The Police Officer appointed to the position should be from the Emergency Management Region (EM Region) in which the LGA is located unless not practicable.

This means that the LEOCON may not be located within the LGA or even the EM Region to which the LEMC is constituted. Regardless this does not change the functions and responsibilities of the position and the importance of effective relationships within the local area.

The LEOCONS responsibilities are legislated under the SERM Act.

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6 Part 2, Division 3, Section 28 (1-7), SERM Act (1989)
7 Part 2, Division 3, Section 28 (2a), SERM Act (1989)
8 Schedule 2, SERM Act (1989)
9 Section 378, Local Government Act (1993)
10 Schedule 2, SERM Act (1989)
11 Part 2, Division 3, Section 3, SERM Act (1989)
12 Part 2, Division 3 Section 30, SERM Act (1989)
Local Emergency Management Officer (LEMO)

The LEMO or principal executive support officer is appointed by Council to provide executive support to the LEMC and to the LEOCON. The LEMO, a non-voting member of the LEMC, answers to the Chair of the LEMC and to the LEOCON during emergency operations and events controlled by the LEOCON.

The role and responsibilities of the Local Emergency Management Officer (LEMO) are outlined in the NSW Emergency Operations Centres Policy Document and reproduced in Annexure A.  

Regional Emergency Management Officer (REMO)

The REMO attends the LEMC as an observer to provide guidance and consultation. The role of the REMO is to act as the Executive Officer to the REOCON and REMC. The REMO ensures, on behalf of the REOCON and REMC, that compliance and effective emergency management is occurring within the region.

The REMO works across and supports both the REMC and LEMC functions, performs high level support to emergency management positions and agencies and provides advice to State level committees and working groups. The position is appointed by the NSW Police Force and answers to the Region Commander in their capacity as REOCON.

LEMCs are encouraged to seek advice and guidance from their REMO regarding:

- Legislative compliance;
- Review of local and facility plans and documents;
- Development of Standard Operating Procedures and protocols;
- Undertaking of evacuation centre audits;
- Operational debriefs;
- Working groups and sub committees;
- Development of exercises; and
- Response and recovery operations.

The NSW Police Force also has a Mutual Aid Agreement with the Office of Emergency Management (OEM) that permits the Office to engage REMOs to assist with development, conduct, assessment and review of OEM multi-agency courses and workshops.

Emergency Services Organisations (ESOs)

Emergency Services Organisations (ESOs) are identified in the SERM Act. They include:

- Ambulance Service of NSW;
- Fire & Rescue NSW;
- NSW Police Force;
- NSW Rural Fire Service;
- NSW State Emergency Service;
- NSW Volunteer Rescue Association Inc.;
- Surf Life Saving New South Wales;
- Volunteer Marine Rescue NSW;
- a fire brigade within the meaning of Fire and Rescue Act 1989;
- an agency that manages or controls an accredited rescue unit;
- a non-government agency that is prescribed by the regulations for the purposes of this definition.

14 Part 2, Division 3, Section 28, SERM Act. (1989)
ESOs, and any other agency which manages or controls an accredited rescue unit, operating in the LEMC area are considered as members of the LEMC. Not all Combat Agencies are represented as members of the LEMC (for example, NSW Port Authority). The LEMC should consider having representation from agencies with Combat Agency responsibilities as a member where that hazard exists within the EM area. Each member is required to nominate an alternate to act in their absence. Such positions should be identified and recorded in advance. When neither the member nor deputy is present they may be represented by a nominated person. Such representation must be advised to the Chair or LEMO prior to the meeting taking place. This can either be in writing or face-to-face. The principal and deputy membership representative is based on a position within the respective agency rather than an individual.

Continuity is important when membership changes, therefore it is strongly recommended that new or replacement representatives should be adequately briefed during position handover on EM matters and participation on the LEMC. This will assist with ensuring any replacement member is aware of the agenda, items of discussion, decisions and guidance previously provided by that agency to the LEMC.

**Functional Areas (Members)**

These are a category or group of agencies that provide services around a specific area of expertise involved in emergency management. The representative that sits on the REMC is known as the Regional Functional Area Coordinator (FAC).

The Functional Area services are:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Functional Area</th>
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<tbody>
<tr>
<td>AASFAC</td>
<td>Agricultural and Animal Services</td>
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<tr>
<td>EUSFAC</td>
<td>Energy and Utility Services</td>
</tr>
<tr>
<td>RESFAC</td>
<td>Engineering Services</td>
</tr>
<tr>
<td>EnviroFAC</td>
<td>Environmental Services</td>
</tr>
<tr>
<td>HSFAC</td>
<td>Health Services</td>
</tr>
<tr>
<td>PIFAC</td>
<td>Public Information Services</td>
</tr>
<tr>
<td>TelFAC</td>
<td>Telecommunication Services</td>
</tr>
<tr>
<td>TSFAC</td>
<td>Transport Services</td>
</tr>
<tr>
<td>WelFAC</td>
<td>Welfare Services</td>
</tr>
</tbody>
</table>

The Regional FACs are not generally members on the LEMCs due to the large areas they service and the number of LEMCs that they would be required to attend. Where possible they will attend or nominate a suitable representative that has authority to speak on behalf of that Functional Area.

In either case the Regional FAC should be included in LEMC meeting invitations unless they advise otherwise. They will determine the best course of representation for their Functional Area at a local area. For example, Agriculture and Animal Services is represented on the LEMC by Local Land Services (LLS).

A local agency that is a participating or a support agency within a Functional Area may be a member or observer on a LEMC but can only speak on behalf of their organisation and not on behalf of the Functional Area unless otherwise authorised. Where there is no official Functional Area representation on the LEMC and the Functional Area expertise is required, the LEMC may request/invite the Regional FAC to attend an upcoming LEMC to contribute to a specific issue or discussion. The Chair or LEMO can facilitate these arrangements directly with the Regional FAC.

Where a Functional Area does not nominate a person to be a member, the committee should consider providing to the Regional FAC agendas and minutes of meetings to keep them apprised of matters with which the committee is dealing.

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15 Section 3, SERM Act. (1989)
Other Members
The SERM Act specifies that the LEMC may determine what other stakeholders should be members of the LEMC.\(^\text{16}\) The LEMC may identify which agencies are appropriate for voting membership and this should be adequately recorded in meeting minutes and contact directories.

Any agency wishing to be a member of the LEMC should submit such a request in writing to the LEMC. The LEMC is then required to table a motion and make a recommendation for the consideration of LEMC to determine. Options for the LEMC are to endorse voting membership or to allow the agency to be an observer. Once a decision is reached, the LEMC should write to the applying agency advising them on the outcome.

Observers
The SERM Act does not provide information on committee observers. Advice from the SEMC is that the committee may determine that an organisation may be invited to attend meetings, either on an as required or ongoing basis, as observers (non-member). The purpose for such invitations may include:

- observers that have a stakeholder interest in the activities and functions of the committee; or
- provide expert advice and guidance to the LEMC.

\(^{16}\) Section 28, SERM Act, (1989)
LEMC Administration

Meeting Frequencies

The SERM Act does not specify the number of meetings required to be conducted within each calendar or financial year. Meeting frequency should be determined by the Committee and documented (e.g. LEMC Charter or Terms of Reference) as part of how the Committee will conduct its business in accordance with the SERM Act.\(^\text{17}\) To reduce the burden of the number of meetings members are required to attend it is recommended that:

- LEMC meetings occur at least every 4 months;
- LEMC meetings are held prior to the scheduled REMC meeting to allow for any issues raised or endorsement processes occurring at LEMCs to be forwarded to REMCs for addressing or noting; and
- Local Rescue Committee (LRC) and LEMC meetings are held consecutively on the same day.

Voting Rules

The rules of the Committee are outlined in the SERM Act.\(^\text{18}\) In summary, voting rules are:

- The Committee must have a quorum for a vote to be undertaken. A quorum exists where a majority of the LEMC voting membership are in attendance.
- Members, other than the Chair, are afforded one vote only.
- The Chair has the first deliberative vote, and a casting vote, if votes cast are equal in number.

In the event equality of votes is reached the Chair may choose to:

- Utilise their casting vote immediately;
- Open further discussion on the matter prior to utilising their casting vote; or
- Call for a re-vote to occur without utilising their casting vote. Further discussion takes place prior to the motion being re-tabled and a resolution occurring.

