



Local Emergency Management Committee Handbook

RESPONSIBLE AGENCY

State Emergency Management
Committee Business Unit

APPROVED BY

State Emergency
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Amendments Table

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The SEMC acknowledges the Aboriginal peoples throughout the state of Western Australia as the Traditional Custodians of the lands where we live, work and volunteer. We recognise Aboriginal peoples' continued connection to land, waters and community, and pay our respects to Elders both past and present.

This document was designed to be viewed electronically and aims to meet the West Australian Government's accessibility and inclusivity standard, including meeting the World Wide Web Consortium's Web Content Accessibility Guidelines version 2.1 (WCAG 2.1) at level AA. If anything in this document is inaccessible to you, or you are experiencing problems accessing content for any reason, please contact the State Emergency Management Committee Business Unit at semc.policylegislation@dfes.wa.gov.au.

All of the State emergency management legislation and documents can be accessed via the State Emergency Management Framework page of the [State Emergency Management Committee website](#).

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Part One:

Introduction

Our Aim - A prepared and resilient community

1.1 Introduction

The Local Emergency Management Committee (LEMC) plays a vital role making our communities more disaster resilient through comprehensive emergency management planning and practices. The role of Executive Officer, with support from the Chair, is pivotal in ensuring the LEMC's effectiveness and provides a key link between the local community, Council, State Government, and the WA emergency management arrangements.

This document provides local governments with a summary of the actions and best practice principles required under section 38 of the *Emergency Management Act 2005* (EM Act), the State Emergency Management Policy, procedures and guidelines.

1.2 Scope and purpose of the handbook

The purpose of this handbook is to provide a resource to assist local government and LEMCs to meet their legislative requirements and to assist emergency management stakeholders at the local level. The handbook may be used to induct members to LEMC and to review LEMC functioning.

This handbook provides a summary of the WA emergency management arrangements, key roles, and responsibilities, and best practice advice for the administration of LEMC. It has principally been developed for the LEMC Executive Officer with a standardised approach to the administration of LEMCs across WA. This handbook recognises that:

- local governments have legislated and non-legislated roles and functions within their community, both related and unrelated to emergency management (EM)
- a range of agencies and organisations are members of the LEMCs, and it is the partnership arrangements that support and develop community resilience
- the activities of the LEMC are important to develop community resilience.

1.3 Interpretation of statements in this document

The interpretation of role and responsibility statements in this document are in line with State EM Policy section 1.1.1 and have the following meanings:

- Statements containing the words or terms, "must", "directs", "is directed to" and "are/is responsible for" are directions by the State Emergency Management Committee (SEMC) to be undertaken by the nominated public authority/authorities. Any directional statement used within this document is previously assigned within the EM Act, *Emergency Management Regulations 2006* (EM Regulations), State EM Policy, State EM Plans and State EM Procedures.
- When in relation to SEMC directions, statements containing the word "may" are directions by the SEMC to be undertaken by the nominated public authority/authorities after taking into account the circumstances.
- Statements containing the word "should" are recommendations by the SEMC to be undertaken by the public authority as best practice.



Part Two:

Local Emergency Management Committee

A functional and proactive LEMC provides a community focussed coordinated approach that builds capabilities to enable communities to prepare, respond and recover from emergencies more effectively.

2.1 Authority

In accordance with the EM Act (section 38 (1)) local governments are required to establish a LEMC for their district.

Under the State Emergency Management (EM) Preparedness Procedure 3.7, each local government is required to establish, administer, and maintain a LEMC. To meet this requirement, a local government may:

- have a single committee (covers that entire Local Government's district)
- have more than one committee (cover different areas within the local government district with different EM needs)¹
- combine with other local governments and establish a LEMC for their district (may cover two or more local government districts with similar EM needs).

2.2 Purpose of the LEMC

The LEMC plays a vital role in helping communities to be more resilient through comprehensive emergency management planning and practices. This can be achieved by:

- improving levels of awareness in the community of the emergency risks and possible impacts that might be faced
- working with the local government to ensure the Local Emergency Management Arrangements (LEMA) are prepared to a high standard. This includes ensuring strategies and plans encompass all stages of emergency management, before, during and after an emergency event
- working together during preparedness to provide a coordinated, interagency approach that enables understanding of organisation's capabilities, limitations, and processes.

2.3 Function of the LEMC

The LEMCs core function, managed by local government, is the development, review and testing of the Local Emergency Management Arrangements (LEMA). LEMA set out the local government's policies, strategies, and priorities for emergency management.

Section 39 of the EM Act outlines the functions of a LEMC in relation to the district or area for which it is established to:

- advise and assist local government in ensuring LEMA are established for its district
- liaise with public authorities and others in the development, review, and testing (through exercise or activation) of LEMA
- carry out other emergency management activities as directed by SEMC or prescribed by the regulations.

In accordance with State EM Policy, LEMCs must also:

- prepare and submit an annual report on its activities undertaken during the financial year to the District Emergency Management Committee (DEMC) for the district
- liaise with local government(s) within the LEMC in relation to exercising

Notes

¹ If more than one LEMC is established, the local government is to specify the area in respect of which the committee is to exercise its functions (section 38(2)) EM Act.

In accordance with State EM Procedure, LEMCs are also responsible for:

- meeting regularly (should be quarterly or more frequently if required)
- updating contacts (at least quarterly)
- updating resources
- reviewing membership, subcommittees and working groups
- advising of activations or incidents
- reviewing post-incident or post-exercise reports.
- considering funding opportunities to enhance EM in the district
- considering training opportunities to enhance EM in the district
- undertaking emergency risk management processes
- providing all LEMC documents (including minutes and exercise reports) to the DEMC Executive Officer.

2.4 LEMC Membership

LEMC membership is intended to reflect the local government district/s it represents, considering:

- identified risks and emergencies likely to occur within the district and
- the likely impact to community across the built and natural environment, demographics, economics, and key social considerations.

LEMC membership may vary from one district to another. Table 1, along with State EM Preparedness Procedure 3.7, provides guidance on the most appropriate LEMC composition.

Table 1: Suggested LEMC Membership

LEMC membership position	Recommended appointments
Chair	Should be an elected member of Local Government Council. While this is recommended, the Chair could also be another local government member such as Chief Executive Officer or a senior staff member.
Deputy Chair	Should be the Local Emergency Coordinator.
Executive Officer	Should be an officer of the relevant local government or another person identified by the Chair.
Local Recovery Coordinator	Person nominated as the Local Recovery Coordinator in the Local Recovery Plan.
Local Emergency Coordinator	If not the Deputy Chair.
Administration Support Officer	May be appointed to support the Executive Officer.
Local Government Officers	Consideration should be given to appointing local government officers engaged in key roles and functions affecting EM (e.g., community services, engineering)

LEMC membership position	Recommended appointments
Representatives from emergency management agencies.	<p>Membership should be reflective of the community it represents and should include representatives from EM Agencies in the local government district, essential service providers, industry, and business representatives as well as community representation.</p> <p>Suggested examples of external members such as those from Hazard Management Agencies, combat agencies, support organisations and emergency support services which may include:</p> <ul style="list-style-type: none"> • WA Police Force • Department of Fire and Emergency Services • St John Ambulance • Department of Health and/or local hospitals • Department of Education and/or local schools • Department of Communities • Department of Biodiversity, Conservation and Attractions • Department of Primary Industries and Regional Development • Department of Transport • Arc Infrastructure Pty Ltd • Energy Policy WA • Australian Defence Force • Community support/social service groups/non-government organisations • Industry and business representation • Community groups and/or community champions. • Telecommunications, water, power, gas, transport providers. <p>Note: some of these agencies may be represented on the LEMC and/or the relevant District Emergency Management Committee (DEMC).</p>
Community members	Where possible, a LEMC should invite community members who represent the needs of the local community such as Aboriginal groups or organisations, culturally and linguistically diverse (CaLD), aged care, mental health, homelessness and youth.
District Emergency Management Advisors	Provide support to the LEMC. Recommended to be a non-voting member.