A vote can be ‘in favour’ or ‘not in favour’ of the motion only if a quorum exists. If there is no quorum, the motion may be discussed and deferred to another meeting for a vote. A member may choose to abstain from casting a vote. The Chair has the right to enquire justification in either open forum or discreetly; however, no rationale or justification is required to be provided by the abstaining member.

\(^{17}\) Part 6, Schedule 2, SERM Act. (1989)

\(^{18}\) Schedule 2, SERM Act. (1989)
Agendas

Meeting Agendas should be determined by the Committee and documented as part of how the Committee will conduct its business in accordance with the SERM Act. There are two sample agenda templates available for LEMCs - one incorporates agency reporting and the other does not. Agenda items in either templates can be re-arranged to suit the LEMC. When producing an agenda the functions of the committee should be the focus of all items.

It is recommended that the agenda and any business papers be sent to members at least 2 weeks before the LEMC. This allows members to research or prepare information related to the agenda items and thereby facilitate purposeful discussions and decision making. The following topics should always be included as standing Agenda items:

1. Action Register

An Action Register should be maintained throughout the life of the Committee. Each motion, resolution or decision of the LEMC that requires action should be recorded in the action register. Details of the each action, including their status, responsible officer, agreed completion date, and supporting information (e.g. LEMC minutes; reports, etc.) and progress notes should be referenced.

The LEMO monitors the actions within the register and updates accordingly between, and at meetings. At each meeting the status of actions from the previous meeting are discussed or noted and all other actions are archived.

2. Major Activities

The committee should reflect, discuss and note any major activities that have occurred since the last meeting that required a multi-agency response. This is not agency reporting in regard to their core role but responses that required elements of the emergency management arrangements to be engaged, or may have had the potential or opportunity to be involved.

Changes in Capability:

This is important to discuss regardless of whether there is a decrease or increase in capability. The LEMC has a responsibility to undertake risk assessment in relation to changes in capability. Where there is reduced capability the LEMC may need to discuss options to address any gap in service to the community that is not otherwise being addressed internally be the agency. Where there is an increased or new capability the LEMC has opportunity to raise awareness amongst each other and discuss how that capability can be best utilised.

Planning:

This is a primary responsibility of the LEMC. The Local EMPLAN template has an administrative section (Parts 1 & 2) as well as CMGs. The LEMC may wish to review Parts 1 & 2 at least every three years. This agenda item also allows for the review and/or development of CMGs in order to meet planning responsibilities.

Training Activities/ Exercises:

Discussion about past exercises conducted by agencies can be included for noting by the committee. Multi-agency exercises should be the focus rather than agency only exercises. This also allows for outcomes and lessons from the exercise to inform any CMGs that exist for that hazard/situation and review of their contents. The LEMC also has responsibility to conduct exercises.

There is opportunity for discussions regarding development of exercises or reporting from any Working Group developing the exercise. Review or production of CMGs also provides opportunity to undertake desktop discussions that meets the LEMCs exercising responsibilities.

\(^{19}\) Part 6, Schedule 2, SERM Act. (1989)
Combining Local Government Areas for Emergency Management

The SERM Act allows for two or more areas to combine their arrangements for the purpose of gaining efficiencies across the emergency management arrangements. This may be due to a number of reasons including:

- The same personnel from agencies represent on both committees;
- The LGAs are in such close proximity to each that they respond and resource from within each other’s boundaries;
- Participating agency local and zone boundaries are encompassed within the LGA; and/or
- The inherent risks to the LGA communities and associated dependencies are significantly related.

Any such combination must be approved by the Minister that is assigned responsibility for the SERM Act. The process to achieve a combined committee is:

- All LEMCs discuss and undertake a strategic planning analysis of a proposed combination;
- If a motion to combine is passed by each LEMC, then the committees should make a recommendation to the individual councils seeking their respect agreement. If the councils agree, they should each write to the REOCON to request that a recommendation should be made to the Minister for approval to combine the local areas for emergency management purposes; and
- The date of the Ministers approval may also be determined as the date that the new LEMC will be officially formed.

The REMC considers the proposal and forwards its recommendation to the SEMC, via the SEMC Secretariat, for the consideration of the SEMC and the Minister. The REMC and the Chair of the respective LEMCs will receive correspondence on the resolution of the Minister once determined. Items that require discussion and appraisal when considering a combined committee include:

- Whether a single Council is assigned as the ‘principal’ council or the principal council role is rotated on a specified term basis. It is also required to be determined if rotation will occur based on a calendar or financial year;
- LEMC business continuity practices between Councils when rotating the principal role;
- Council requirement to provide executive support capability in the form of a LEMO. Also considerations around an appropriate number of alternate LEMO(s) for continuity purposes. For example:
  - The principal council provides the LEMO position and the other Council(s) provide alternate LEMOs;
  - A substantive LEMO position is created and financially supported from participating Councils.
- Provision of EOC for either the combined area or a primary EOC within a LGA and secondary EOC(s) located in the other LGA(s);
- Consolidation of existing Local EMPLAN and sub-plans into new plan(s);
- Historic and archival retention of files associated with the former LEMCs; and
- Memorandum of Understanding (MOU) between councils to address Chair, LEMO and financial commitments.

20 Part 2, Division 3, Section 27 (a-b), SERM Act. (1989)
21 Part 2, Division 3, Section 27 (a-b), SERM Act. (1989)
Membership

Once the Minister’s approval has been given, the new committee exists even if it has not yet formally met. The SERM Act\(^\text{22}\) states that the LEMC is to consist of:

- The GM of the nominated principal council, appointed as the LEMC Chairperson;
- A senior representative of each emergency service organization operating in the area. This means one representative nominated by that organisation. Therefore, where organisations have a boundary or more than one office in the LGA then it is up to the organisation to appoint one senior representative to be the member of that committee;
- Other organisations that provide services in a functional area within the LGA may appoint a (one) representative to the LEMC, from time to time; and
- Local Emergency Operations Controller.

Therefore, once a new LEMC exists it will automatically have, as a minimum, the following core membership:

- General Manager of the Council of the relevant LGA, who is to be the Chair of the Committee;
- Local Emergency Operations Controller for the relevant LGA; and
- Representatives from the following agencies, NSW Police Force, Fire & Rescue NSW, Ambulance Service NSW and NSW State Emergency Service with possibly a representative from NSW Rural Fire Service, Volunteer Rescue Association and Marine Rescue where they operate in the area.

No other organisation is automatically a member of the committee until the Council makes a determination of their membership. Whilst these provisions are not new, where new committees have been formed for EM purposes, the process of having the councils determine the membership of these non-emergency service organisations will need to be completed. There is no obligation on Council to make a determination of additional organisations to be members of the LEMC.

It is recommended that the determination by Council of an agencies membership of the LEMC should adhere to the following process, (REMOs can assist to facilitate this process):

- LEMC recommends agency to Council including the Functional Area in which the agency suggests that it provides services.
- Council, via LEMC Chair, writes to REMC member to determine if the recommended agency actually provides a service in a Functional Area (this means the agency has some form of agreement with the Functional Area). To assist Council in determining the appropriateness of the agency for membership on the LEMC, a recommendation or comment may be requested from the REMC member/representative for that Functional Area.
- Once the confirmation is received that the agency provides services in a Functional Area, the Council considers and makes a determination on that agency involvement.
- Council then writes to that agency to seek its nomination of a person to be its representative and member on the LEMC. It is recommended that in doing this, Council writes to the agency at least one level above the level that is being suggested for membership to avoid self-nomination and so that the person nominated would have genuine agency support for their involvement.
- Council advises the LEMC of the decision and the LEMC Chair invites the nominated person to attend future meetings.

There is guidance in the Draft Charter regarding observers at LEMC meetings.

\(^{22}\) Part 2, Division 3, Section 28 (2), SERM Act. (1989)
The Chair of the newly created LEMC should request agencies, including emergency services organisations, to nominate their representative to be a member of the newly created LEMC. It should be noted that where a LGA covers more than one administrative area of agencies (for example two or more Police Area Commands or Districts or State Emergency Service (SES) Units areas etc.) then that agency can only have one member on the LEMC and it is up to the agency to nominate its representative to be the member. This has often been achieved in the past by seeking the assistance of the organisation’s regional representative.

**Government Information - Public Access Act 2009**

The Government Information - Public Access (GIPA) Act allows for any person to apply for access to information retained by any department of the NSW Government. The LEMC is formed under NSW legislation and is therefore subject to the regulatory requirements of the GIPA Act.