It is recommended that all members nominate a proxy to assist with meeting the minimum numbers required for a quorum. Having a nominated proxy also assists by distributing EM awareness to a wider

audience within the respective organisation. Proxy members represent their organisation in the same way as the member and have full voting rights.

2.5 Roles and Responsibilities

LEMC members may be required to undertake key LEMC positions. The following sections (2.5.1 to 2.5.8) outline the EM roles and responsibilities.

2.5.1 LEMC Chair

The LEMC Chair provides leadership and support to the LEMC by:

- ensuring the appointment of an Executive Officer
- chairing the LEMC meetings and ensuring that the Terms of Reference and meeting procedures of the LEMC are adhered to
- ensuring that the local councils are kept fully informed of EM within the local government district and significant outcomes from LEMC meetings
- ensuring the LEMA is prepared and up to date
- providing leadership in emergency management within the local government district.

2.5.2 LEMC Deputy Chair

The Local Emergency Coordinator (LEC) should be appointed as the Deputy Chair. Where there is more than one LEC, the role may be shared after discussion with the Chair. The Deputy Chair provides advice and support to the LEMC by:

- acting as a Chair in the absence of the LEMC Chair
- providing assistance, and advice as requested by the LEMC Chair
- chairing any subcommittees or working groups
- providing support and direction to the Executive Officer as required.

2.5.3 LEMC Executive Officer

The LEMC Executive Officer provides support to the LEMC by:

- coordinating the development and submissions of LEMC documents in accordance with legislative and policy requirements including the:
 - Annual report
 - Annual business Plan
 - LEMA, including maintaining the EM contacts register.
- ensuring the provision of professional and timely secretariat support including:
 - development and distribution of the meeting agenda, minutes, and action lists
 - maintaining a register of correspondence
 - maintenance of the LEMC membership contact list

- facilitating the provision of relevant EM advice to the Chair and LEMC as required
- participating as a member of LEMC sub committees and working groups as required
- facilitating two-way communication between the LEMC and Executive Officer of the relevant DEMC to undertake day-to-day EM business as required from both a local and district level.

2.5.4 Local Emergency Coordinator

In addition to the role as a Deputy Chair, which may be shared between LECs, the LEC for a local government district has the following functions (section 37(4) of the EM Act):

- to provide advice and support to the LEMC for the district in the development and maintenance of emergency management arrangements
- to assist hazard management agencies in the provision of a coordinated response during an emergency
- to carry out other EM activities in accordance with the directions of the State Emergency Coordinator.

2.5.5 Local Recovery Coordinator

The Local Recovery Coordinator provides support to the LEMC by:

- ensuring the preparation, maintenance and exercising of the Local Recovery Plan, as part of the LEMA
- providing advice and generating awareness of recovery
- advising the LEMC of Local Recovery Coordination Group (LRCG) local recovery activities, and evaluation findings.

2.5.6 LEMC Admin Support Officer

A LEMC Administration Support Officer, may be appointed to provide administrative support to the Chair, Deputy Chair and Executive Officer as required, to ensure the timely preparation of all documentation.

2.5.7 LEMC Members

LEMC committee members can provide support to the LEMC by:

- attending and actively participating in meetings
- advising the Executive Officer of non-attendance and arranging for a proxy
- contributing to the agenda and reviewing all meeting papers prior to the meeting.
- completing meeting actions as required
- bringing copies of relevant documents
- reading and being familiar with the Terms of Reference
- representing their organisation by providing input/advice into the meeting and sharing outcomes of the meeting with their organisation
- participating in EM activities.

2.5.8 District Emergency Management Advisors

District Emergency Management Advisors (DEMAs) support the work of the SEMC by providing services to

the EM sector throughout WA and are based in metropolitan and regional locations.

The DEMA can provide support to the LEMC by:

- providing advice and interpretation of legislation, policy, plans, procedures, and guidelines
- providing support and advice on exercise management
- providing support and advice on risk management
- working with local government EM personnel to assist with the following:
 - development and maintenance of an effective LEMC
 - development and review of LEMA that is contemporary, and useful for the local district
 - development of Local Recovery Plans that nominate the local recovery coordinator/s
 - encourage local recovery coordinators and other staff likely to work in recovery to undertake recovery training
 - provision of presentations and informal EM training as required to local governments and LEMCs
 - using their multi agency networks to act as a conduit between organisations, and between local, district and state levels to encourage collaboration, before during and after emergency events.

In addition to the LEMC support above, during the response phase of an emergency, the DEMA can ensure that local government is represented at the Incident Support Group (ISG), and sometimes the Incident Management Team and Operations Area Support Group (OASG) as appropriate.

During the recovery phase of an emergency, the DEMA can provide mentoring and advice to local government personnel, including local recovery coordinators and membership of the LRCG and any additional recovery committees, and sub committees.

2.6 LEMC Meetings

2.6.1 Frequency of Meetings

LEMCs should meet quarterly or more frequently as required. In WA, local governments vary widely, and the frequency of meetings should be reflective of their risk environment, demographics, resilience, and vulnerabilities. The suitability of the LEMC schedule, can be discussed with the DEMA.

With such a diverse group of organisations making up the LEMC membership it can be an advantage to set the meeting dates 12 months in advance to ensure members can schedule accordingly.

Give careful consideration to the time of your meetings. Contemporary EM is now considered part of core business, and members may find it easier to attend if meetings are convened during normal work hours.

2.6.2 LEMC Terms of Reference

It is recommended that a Terms of Reference is established for each LEMC to provide members with a common understanding of how the meetings will be administered under the EM Act. The LEMC is not administered under the Local Government Act.

A sample LEMC Terms of Reference template is attached at **Appendix A**. This template is also available to download on the [SEMC website](#). The LEMC may wish to refine the Terms of Reference to suit their own needs.

2.6.3 Meeting types

The following meeting types may be held:

- **Ordinary meeting** – as scheduled and outlined in 2.6.1.
- **Extraordinary Meeting** – to deal with a specific or urgent issue.
- **Out of session** – unscheduled meetings that are held without a requirement for a physical presence. Out of session meetings are typically held for urgent items at the discretion of the LEMC Chair and Executive Officer (i.e., an endorsement by members of a proposal via email)
- **Working Groups or sub committees** – can be created to work on a specific task or project.

Meetings can include other more interactive EM activities such as workshops, exercises, or presentations. Consideration may be given to invite neighbouring LEMCs or a wider audience to these activities to raise awareness of EM considerations and build cross border relationships.

Meetings can be held:

- face to face
- by electronic means (videoconferencing, teleconferencing i.e., Microsoft Teams, Zoom or similar)
- a mix of face to face and tele/videoconferencing for those unable to attend in person.

2.6.4 Quorums

A quorum for the committee is recommended to be at least 50% of its voting membership.

If a quorum is not met the Chair can:

- proceed with the meeting, however no resolutions can be endorsed. (These could however be endorsed later out of session via email or similar)
- progress all the agenda items out of session
- reschedule the meeting
- cancel the meeting if no urgent agenda items exist.

2.6.5 Meeting documents

To ensure the efficient administration of the LEMC, the Executive Officer is responsible for the timely distribution of meeting documents.

Meeting Agenda and Minutes

Every LEMC meeting should include standing agenda items as described in State EM Preparedness Procedure 3.7. The quarterly meeting agenda may vary relative to the season, risk profile and any topical EM themes within the district. These are outlined in the table below.

Examples of LEMC meeting agenda are provided at **Appendix B** and these may be tailored to suit the needs of each LEMC. These templates are also available to download on the [SEMC website](#).

Standing agenda items, as well as those that may be considered based on a seasonal basis are outlined in the Table 2 .