The Local Council may be approached to provide information and records produced by the LEMC and retained by Council. The LEMC is not a Committee of the Local Council and therefore the Council has no authority to release the information as they are not the owner of the documents and/or information.

Any information and records produced by the LEMC are the property of the LEMC not the Council. Many LEMC member agencies have contributed agency owned information or intellectual property that has assisted in the development of the LEMC documents.

The LEMC may also have on file copies of records provided by agencies and/or organisations that are directly the property of those agencies. The LEMC Chair is the position that signs authority to release the information on behalf of the LEMC but reference must be made to the GIPA Act and the LEMC before providing release authorisation.

Where agencies have contributed to or produced the requested document or information, each participatory agency will be required to be consulted in relation to ‘Commercial in Confidence’ aspects of the GIPA Act including:

- Public Interest Considerations Against Disclosure Table; 23
- Consultation on public interest considerations. 24

If a GIPA request is received further advice can be sought from the OEM, Policy Branch.

**Role of Local Council**

The Council has only two legislated responsibilities under the SERM Act:

- to provide and perform the function of Chair of the Committee; 25 and
- to provide executive support facilities for the LEMC and the LEOCON within its respective area. 26

The NSW EMPLAN also specifies that Council will provide executive support to the LEOCON and LEMC. The support facilities to be provided by Council are not defined in either the SERM Act or the NSW EMPLAN. Types of facilities provided by Council may include:

- Local Emergency Operations Centre; and
- Office space and other resources to support functions of the LEMO and/or LEOCON.

The support facilities required by the LEMC and LEOCON may vary between LGAs and should be addressed consultatively with their respective LGAs.

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23 Section 14, GIPA Act. (2009)
24 Section 54, GIPA Act. (2009)
26 Part 2, Division 3, Section 32 SERM Act. (1989)
Emergency Risk Management (ERM)

Emergency Risk Management (ERM) is a systematic process of identifying, analysing, assessing, treating and mitigating risk to people, property and the environment. The process begins with an understanding of the hazards and produces a range of treatment options to minimise the impact, or if possible, eliminate the resulting risk.

In New South Wales, ERM is the process approved by the SEMC for assessing all hazards and is also a key component of the NSW EMPLAN. The LEMC has been responsible since 2001 for undertaking ERM assessment process as the basis for emergency planning. This helps to determine the priority of planning and production of CMGs for the emergency environment.

Councils are encouraged to consult with LEMCs as part of the IP&R process and LEMC member agencies should participate in the IP&R process through invitation from Council. This will assist LEMC ERM and emergency response planning to also inform the strategic planning decisions of council.

Local Risk Management Committees

Bush Fire Management Committee

Local Bush Fire Management Committees (BFMCs) are required to be formed under the auspices of the Rural Fires Act 1997. They are established and Chaired by the NSW Rural Fire Service (RFS) and membership consists of a range of stakeholders such as land managers, fire authorities and community organisations. The Committee reports directly to the NSW Bush Fire Coordinating Committee.

The LEMC Chair, LEMO and/or LEOCON may be members or co-opted as required. These committees help identify assets at risk of bush fire in a LGA. This includes communities, buildings, infrastructure as well as culturally and environmentally significant locations. The BFMC then has responsibility to develop a Bush Fire Risk Management Plan which sets out the types of work required to mitigate the risk and impact of bush fires in an area.
Floodplain Risk Management Committee

Floodplain Risk Management (FRM) Committees are formed under the auspices of the Local Council. They are established and Chaired by the Local Council and membership consists of a range of stakeholders such as members of council, landholders, industry bodies, environmental groups, and community representatives, SES and the Department of Planning and Natural Resources (DIPNR).

The LEMC Chair, LEMO and/or LEOCON may be members or co-opted as required. The Committee reports directly to the council or an appropriate standing committee. FRM committees are established by local council to help identify assets at risk of flooding within a LGA. This includes communities, buildings and infrastructure as well as culturally and environmentally significant locations.

The local FRMC has responsibility to develop a Floodplain Risk Management Plan which sets out the types of work required to mitigate the risk and impact of flooding in an area. The Floodplain Development Manual provides guidance and reference.

To ensure consistency in the planning functions of the LEMC, the LEMC Chair should consult with the BFMC and FRMC Chairs to ensure that representation/communications between each of the Committees occurs.
Preparation & Planning

Overview
A key to minimising the cost and effects of emergencies, after all reasonable risk reduction measures have been taken, is effective emergency planning. The emergency planning process is designed to produce a set of arrangements that will provide the basis for managing emergency impacts.

The figure below outlines the principles of how preparation and planning operates at the local level. Combat Agencies are required to produce Sub Plans to the Local EMPLAN where identified as appropriate. Many Sub Plans are only produced at state or regional level. The most common local Sub Plans are:

- Bush Fire Risk Management Plan; and
- Local Flood Emergency Sub Plan.

Local Emergency Management Committee
- Local Emergency Management Committee is established by the SERM Act.
- Meeting frequency determined by the committee.
- Ensures appropriate PPRR planning is undertaken for the area of responsibility.
- Ensures relevant Emergency Management Plan is periodically reviewed and updated.

Risk Assessment

Medium and Below Risks
- Review
  - Review the risk/hazard annually.

Medium and Above Risks
- Consequence Management Guide
  - Complete Consequence Management Guide for each risk/hazard identified.
  - Review document annually.

Functional Areas (or other Government agency) are required to produce Supporting Plans to either the Regional EMPLAN or State Subplans when identified as required. These will provide information on how support will be provided to the controlling and/or coordinating authority. Supporting Plans produced at Regional level should describe actions required to fulfil those responsibilities across both Regional and Local level emergencies.
Local Emergency Management Plan

LEMCs are required to produce Local EMPLANS which incorporate CMGs. Where appropriate or otherwise stipulated, Subplans are also required to be produced. LEMC members actively participate in development of these plans by providing:

- Advice and guidance related to their area of expertise;
- Representation on any plan development working groups where required; and
- Representation on any discussions or exercises that test the plan or CMG.

REMC members, including functional area coordinators, are available to actively contribute, provide advice and guidance and review content to ensure consistency with organisational and EM policies. Local EMPLANS, including CMGs, should:

- Clearly define understanding and agreement of roles and responsibilities of responders and community partners;
- Demonstrate a level of preparedness by the LEMC related to hazards that might impact the community;
- Inform emergency management responses by local agencies;
- Detail how support will be co-ordinated to a Combat Agency or LEOCON and affected communities;
- Provide a flexible set of arrangements that can be referenced by the LEOCON and participating agencies; and
- Ensure compliance with the SERM Act.

Local EMPLANS will usually be developed or reviewed during regular LEMC meetings. Local stakeholders and Functional Areas, not normally represented on the LEMC, should be informed of the intention to hold a local emergency plan meeting and of the specific hazards that will be discussed. Planning for managing the consequences of the impact of hazards may occur over a number of LEMC meetings.

Where Functional Areas cannot provide a representative at the LEMC, the LEMC may seek the advice of the Regional FAC prior to the meeting to identify potential issues and agree on responsibilities and actions in relation to the local plan. Regional Functional Area representatives will also have the opportunity to comment on and endorse the local plan at the REMC. Contact details of FACs are found in the REMC Contact Directory. Other stakeholders that can contribute an understanding of local resources, vulnerabilities and networks, such as local council representatives in community and environmental services, should also be considered in the local emergency management planning process.

The NSW Local EMPLAN Guideline further outlines the process to produce the Local EMPLAN utilising the templates provided. These documents can also be found on the OEM website. Although not a requirement, it is recommended that a draft EMPLAN be made available (e.g. Council website or at easily accessible locations) for public consultation. After an acceptable period of time, the LEMO is responsible for collating the responses and feedback for consideration by the LEMC.

Local emergency management planning is a collaborative process undertaken with the LEMC. Whilst led by the Combat Agency, or LEOCON, the development of individual CMGs requires input from LEMC members and other identified stakeholders. Discussion (or desktop) exercises are an excellent way to facilitate this planning process.
Consequence Management Guides (CMGs)

A Consequence Management Guide (CMG) is a hazard specific document which provides agreed emergency management arrangements in a ‘checklist’ format. This is particularly useful during the initial stages of an emergency and provides for easy reference.