Table 2. Standing agenda items

Item	Items that should be provided in accordance with State EM Procedure 3.7	Additional items to assist with maintaining effective LEMA.
Standing Agenda Items	<ul style="list-style-type: none"> • Update contact details and maintain contact list. (LEMC members and emergency and other relevant services contacts) • Update committee membership and resources • Table Post Incident reports, season reviews - discuss/action outcomes • Table Post exercise reports, discuss/ action outcomes • Emergency risk management/treatment strategies progress 	<ul style="list-style-type: none"> • Table correspondence. • Review action list. • Review business plan strategies and record progress. • Plan and schedule exercises.
Items for consideration relative to the risk profile of the local government area/s.	<ul style="list-style-type: none"> • Discuss funding opportunities and if these can be used to treat limitations or gaps identified • Request member input to consider any emerging risks or issues to be shared with the committee • Examine sections in the LEMA and update accordingly 	<ul style="list-style-type: none"> • Any topical EM relevant information/ presentations • Review of capability areas that need improvement for discussion and/or workshopping. • Discuss/action preparedness ideas for the upcoming season.

Minutes

Meeting minutes should be taken for each meeting, distributed to members, and be made publicly available.

2.6.6 Confidentiality

Sensitive subjects will often be discussed at LEMC meetings. Attendees at LEMC meetings should keep these conversations confidential.

2.7 Reporting

2.7.1 Annual Reporting

At the end of the financial year, the LEMC is required to prepare and submit an annual report on activities undertaken to the DEMC. The local government/s is responsible for completing the annual report requirements. The annual report should be prepared within such reasonable time, and in the manner, as directed in writing by the SEMC. Further details for the content of the Annual Report are detailed in State EM Preparedness Procedure 3.17.

Information from LEMC Annual Reports is used in the SEMC Annual Report which is presented to the Minister for Emergency Services.

2.7.2 Reporting to DEMC

To ensure good communication between the LEMC, DEMC and SEMC, it is good practice to send a copy of all LEMC minutes and any other key documents to the DEMC Executive Officer for noting. This enables the DEMC Executive Officer to analyse district wide information/issues for any commonalities and themes which may be occurring across multiple yet separate areas. These can then be raised and addressed at the DEMC or forwarded to the SEMC for further action if required.

Issues beyond a LEMCs capacity or of significance can be raised to the DEMC. There are three ways this can happen:

- a LEMC member representing their individual LEMC that sits on a DEMC can table the issue directly
- the LEMC member representing several local governments can raise the issue
- the LEMC Executive Officer can liaise directly with the DEMC Executive Officer to have issues tabled.

2.7.3 LEMC Business Plan

Planning is a key component to the success of LEMCs, and a LEMC Business Plan can greatly assist by providing a clear practical direction for the LEMC.

The LEMC Business Plan can:

- ensure local objectives are aligned to the DEMC and SEMC strategic plan, capturing key district priorities
- clearly outline the LEMCs priorities for the nominated time period
- assist to monitor progress and document achievements.

The relevant DEMA can provide guidance about developing a LEMC business plan.



Part Three:

**Local Emergency
Management
Arrangements**

The term LEMA refers to the collection of all emergency management documentation, plans, systems, processes, agreements, and memorandums of understanding which affect the local government district. The LEMA are the overarching document and associated sub-plans which the local government is responsible for developing, maintaining, and testing.

3.1 Legislative Requirement

Under section 36 of the EM Act, it is a function of a local government to ensure that effective LEMA are prepared and maintained for its district. The LEMA must be consistent with the State EM Policy, State EM Plan, State Hazard Plans, State Support Plans (s. 41(3) EM Act) and set out specific matters identified in section 41(2) of the EM Act.

Development, distribution or communication, review and testing of LEMA should be in accordance with State EM Preparedness Procedure 3.8.

Local governments are to ensure that LEMAs are reviewed as below:

- after an event or incident requiring the activation of an Incident Support Group (where appropriate), or after an incident requiring significant recovery coordination
- every five years
- whenever the local government considers it appropriate.

The contacts and resources list should be reviewed and updated as needed but at a minimum quarterly.

Please note, the local government can undertake a small review, or statement of fact changes with only minor amendments at any time without going through the consultation and approval process. This should be noted at the relevant LEMC meeting.