A CMG may be developed for both individual townships/sites or entire LGAs and to inform other arrangements and activities that require significant co-ordination e.g. evacuation. CMGs are developed as Annexes to Parts 1, 2 and 3 of the EMPLAN template and should be developed for each hazard or significant coordinated event identified in the emergency risk management process. Generally a CMG should be drafted for any risks categorised as Medium and above.

The Combat Agency is responsible for facilitating discussion that informs CMGs relevant to their hazard. A CMG is not required where there is an endorsed local sub plan for a specific hazard. However, a CMG may also be developed where the sub plan does not fully address all consequence management aspects. Where an agency is responsible for the planning for a particular hazard, it should ensure comprehensive consultation with members of the LEMC and other stakeholders identified as requiring actions under the sub or supporting plan.

When undertaking and contributing to local planning and development of CMGs, agencies should determine and identify:

- What can be immediately provided locally to support emergency operations within existing agency and community resources and capability;
- Level of operational commitment that would impact the agency’s ability to fulfil its statutory responsibilities;
- What local response activities would require supplementation from Regional or State levels as a part of normal operational protocols;
- What activities or responsibilities identified in the NSW EMPLAN cannot be immediately undertaken at the local level; and
- Any lead-times to undertake the agreed responsibilities in the NSW EMPLAN.
Approval Process

Local EMPLANs are required to be approved by the LEMC and endorsed by the REMC. Parts 1, 2 and 3 of the EMPLAN can be approved separate to any CMGs produced. During EMPLAN and CMG development REMC members should have had opportunity to review and comment. This process is outlined as follows.

Development
- Administrative and Community Risk sections completed by LEMO
- Consequence Management Guides (CMGs) completed by Combat Agent with input by LEMC
- CMGs submitted to LEMO

Approved
- Considered and Endorsed by LEMC
- Signed by LEMC Chair and LEOCON
- Submitted by REMO

Review
- Circulated to REMC for review
- Supporting arrangements verified by Functional Areas
- Submitted to REMO

Endorsement
- Considered and endorsed by REMC
- Returned to LEMC
**Combat Agency Planning Relationship**

NSW EM arrangements are based on the premise of a Combat Agency having primary responsibility for the control of the response to an emergency for the hazard that for which it is assigned responsibility. The following table lists the Combat Agency responsible for specific hazards within NSW.

<table>
<thead>
<tr>
<th>HAZARD</th>
<th>COMBAT AGENCY</th>
<th>PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal, Plant Disease, Rodent or Insect Plague</td>
<td>Department of Primary Industries</td>
<td>Animal Health Emergency Sub Plan</td>
</tr>
<tr>
<td>Major Bush Fire</td>
<td>NSW Rural Fire Service (Rural Fire Region)</td>
<td>Bush Fire Plan</td>
</tr>
<tr>
<td></td>
<td>Fire &amp; Rescue NSW</td>
<td>Bush Fire Plan</td>
</tr>
<tr>
<td></td>
<td>NSW Rural Fire Service (Urban Areas)</td>
<td>Bush Fire Plan</td>
</tr>
<tr>
<td>Flood</td>
<td>State Emergency Service</td>
<td>Flood Sub Plan</td>
</tr>
<tr>
<td>Food Industry</td>
<td>Department of Primary Industry - Food Authority</td>
<td>Food Industry Emergency Sub Plan</td>
</tr>
<tr>
<td>Hazardous Material on Land, Inland Waters, State Waters</td>
<td>Fire &amp; Rescue NSW</td>
<td>Hazardous Materials/Chemical, Biological, Radiological and Nuclear Sub Plan</td>
</tr>
<tr>
<td></td>
<td>Relevant Port Authority</td>
<td>State Waters Marine Oil And Chemical Spill Contingency Plan</td>
</tr>
<tr>
<td>Law Enforcement during a Declaration</td>
<td>NSW Police Force</td>
<td>The SERM Act</td>
</tr>
<tr>
<td>Marine Oil &amp; Chemicals Spills</td>
<td>Relevant Port Authority</td>
<td>State Waters Marine Oil And Chemical Spill Contingency Plan</td>
</tr>
<tr>
<td>Pandemic</td>
<td>Department of Health</td>
<td>Human Influenza Pandemic Sub Plan</td>
</tr>
<tr>
<td>Storm</td>
<td>State Emergency Service</td>
<td>Storm Sub Plan</td>
</tr>
<tr>
<td>Major Structure Collapse</td>
<td>Fire &amp; Rescue NSW</td>
<td>Major Structure Collapse Sub Plan</td>
</tr>
<tr>
<td>Terrorism</td>
<td>NSW Police Force</td>
<td>Counter Terrorism Sub Plan</td>
</tr>
<tr>
<td>Tsunami</td>
<td>State Emergency Service</td>
<td>Tsunami Emergency Sub Plan</td>
</tr>
</tbody>
</table>
Where an agency is responsible for the planning for a particular hazard, it should ensure comprehensive consultation with members of the LEMC and other stakeholders identified as requiring actions under the sub or supporting plan. Subplans should:

- Include actions that are consistent with policy and guidelines (where appropriate);
- Identify quality measure of the potential consequences and quantitative measure of the potential community disruption or displacement across impact scenarios; and
- Pre-determine strategies/triggers related to the likely impact of a hazard (where practicable) on a community. These may include communities within high bush fire risk areas, flood inundation areas, storm surge and tsunami impact zones; and other areas affected by natural and technological hazards.

### Community Engagement

Community engagement, within the emergency management context, is the ‘process of stakeholders working together to build resilience through collaborative action, shared capacity building and the development of strong relationships built on mutual trust and respect.’ This provides the community an opportunity to contribute to, be accepting of, and act towards the necessary planning outcomes.

Where there is a known threat to the community, the Combat Agency should undertake community engagement to ensure residents are informed and aware of such threats. This includes the development of a community engagement plan developed in consultation with the LEMC as its members may be able to contribute to its development and implementation. Community Engagement incorporates:

- Sharing information that identifies the demographics and language groups of the community;
- Providing opportunities to promote individual and community disaster preparedness;
- Where possible, ensuring the community is included in the planning and decision making process;
- Using persuasive strategies to ensure the community understands the risks and justification for the decision; and
- Collaborating and cooperating across all stakeholders in the planning process.

Planning and implementing community engagement strategies should always be undertaken by personnel who are well trained and able to facilitate the process. It is also recommended that Council websites contain a dedicated area that provides information related to the LEMC and forms part of an ‘All Hazards All Agencies community engagement approach. The site may contain:

- Public release documents produced by the LEMC such as the EMPLAN;
- Links to other agency websites where public education information is contained;
- Link to Emergency NSW website;
- Link to Secure NSW website; and
- Information related to any current emergency or recovery event occurring within the LGA.

Where a combined LEMC exists across one or more LGAs a collaborative approach to web design, content and information should be adopted so that the same LEMC information is available to each council area community. LEMC member agencies should also link to Local EMPLANs from their websites where relevant.
Evacuation Centres

The LEMC is required to identify facilities suitable to be used as evacuation centres. Evacuation Centres are required to meet a certain standard and provide some minimal services to the evacuated community. An Evacuation Centre in NSW is a planned facility that:

- Is usually a short term facility and is determined by the Combat Agency and LEOCON in consultation with the Welfare Services Functional Area Coordinator, Animal & Agriculture Services Functional Area Coordinator and Transport Services Functional Area Coordinator (NSW Evacuation Management Guidelines);
- Is established and managed by the Department of Family and Community Services along with appropriate representation from required Community Partner organisations; and
- Provides for basic human needs including provision of accommodation needs, food and water and a range of other immediate welfare and support services.

Services required to be provided may include:
- Registration processes;
- Financial and immediate assistance;
- Counselling;
- Temporary accommodation;
- First aid;
- Food and water supplies;
- Clothing, blankets, linen and bedding;
- Domestic Animal care;
- Information and referral services; and
- Assistance in completing applications for:
  - Commonwealth pensions and benefits; and
  - Disaster relief and other related schemes.

Evacuation Centre facilities are different to Assembly Areas such as sports grounds, and local community hall, which may only provide very short term shelter until occupants are moved on to an equipped and staffed evacuation centre.

Activation of Evacuation Centres requires a specific process that must be followed. This will ensure any costs, legal issues, resourcing and management meets the requirements set out within NSW. The activation process is outlined in the following diagram (page 31). The NSW Evacuation Management Guidelines provides additional guidance on this subject.
Planning for a Recovery Centre

As part of the local emergency management planning process, the Local Emergency Management Committee (LEMC) should ideally consider identifying suitable locations for Recovery Centres in advance. Facilities owned and/or managed by the Local Council should be considered if available over privately owned facilities and a location in or near the CBD or shopping district should provide visibility and accessibility to the community. It is likely that any facility used as a Recovery Centre would be needed for a period of some weeks so it is important to consider the impact on the regular use of the facility and any displacement of regular users. The site of the Recovery Centre will ideally have the following characteristics:

- Security from the effects of hazards;
- Adequate space for client reception and for agencies to undertake their required functions;
- Accessible to those requiring wheelchair access;
- Toilet facilities for both staff and public;
- Parking available for staff and public;
- Separate areas for private consultations and staff breaks;
- Adequate heating and cooling;
- Close to public transport;
- Child minding areas;
- Kitchenette to provide light refreshments to the public;
- Meeting space (for example, for staff meetings); and
- Resource table/stand for flyers, brochures etc.

Information obtained from the combat agency and other sources about:
- Estimated people
- Probability of domestic animals
- Timeframe to undertake evacuations
- Specific needs of evacuees
- Path of hazard/threat and risk modeling/analysis

Agencies in consultation process:
- Combat Agency
- EOCON
- Welfare Services
- Ag and Animal Services
- Health Services
- Council
- NSW Police Force

Appropriate evacuation centre(s) selected from LEMC database:
- Facility 24hr contact number is called and confirmation received that facility is available
- Request made to facility owner to meet evacuation centre manager (or their representative) on site
- LEMO contact number provided to facility owner as an interim contact until evacuation centre manager attends site
- Obtain estimated time for facility owner to open/access
- Ag and Animal Services LO confirms suitability for animals or identification of additional site(s)

Information is provided on:
- Evac Centre name and location
- On site contact and number
- Time and centre is required to be opened

Regardless of whether an EOC is open or not, the Welfare Services Duty Officer or LO will activate protocols

Welfare Services Duty Officer provides information to EOC on:
- Estimated time for Evacuation Centre to be operational
- Name of nominated Evac Centre Manager and contact number
- Additional support required from EOC
Vulnerable Groups/Community Facilities

Combat Agencies are required to identify the community groups and facilities that are vulnerable to the hazard they have responsibility for. Combat Agencies must include in their subplans arrangements or actions related to those groups or infrastructure. Where this is not addressed in a Sub Plan it can be addressed in a Local EMPLAN CMG. The LEMC is also responsible for identifying any vulnerable groups and community facilities as part of the Emergency Risk Management Process.

It is desirable that a central register (e.g. hard copy, database and/or geographic information system (GIS) etc.) is maintained to identify vulnerable groups and facilities. The LEMC ideally should develop and maintain this register. The register should be a collaborative document with contribution from all the agencies represented on the LEMC. This will provide a point that any agency can examine to assist them in their planning processes as well as be a point of truth related to any vulnerable group within the EM area. The register should not contain details of individual vulnerable persons but rather list the name and contact details of:

- Organisations already working with vulnerable individuals at the local level; and
- Facility types and locations where vulnerable people are likely to be situated.

This also allows emergency managers to allocate appropriate reporting and response tasks and priorities to individual agencies or Functional Areas during emergency situations. A person’s vulnerability can increase with exposure to hazards, social isolation, loss of personal support and/or as a result of their own decision making and behaviour in response to a risk.

Other factors that may be considered when assessing an individual’s vulnerability include:

- Mobility;
- Health or Disability status;
- Socio economic status;
- Age;
- Culture; and
- Familiarity with the environment.

Vulnerable Community Facilities may include:

- Health Facilities;
- Education Facilities;
- Child Care Facilities; and
- Group Homes.

The NSW Evacuation Management Guidelines\textsuperscript{27},\textsuperscript{28} and the NSW EMPLAN provide further information on vulnerable groups and community facilities. The LEMO, as the Executive Support should maintain this register on behalf of the LEMC. The LEMC should develop an appropriate method for access and notification of additions or amendments. At a minimum the Register should be reviewed annually and preferably prior to the storm/bushfire season.

\textsuperscript{27} Section 7.4, NSW Evacuation Management Guidelines. (2014)
\textsuperscript{28} Section 7.5, NSW Evacuation Management Guidelines. (2014)
Critical Infrastructure (CI)

The LEMC is responsible for identifying any Critical Infrastructure (CI) as part of the emergency management planning process and risk assessment. Combat Agencies are required to also identify what critical infrastructure are vulnerable to the hazard they have responsibility for. Combat Agencies must include in their subplans arrangements or actions related to that infrastructure. Where this is not addressed in a Sub Plan it can be addressed in a local EMPLAN CMG.

It is desirable that a central register is maintained to identify CI. The LEMC ideally should develop and maintain this register. The register should be a collaborative document with contribution from all the agencies represented on the LEMC.

This will provide a point that any agency can examine to assist them in their planning processes as well as be a point of truth related to CI within the EM area. The register should contain:

- 24 hour contact details;
- Type and location details;
- Notes on why the infrastructure is critical to the functioning of the community; and
- The consequences if the infrastructure is lost.

This would also allow emergency managers to allocate appropriate reporting and response tasks and priorities to individual agencies or functional areas during emergency situations.

The LEMO, as the Executive Support should maintain this register on behalf of the LEMC. The LEMC should develop an appropriate method for access and notification of additions or amendments. At a minimum the Register should be reviewed annually and preferably prior to the storm/bushfire season.

State and Regional Plans

State level plans, policies and guidance material as well as Regional EMPLANs may be found through the NSW Office of Emergency Management website.

Training

The OEM is a Registered Training Organisation (RTO) that manages the NSW emergency management training and exercise funding program. These courses range from short introductory EM courses to courses in managing evacuations or emergencies. Training is offered to employees and volunteers from Emergency Services, Functional Areas, Government and Non-Government organisations at the State, Region and Local levels. All training courses are fee free.

Training and exercises are facilitated by REMOs, the OEM, and the respective Local or Regional Emergency Management Committees.
Exercises

Exercises are an essential component of preparedness and should be used to enhance capability and contribute to continuous improvement. Exercises should:

- Test current plans and arrangements to identify capability gaps;
- Validate and confirm capability levels;
- Validate training and inform training requirements;
- Develop and maintain interoperability;
- Inform the review and development of legislation, policy, plans, arrangements and processes; and
- Maintain consistency in the application of the State’s rescue and emergency management arrangements in accordance with the SERM Act.

LEMCs should develop and conduct a minimum of one multi-agency exercise per financial year. The type of exercise can be functional discussion, desktop or field based. Development of CMGs during the planning process also affords opportunity to undertake discussion or desktop exercises to produce them, therefore meeting the LEMCs annual exercise obligations. Ideally personnel involved in developing or managing exercises are appropriately trained. Training in designing and managing exercises can be attained through OEM, agency training programs or from private industry providers.

Exercises should have a relevant aim based on need and driven by defined objectives. Each exercise must be designed around clearly defined, achievable, measurable objectives and must include a component of evaluation.

Exercise Funding

Exercise funding is available through the SEMC exercise funding program. Exercise funds are required to be managed in accordance with the Exercise Sub-Committee Financial Guidelines. Information regarding the application process to obtain funding for proposed exercises can be obtained from the REMO or from the OEM website.

Exercise Evaluation

All exercises funded through the SEMC Exercise Program are required to submit a written evaluation report within three months of the completion of the exercise. This can include observations, findings, treatment options or recommendations based on the information gathered during the exercise.
LEMC Support to Emergency Response

Overview
The LEMC is a planning committee and not a response management committee. However the LEMC does have responsibilities under recovery and the recovery process commences almost concurrently with the response.

Response operations are primarily controlled by an assigned Combat Agency which is supported by other agencies coordinated by the LEOCON. There may be more than one Combat Agency responding under their responsibilities during an emergency. While the member agencies of the LEMC may be involved in response activities the LEMC has no operational function during response activities.

The LEMC has responsibilities under the NSW Recovery Arrangements and may be required to undertake those responsibilities during the response operation. To assist the LEMC appropriately align their planning responsibilities, the following section deals with a concise overview of the principles of operational response.