3.2 LEMA Guideline

The LEMA Guideline and model has been developed to assist with the development of LEMA.

The DEMA responsible for the district will also be able to provide advice and assist throughout the LEMA development process and will ensure that the core topics have been covered to ensure compliance with the EM Act, and to keep your LEMA useful in all applications.

While models and examples vary between local governments, they all cover the required basic EM topics that should be considered. These are contained within the LEMA guideline, to ensure effective planning for emergency events. A list of these EM requirements and examples of additional content are outlined in Table 3.

Table 3. LEMA Content Examples

Section	Basic EM requirement	Examples of content
1.	Introduction	<ul style="list-style-type: none"> · Aim, Purpose, Scope · Roles and Responsibilities · LEMC Membership · Agreements and Understandings. · Exercising, reviewing and annual reporting · Emergency management policies · Existing local plans and arrangements · Community consultation
2.	Coordination of Emergencies	<ul style="list-style-type: none"> · AllIMs overview, IMT, ISG considerations · Financial arrangements
3.	Risk	<ul style="list-style-type: none"> · Risk management · Special considerations · Critical infrastructure · Emergencies likely to occur · Risk Register – (treatment strategies if developed)
4.	Evacuation	<ul style="list-style-type: none"> · Identification of evacuation centres · Key roads/maps, specific evacuation plans for key areas. · Evacuation to other Local Government areas · Special Needs or Vulnerable Groups
5.	Emergency relief and support	<ul style="list-style-type: none"> · Refer to the Department of Communities Local EM Plan for the provision of Emergency Relief and Support Services · Local Emergency Relief and Support Coordinator and liaison officer roles · Opening and coordination of evacuation centres · Refer to the Department of Primary Industries and Regional Development resources for Animal Welfare Plan.

Section	Basic EM requirement	Examples of content
6.	Recovery plan	<ul style="list-style-type: none"> • Roles and Responsibilities of the: • Local Recovery Coordinator • Local Recovery Coordination Group • Controlling Agency/Hazard Management Agency • State Recovery Coordinator • Commencement of recovery • Resources • National Principles of Recovery • Example actions and strategies • Example Local Recovery Coordination Group and subcommittee structure and terms of reference • Local Recovery Coordination Group meeting agenda template • Financial strategies • Identification of recovery resources, MOUs, or agreements for mutual aid. • Identification of Recovery Centres • Operational Recovery Plan – template
7.	Communications Plan	<ul style="list-style-type: none"> • Local public warning systems • Communication Principles (inclusive communications such as vulnerable groups) • Communications in the preparedness, response, and recovery stages. • Referral to a communications plans or provision of a communication plan template.
8.	Contacts and Resources Register	<ul style="list-style-type: none"> • LEMC members contacts • Emergency Services and Support Organisations • Utilities and services • Special Arrangements/ MOUs • At-risk groups

3.3 Consultation process for LEMA

LEMC members play an important role within the development or review process. Ensuring LEMC members and other identified key stakeholders have input into the process greatly enhances the quality and usefulness of the LEMA.

Local governments and LEMCs preparing LEMAs may be expected to convene forums or provide papers, displays or other materials to ensure effective consultation. Consultation should commence early, allowing sufficient time and flexibility for the emergence of new ideas and proposals.

During the process, it is recommended the DEMA responsible for the district is consulted to provide advice. DEMAs can provide examples of contemporary best practice LEMAs and assist through each stage of the development or review.

Upon completion of the draft LEMA, the document should be distributed for comment to:

- The DEMA responsible for the district (who will validate the document for compliance against the legislative requirements)
- The LEMC members
- The local government's DEMC who may make recommendations to the LEMC if it identifies matters that would enhance the operational effectiveness of the LEMA.

Where appropriate, the LEMA may be provided to members of the public for comments. All confidential and contact details should be removed before doing so.