Control of Operations
NSW EMPLAN stipulates that emergency response and recovery are conducted at the lowest level of effective coordination and are augmented by Regional and/or State support. The EMPLAN identifies, in relation to each different type of emergency, a Combat Agency that is primarily responsible for controlling the response to a particular hazard. A Combat Agency may request an Emergency Operations Controller to accept responsibility for part of an emergency operation, for example evacuation management. Responsibility for the control of emergencies for which no Combat Agency has been nominated is vested in the respective Emergency Operations Controller.

Combat Agencies (Single and Multiple)
In addition to EMPLAN, most Combat Agencies have specific provisions within their governing legislation to carry out their respective functions, for example, the Rural Fires Act (1997). In this case, the EMPLAN serves as a mechanism to facilitate coordinated support to such agencies.

For some Combat Agencies the default most effective level is that which is represented and conducted within a single LGA, for example the SES local unit. For other Combat Agencies the considered effective level may be at a management tier that manages across multiple LGAs, such as with RFS Zones. The level of control is determined by the Combat Agency and informed by the extent and complexity of the emergency situation. The operational support to the Combat Agency may therefore be required by default as a combination of both Local and Regional support at the commencement of emergency operations.

During complex emergencies there is likely to be a number of Combat Agencies already performing responsibilities under EMPLAN as well as their own Acts. When a single mechanism of hazard results in multiple Combat Agencies managed consequences the importance of a coordinated approach becomes evident. The LEOCON is the position that provides that coordinated support.

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EOCON Controlled Events and Emergencies

The LEOCON will determine the most appropriate control structure to assist them in controlling or supporting the response. The LEOCON, being a member of the NSW Police Force, will most likely utilise the control structure and management processes that they are trained to undertake and are familiar with Incident Command and Control System (ICCS) which is based on the Australian Inter-service Incident Management System (AIIMS).

Regardless of the structure, the Local EOC is the coordination/control centre/facility that the LEOCON will utilise. It is anticipated that LEMC member agencies will provide support obligations to the LEOCON in the lead up to and during emergency operations by:

- Assisting with the conduct of operations in which the LEOCON has taken;
- Ensuring the LEOCON is kept aware of potential, imminent or actual emergency to which is allocated to your agency;
- Sharing operational information related to their agency. This can be done by contributing directly or providing an appropriate liaison;
- Providing a Liaison Officer (LO) for their organisation;
- Providing expert advice, guidance and recommendations to the LEOCON and/or Combat Agency;
- Conducting assessments and providing information on the impact of an emergency upon the elements of the community that fall within the agency’s sphere of responsibility; and
- Participating in the conduct of recovery operations and/or a Recovery Committee.

EOC Coordination and Support

LEOCONs assist the Combat Agency at a local level by coordinating support to them when requested to do so, even though Combat Agencies may coordinate their own support for incidents that are within their ability to manage.

Coordination is the key, and most common, aspect of the LEOCONs responsibilities within the operational environment. When a Combat Agency requires the coordination of support they engage this through the LEOCON. The Combat Agency should advise what coordinated support is required and the LEOCON will determine if the activation of the EOC is required to provide such support.

The Combat Agency and LEOCON utilises the member agencies of the LEMC to facilitate access to the appropriate personnel and resources to undertake operational responsibilities. Regional and Local Emergency Operations Controllers are responsible for establishing and controlling the EOCs. Other agencies have control, coordination or operations centres but do not have what is known under the SERM Act as an EOC.

It is encouraged that Local EOCs are co-located with the Combat Agency Incident Management Team (IMT) or located as close as possible to encourage and reduce difficulties with communication and collaboration. The Emergency Operations Controller, with the assistance of the Emergency Management Committee is to identify, in their area of responsibility, a range of facilities which may be utilised as EOCs. Ideally there is to be a primary EOC with a facility to perform as an alternate facility should the primary not be available.

The LEOCON is the only person who has the authority to activate the EOC at a local level. When this occurs the LEOCON will utilise the LEMO to contact all relevant EM agencies and Organisations and request LOs to attend the EOC. Not all agencies will be required to be present in the EOC as the personnel required will be dependent upon the emergency situation.
The LEMO utilises the LEMC members to initiate the response to the EOC. For this purpose members are encouraged to ensure they have appropriately trained persons to perform any or all of the operational functions that may be required of their agency across any emergency situation. Within the EM Region the facilitation of regional support to Local EOCs is undertaken by contacting the REMO to activate the regional support mechanisms.

Functional Area Liaison Officers can be activated directly by the LEOCON or Combat Agency. When this is done immediate notification is to be made to the REOCON through the REMO. The REMO will appraise and ensure a coordinated approach to functional area support is applied and make recommendations on the most effective level of EOC to provide such support. For further details regarding standardised operational procedures for EOCs, please refer to the NSW EOC Policy.

Notifications

In accordance with the EMPLAN the Combat Agency Incident Controller is required to notify and keep the LEOCON informed when a hazard or event, under their responsibility, occurs or is likely to occur and may/does:

- Require support from resources outside their own agency; or
- Have adverse consequences on the social, built, environmental or economic functions of the community; or
- Escalate to an emergency operation.

This also applies for notification from the respective agency Region/Zone/District level to the REOCON. The purpose of notification is to:

- Allow for situational awareness to commence;
- Allow the EOCON to commence monitoring responsibilities;
- Assist with determining the coordination requirements of the situation across multiple agencies;
- Ensure agencies or resources may need to be activated, resourced or called on when needed;
- Commence intelligence and information sharing across the multi-agency environment;
- Commence EM reporting processes across all three levels of emergency management; and
- Commence secondary responsibilities such as Initial Impact Assessment and Recovery considerations.
The following table provides guidance on LEOCON and REMO notifications as to what impacts should prompt notifications.

<table>
<thead>
<tr>
<th>INCIDENT TYPE</th>
<th>DETAILS</th>
<th>NOTIFY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged Care Facility</td>
<td>Major damage to, fire or flooded</td>
<td>*</td>
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<tr>
<td>Aircraft Crash</td>
<td>On or off airport</td>
<td>Yes</td>
</tr>
<tr>
<td>Building Collapse</td>
<td>Persons trapped</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No persons trapped</td>
<td>Yes</td>
</tr>
<tr>
<td>Bush Fire</td>
<td>Impacting or likely to impact transport, infrastructure or residential areas</td>
<td>Yes</td>
</tr>
<tr>
<td>Electricity Outages</td>
<td>Major to populated areas protracted or reinstatement time cannot be determined</td>
<td>Yes</td>
</tr>
<tr>
<td>Evacuation</td>
<td>Any location, any incident that requires support to evacuees</td>
<td>Yes</td>
</tr>
<tr>
<td>Explosion/ Bombing</td>
<td>Regardless of origin or cause</td>
<td>Yes</td>
</tr>
<tr>
<td>Flood</td>
<td>Impacting transport, infrastructure or residential areas</td>
<td>Yes</td>
</tr>
<tr>
<td>Foreign Nationals</td>
<td>When involving significant or residential areas</td>
<td>*</td>
</tr>
<tr>
<td>Gas Supply</td>
<td>Major disruption of services or residential areas</td>
<td>Yes</td>
</tr>
<tr>
<td>Hazmat</td>
<td>Where an exclusion zone has been established</td>
<td>Yes</td>
</tr>
<tr>
<td>Hospital</td>
<td>Major damage to, fire or flooded.</td>
<td>Yes</td>
</tr>
<tr>
<td>Infrastructure Damage</td>
<td>Dams, Electricity Sub-stations, Bridges, etc.</td>
<td>Yes</td>
</tr>
<tr>
<td>Landslip</td>
<td>Causing damage to residential, commercial properties, transport or infrastructure</td>
<td>Yes</td>
</tr>
<tr>
<td>Manufacturing/ Heavy Industry Facility</td>
<td>Major damage to, fire, flooded or disruption.</td>
<td>*</td>
</tr>
<tr>
<td>Major Hazard Facility</td>
<td>Major damage to, fire or flooded</td>
<td>Yes</td>
</tr>
<tr>
<td>Marine Oil Spill</td>
<td>On Inland or State Waters</td>
<td>Yes</td>
</tr>
<tr>
<td>Marine Incident</td>
<td>Involving land and marine response, commuter vessel</td>
<td>Yes</td>
</tr>
<tr>
<td>Protracted Duration</td>
<td>An incident that extends beyond a reasonable timeframe for resolution or timeframe cannot be determined</td>
<td>*</td>
</tr>
<tr>
<td>Search &amp; Rescue</td>
<td>When involving any other incident type</td>
<td>*</td>
</tr>
<tr>
<td>Storm/ Tornado</td>
<td>Significant damage</td>
<td>Yes</td>
</tr>
<tr>
<td>Train Derailment/ Crash</td>
<td>Commuter or freight</td>
<td>Yes</td>
</tr>
<tr>
<td>Transport Route, Major Road</td>
<td>Requiring closure of one or both directions and expected to extend beyond a reasonable period</td>
<td>Yes</td>
</tr>
<tr>
<td>Utility Services Failure</td>
<td>Major disruption of services, rupture or total loss.</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* If originating incident also involves another incident type listed, notification MUST occur.
Accessing Resources

Agencies are responsible for accessing and supplementing their own agency resources. Resources may come from beyond the local area and are activated according to each agency’s responsibilities and operational requirements. Some agencies have pre-arranged Mutual Aid Agreements that outline how shared resources will be used without requiring engagement of the EM coordination arrangements through the LEOCON.