3.4 Approval and noting process

Prior to approval by council, local government should:

- review the plan to ensure that relevant parties have been consulted in the development of the LEMA
- ensure that endorsement has been gained from their LEMC, with the date of endorsement reflected in the minutes and the arrangements

On completion of the consultation process the local government should table the LEMA at a local government council meeting for approval, as soon as reasonably practicable.

Once approved by Council the LEMA are to be distributed

- to the DEMC for noting
- from the DEMC to the SEMC for noting and inclusion at the next SEMC meeting
- to other agencies, industries and persons as considered appropriate by the local government including neighbouring local governments, local libraries, and related committees.

3.5 Review

LEMA must be reviewed at least every five years or following an exercise or incident review as per section 1.5.10 of the State EM Policy. This will ensure contents remain up to date and accurate.



Part Four:

**Local Level
Exercising**

The review and validation of local EM arrangements is a key function of a LEMC, as set out in section 39 of the EM Act. Exercises are a way to review the LEMA and are an essential component of preparedness.

4.1 Aim

Exercises should be used to enhance capability and contribute to continuous improvement. A well-designed exercise provides a safe environment to test capabilities, familiarise personnel with roles and responsibilities and foster meaningful interaction and communication across organisations.

4.2 Objectives

Key objectives of a LEMC exercise are to:

- test the effectiveness of local emergency management arrangements
- train personnel and clarify roles and responsibilities
- raise awareness of likely emergencies
- allow participating agencies an opportunity to test their specific processes
- build stronger interagency networks
- test understanding of the multi-agency support processes to response and recovery and encourage cross agency understanding of capabilities and limitations
- to identify any capability gaps or areas for improvement and implement solutions.

LEMC exercising concentrates on local issues that may occur, including during a significant emergency event and may include exercising capabilities around topics such as multi-agency coordination, evacuation, emergency relief and support, communications, business continuity and recovery.

LEMC exercising is not designed to test the proficiency of local emergency responders to respond to everyday incidents. Training and exercising local emergency services is the responsibility of the EM agency that those services belong to. Sometimes, however, local response scenarios can be included effectively into the overarching LEMC exercise.

4.3 Capability based exercising

The Western Australia Managing Exercises Guideline (exercise guideline) outlines the need to ensure all exercising is risk and capability based. It is recognised that capabilities that enable agencies to effectively prepare, respond and recover from emergencies are often common across all the 28 prescribed emergency hazards.

Under the exercise guideline, local governments and their LEMCs may use the SEMC EM Capability framework as a baseline to determine their exercise needs and requirements to close self-assessed capability gaps and report on their activity.

Each Local Government is asked to utilise capability analysis tools and data to identify which capabilities they need to practice, or those that pose the greatest risk to their capacity. In the first instance, it is recommended that local governments use existing sources of data to contribute to this process. These could include:

- previous Annual and Preparedness Report Capability Survey responses

- lessons identified from previous exercises
- knowledge from past incidents and after-action reports
- any issues raised at the LEMC, DEMC or subcommittee meetings, DEMA input and discussion.

4.4 Types of exercises

Exercising can take place in many forms and be either small or large, simple, or complex. The most commonly used exercise types in EM are listed below:

Discussion exercises: are designed to stimulate discussion of issues or to assess plans, arrangements, policies, and procedures. Discussion exercises include seminars, agency presentations and hypotheticals. They should explore the broader issues identified through a capability gap analysis and result in an agreement of resolution between the participants.

Functional exercises: are a repetitive, methodical activity undertaken to reinforce specific skills, procedures, or arrangements. These exercises are designed to familiarise, educate, and inform individuals and groups of their roles and responsibilities, explore capabilities, understand multiple functions and interagency relationships and interdependencies. Functional exercises take place in an operational environment and require participants to perform the functions of their roles. Functional exercises should familiarise and guide participants through their emergency management roles or functions.

Field Exercises: a generally a large scale, complex activity conducted in “real time” under simulated conditions involving the deployment of personnel and other resources. Field exercises are designed to achieve maximum realism and test organisational performance and interagency cooperation.