Information Management

Detailed and accurate information is invariably difficult to obtain during the early stages of an emergency and a period of uncertainty is to be expected before the facts are determined. It is not uncommon to receive conflicting information from several sources during this period. Importance needs to be placed on validating information, as best as possible and where timeframes allow, before disseminating it.

The regional and state levels of emergency management rely heavily on the information gathered, analysed and disseminated from the local level to be a point of credibility.

This information is utilised to provide emergency briefs to the Minister and inform all stakeholders with vested interest. For this purpose information received via the media or other public sources may not be acted on until confirmed as credible by the local authorities upward through the EM reporting channels. The timeliness of information is important in order to obtain a comprehensive assessment of the situation and support requirements. General emergency information disseminated from a local level across all tiers of EM includes:

- Operational Briefs (verbal or written);
- Situation Reports- SITREPs (verbal or written); and
- Impact Assessments.

Individual agencies at regional or state level may also prepare briefs on matters specific to their portfolios. This information will be fed into the Local Emergency Operations Centre for incorporation into SITREPs and talking points. Systems and protocols should be utilised and practiced to ensure the timely exchange and transfer of information occurs when required. The NSW platform for the storage and exchange of LEMC and operational information is the EMOS.

Emergency Management Operating System (EMOS)

The EMOS has been developed to assist EOCs to collect, collate, analyse, react to and disseminate operational information during times of emergency. It has a secure permission-based access which is provided to all LEMC and REMC members and other identified stakeholders as deemed appropriate. LEMOs and LEOCONs (including Deputies and Alternates) are provided Administrator access. LEMOs are responsible for maintaining EMOS as an executive support function to the LEMC. An EMOS User Guide is available to assist users and administrators utilise EMOS. User Guides can be found on EMOS in the documents section of the NSW State or the respective repository. Requests for assistance regarding any EMOS issues should be directed in the first instance the LEMO or REMO. If either are unable to assist, the enquiry should be directed to EMOS.HELP@justice.nsw.gov.au.
Liaison Officers (LOs)

It is recognised that the LO deployed to support operations may not be the person that is a member of the LEMC. The LEMC member is required to ensure that persons within their agency are available and able to perform the function of a liaison officer if required. When an agency is requested to provide a LO to an EOC, the parent agency is to ensure the LO is provided adequate equipment and resources to conduct business at the EOC location, this includes:

- IT equipment, back-up connectivity in the event the EOC capability is diminished, basic stationary resources and any other item required to be provided to their employees as part of Work, Health and Safety (WHS) and internal protocols;
- Is able to provide an initial brief about their organisations resources, capability and any intelligence already obtained by their networks; and
- Has a direct line of communication to the decision makers within their organisation or a person capable of making decisions and committing resources of the organisation.

State of Emergency Declaration

The SERM Act provides for the declaration of a State of Emergency (SoE) which may be declared by the Premier of New South Wales for up to 30 days over parts of or the whole State. It should be noted that:

- Other New South Wales statutes also provide for the declaration of a SoE; and
- Other agencies, under different legislation, have the provision to make Emergency Declarations. Such declarations should not be confused with a SoE declared under the SERM Act.

From a response perspective this does not significantly alter the local operational environment. The EM arrangements will also continue to be enacted primarily across the practiced and understood principles. The SoE does however allow for enacting additional powers for emergency services officers and Police. When a SoE is declared this signifies that the emergency is significant and the level of control also requires significant structures. Due to this establishing and maintaining applied practices for EOC operations, liaison arrangements and reporting procedures become even more important. This is because a SoE will imply critical actions are required around protection of life, evacuations and or recovery processes.

LEMCs should exercise regularly for operations that may occur where local arrangements are supportive of State level arrangements and levels of control are escalated. This will assist with understanding and reporting transitions when a SoE is declared. For more information please refer to the SERM Act and the NSW EMPLAN.

30 Part 2, Division 3, Section 33 SERM Act. (1989)
Debrief and After Action Reviews

A Debrief or After Activity/Action Review (AAR) is an important part of concluding response and recovery operations. The LEMC plays a key role in participating, analysing the outcomes of the debrief process, developing actions to improve business practices and improving the pre-incident plans and response processes under their responsibilities. The purpose of an After Action Review is to:

- Create a record of actions of Agencies involved;
- Review and/or validate arrangements contained in the Local CMGs;
- Develop recommendations related to review of legislation, plans, policies and procedures;
- Credit recognition;
- Diffuse misinformation/misunderstanding;
- Formally record who did what, when, how and why and to use this information to identify what was done well and those things (if any) that could have been done differently; and
- Record observations or insights that might be worthy of capturing for the purpose of ‘Lessons Learned’ from the event.

It is expected that in addition to the attendees present at the briefing a copy of the AAR Report be sent to the following:

- the LEMC;
- the LEMO;
- the REOCON; and
- the REMO.

The REMO may further disseminate the AAR Report to:

- REMC Members;
- the SEOCON via the Police Emergency Management Unit; and
- the SEMC via the OEM.
LEMC Support to Recovery Operations

Overview

The NSW Recovery Plan outlines the arrangements and responsibilities of agencies and the community during recovery. The NSW Recovery Plan is a supporting plan of the NSW EMPLAN. It outlines the strategic intent, responsibilities, authorities and the mechanisms for disaster recovery in NSW. The Recovery Plan allows for the development and implementation of a planned recovery following a natural disaster or other emergency. Australia has agreed National Principles for Disaster Recovery that provide basis for the many activities undertaken during the recovery process.

- **Understand the context** – Successful recovery is based on an understanding community context, with each community having its own history, values and dynamics.

- **Recognise complexity** – Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

- **Use community-led approaches** – Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.

- **Coordinate all activities** – Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.

- **Communicate effectively** – Successful recovery is built on effective communication between the affected community and other partners.

- **Recognise and build capacity** – Successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience.

The NSW Disaster Assistance Guidelines outline what assistance is available to individuals, businesses, community groups and others affected by disasters. The NSW Disaster Assistance Guidelines are authorised by the State Emergency Recovery Controller who has responsibilities for overseeing the preparation and maintenance of NSW recovery policies, arrangements and plans. The Local Recovery Toolkit is a collection of resources that have been developed to assist those involved in the management of recovery services following an emergency. The Toolkit is made up of a series of Guidelines that provide information, tools and resources on a series of topics and are designed to be read independently. Further information including guidelines and resources is available from the OEM website.

Responsibility of the Combat Agency

The recovery planning commences at the same time as the operational response. The Combat Agency, or lead agency, in an emergency, may provide information about any continuing response activities, guidance on mitigation strategies and general advice and assistance to the State Emergency Recovery Controller (SERCON), local, regional or state recovery committee. The Combat Agency, or lead agency, provides appropriate representation to local, regional or state recovery committees.

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31 Section 3, Paragraph 53-54, NSW Recovery Plan. (2016)
**Impact assessments**

Rapid damage assessments will generally commence around 48 hours of ‘all clear’ and are coordinated by the Combat Agency. The aim is to provide information to inform operational response, spatial maps detailing damage to properties, business and infrastructure. A documented LGA Impact Assessment is part of the documentation to be submitted to SEOCON, SERCON and SEOC. A template is available through EMOS or from the LEMO or REMO. LGA Impact Assessments will generally commence on the 4th day after the ‘all clear.’ They do not require the rapid damage assessments to be finalised before they are commenced. It is the responsibility of the EOCON to coordinate the LGA Impact assessment. REMOs and LEMOs should assist with this coordination.

The aim of the LGA Impact Assessment is to provide further context and analysis that details what the effects are on the community. It provides details of issues in the response phase, actions to date and any follow-up actions required. It is used to form the recovery needs and recovery action plans developed by the local recovery committee.

The LEMC Chair or Council Representative, Combat Agency representative and EOCON will sign off on the assessment. A template is available through EMOS or from the LEMO or REMO. Recovery Committees and Sub Committees will generally include a wider representation of agencies and sectors of the community than the LEMC. If established, members of these committees should also be engaged by the LEMO or REMO to contribute impact information to the LGA Impact Assessment as one of the first items of business for the committees.

A Whole of Government Impact Assessment will generally commence a week after the ‘all clear’ which synthesises information from all government data sources into one state-wide view impact assessment. The assessment will enable recovery coordinators, recovery committees and the executive recovery team to make operational decisions from a trusted authoritative and up to date source. This will be coordinated by the OEM

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**Rapid Damage Assessments**
- **Timeframe:** 2-7 days post all clear
- **Coordination:** Combat Agency

**LGA Impact Assessments**
- **Timeframe:** 4-14 days post all clear
- **Coordination:** EOCON

**Whole of Government Impact Assessments**
- **Timeframe:** 7-30 days post all clear
- **Coordination:** Office of Emergency Management
**LEMC Determination of Recovery Requirements**

Following an emergency, and after impact to the community has been sufficiently appraised, the Chair of the LEMC is to schedule, in consultation with the LEOCON and Combat Agency, a meeting to discuss recovery implications. The meeting should consider the impacts, as well as the need for and appropriate level of coordination arrangements to be implemented, including the need for a recovery committee.

The meeting should include agencies involved in the operational response as well as additional representatives who can contribute information in determining the need for recovery arrangements around the four recovery environments of social, built, economic, and natural. This may include staff from the council’s Community Engagement or Service or Business Development sections for example. As the Combat Agency is responsible for initial recovery, the LEMC Chair may request the Combat Agency to lead recovery discussion at the first meeting. A Recovery LO may be requested from the OEM or the REMO may assist where able.

### Scalable Activation

<table>
<thead>
<tr>
<th>Severity</th>
<th>Recovery Centre established?</th>
<th>State assistance required to coordinate recovery?</th>
<th>State Recovery Coordinator appointed?</th>
<th>State Recovery Committee convened?</th>
<th>Level of Activation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low</strong></td>
<td>No</td>
<td>Within ‘business as usual’ by agencies and Local Council</td>
<td>No</td>
<td>No SITREPS via email</td>
<td>Local Recovery Committee</td>
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<td></td>
<td></td>
<td>State advice/guidance as requested</td>
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<tr>
<td><strong>Medium</strong></td>
<td>Yes - Recovery Centre/Mobile Recovery Service</td>
<td>Additional ‘on the ground’ coordination provided</td>
<td>Likely</td>
<td>Virtual/ad-hoc SITREPS via email Meetings as needed</td>
<td>Local Recovery Committee</td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Recovery Coordination Team</td>
</tr>
<tr>
<td><strong>High</strong></td>
<td>Yes (potentially more than one event)</td>
<td>In the field and State Coordination provided</td>
<td>Yes</td>
<td>Yes Regular meeting</td>
<td>Regional and Local Recovery Committee(s)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Recovery Coordination Team(s)</td>
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<td></td>
<td>State Recovery Coordination Centre</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Cabinet Meetings</td>
</tr>
<tr>
<td><strong>Catastrophic</strong></td>
<td>Yes - Multiple</td>
<td>Extensive State and Federal assets deployed 24/7 State coordination needed</td>
<td>Yes</td>
<td>Yes Daily meetings</td>
<td>Regional and Local Recovery Committee(s)</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Recovery Coordination Team(s)</td>
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<td></td>
<td></td>
<td>State Recovery Coordination Centre</td>
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<td></td>
<td></td>
<td>Recovery Taskforce/Authority Cabinet Meetings</td>
</tr>
</tbody>
</table>
Natural Disaster Declarations

Natural Disaster Declarations can be made when the damage to public infrastructure exceeds a specified amount. The OEM will make independent approaches to the affected Councils seeking information on the impact to community assets. A declaration form is sent from OEM to GMs of affected Councils with explanatory correspondence and contact details for that event.

The report provided by Council will assist in determining whether a Natural Disaster Declaration will be assigned for a single LGA or for multiple. This is done independently of the EOC Impact Assessment or any reports being generated during the response phase. GMs, or their delegated contact, will be kept informed of any declarations via correspondence from OEM. Declarations can take many months to be approved.
Funding

LEMC Funding
NSW EM arrangements do not assign financial support for the conduct of emergency management committees. Any expenses incurred as a result of participation in the LEMC falls primarily on the representing agencies. Councils have generally borne the cost of conducting LEMCs including catering or facility hire. Most LEMC meetings are conducted in council or emergency services facilities and rarely carry venue hire costs.

Financial expenditure related to refreshments, stationery, printing or any other production or resource required by the Committee is to be determined within the LEMC as required. Grants are available through the OEM for major projects or initiatives undertaken by LEMCs. Application and approval constraints exist.

Grants
The Natural Disaster Resilience Program (NDRP) is a joint Commonwealth and State program funded under the National Partnership Agreement on Natural Disaster Resilience (NPA). A key aim of the NPA is to enhance community resilience to natural disasters which NSW does by funding mitigation works, measures and related activities that contribute to safer, sustainable communities that are better able to withstand the effects of natural disasters. The OEM administers applications for grants through this program. There are 6 main programs/schemes available:

- Emergency Volunteer Support Scheme (EVSS)
- State Emergency Management Projects (SEMP)
- Community Resilience Innovation Program (CRIP)
- Bush Fire Risk Management Grants Scheme (BFRMGS)
- Floodplain Risk Management Grants Scheme (FRMGS)
- Community Partners Volunteer Training Scheme (CPVTS)

For further information please refer to the OEM homepage.

The LEMC may wish to conduct a resilience or similar project as part of their responsibilities for preparedness. Any such project may be eligible for funding through one or more of the abovementioned schemes. If considering a grant application to be made under the auspices of the LEMC for the first time it is beneficial to first review successful applications submitted by other LEMCs. Assistance with making grant submissions is also available from the OEM Grants Officer.
Annexure A: Local Emergency Management Officer

Position Overview:

• Perform duties as an Executive Officer to the Local Emergency Management Committee (LEMC), Chair of the LEMC and Local Emergency Operations Controller (LEOCON) during emergency operations and events controlled by the LEOCON, and includes advice and guidance on Emergency Management matters and includes advice and guidance on Emergency Management matters.

• Assist with the establishment and maintenance of connections with appropriate stakeholders including local government, Combat Agencies, emergency service organisations, functional areas, government agencies, industry, risk creators and community groups to provide guidance on their involvement in emergency management at a local level.

• Provide assistance to develop and maintain local emergency plans, subplans and supporting plans.

• Assist the LEOCON to establish and maintain an Emergency Operations Centre (EOC) within the local EM area. This includes operational readiness audits of Evacuation Centres.

• Assist the LEMC to design, conduct and evaluate emergency management “all agency” exercises at local level.

• Provide executive support and assistance to:
  - The Chair of the LEMC to undertake recovery functions; and
  - The LEOCON to undertake operational response functions.

Administration Duties during Emergency Operations include:

• Meeting minutes taken and disseminated.

• File and document management.

• Arranging meetings on behalf of the Chair, the LEMC and/or LEOCON.

• Maintenance of contact directories, vulnerable facility and critical infrastructure registers.

• Maintaining information sharing between EM stakeholders.

Operational Duties include:

• Activate and establish the EOC as directed by the LEOCON.

• At the request of the LEOCON request Liaison Officers for the EOC.

• Undertake functions as the EOC manager and ensure the administration processes within the EOC are undertaken effectively and efficiently.

• Arrange administrative support within the EOC as required.

• Contribute to the development and undertaking of operational briefings.

• Ensure document and information management processes are undertaken within the EOC.

• Ensure timely and effective communications are established and maintained between EM stakeholders.

• Organise and administer the debrief/after action review process as requested by the LEOCON.