Local governments, in conjunction with LEMCs can choose any style of exercise that suits their aims and objectives. The discussion exercise remains the most popular choice as it suits the exploration of the broader issues of a major emergency which would be difficult to reproduce with any realism in a functional or field exercise.

4.5 Frequency

The State EM Policy section 4.8.8.3 states that local governments must exercise at least annually in consultation with their LEMC.

4.6 Post exercise reporting requirements

The State EM Policy 4.11.3 states that local governments must submit post-exercise reports to their DEMC, as soon as practicable after the exercise.

4.7 Exercise tools

Several tools exist to assist with local level emergency management exercises.

- Western Australian Managing Exercises Guideline

Please contact the DEMA responsible for the district for additional exercise planning tools and templates.



Appendices

Appendix A: Sample LEMC Terms of Reference template

Adopted:	Insert Date
Last Reviewed:	Insert Date
Review Date:	Every 5 years or as required
Associated Legislation: Emergency Management Act 2005	
Associated Documents: State Emergency Management Policy and Procedure	

1.0 Name

<< Insert Name >> Local Emergency Management Committee (LEMC)

2.0 Aim

The aim of the LEMC is to collaborate with local support organisations, hazard management agencies, and industry representatives, to collectively build a resilient community that is prepared to respond and recover from an emergency.

3.0 Objectives

- Develop local emergency management arrangements (LEMA) that are practical to all stakeholders and service agencies.
- Ensure that LEMA are contemporary and relevant to the community and addresses all possible risks and scenarios.
- Participate in inter-local government relations to further emergency management cooperation within the emergency management district.
- Build resilience and engage with the community through safety and awareness campaigns, and by disseminating information through social media, media outlets, and public events.
- Participate in interagency training exercises that improve the capabilities and knowledge of the LEMC, local stakeholders, and hazard management agencies.
- Exercise the LEMA to test their effectiveness in practical applications, and actively strive for continuous improvement.
- Share meeting minutes, committee member experiences and proposed actions with local government elected members, State agencies and the local community.
- Strategise ways to mitigate potential emergencies and to improve recovery arrangements.

4.0 Duties and Responsibilities

Advise and assist the << name of LG/s>> in ensuring that local emergency management arrangements are established for its district.

- Liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements.
- Carry out other emergency management activities as directed by the State Emergency Management Committee or prescribed by the regulations.

- Perform at least one emergency training exercise a year to assist improve the capabilities of their community to prepare for, respond to and recover from emergencies.
- Prepare and submit an annual report on activities undertaken by the LEMC during the financial year to the District Emergency Management Committee for the district.

5.0 Membership

Membership notes:

- Special guests may be invited to attend committee meetings as determined by the LEMC Executive Officer, in consultation with the LEMC Chair.
- Each voting member should nominate a proxy to the Executive Officer within their agency or organisation to attend if the appointed member is absent.
- Non-attendance at meetings of voting members without a justifiable apology, or that have not been represented by their proxy will be asked to provide an explanation to the Chairperson. Repeated non-attendance may result in the Chairperson notifying the District Emergency Management Committee.
- Members representing agencies and organisations that can no longer participate in the committee should advise the Executive Officer of their resignation and nominate an alternative representative for membership.
- Committee membership will be reviewed at each meeting by the LEMC Executive to ensure that it is representative of the community and the potential risks and scenarios.
- New members may join the LEMC via resolution of the committee.

6.0 Meeting Management

6.1 Chairperson

- The Chairperson should be an elected member of Council. Council is to appoint the Chairperson and an elected member as the Chairpersons proxy. In the absence of the Chair, the appointed proxy will act as the Chairperson.

6.2 Deputy Chair

- The Local Emergency Coordinator should be appointed as Deputy Chair.

6.3 Executive Officer

- The LEMC Executive Officer is the << position within the local government>>

6.4 Quorum

- A quorum for the committee will be at least 50% of its voting membership.

6.5 Minutes/Agendas

- The Executive Officer is responsible for preparing agendas and minutes of all business transacted at each meeting.
- A draft agenda will be emailed to members three (3) weeks prior to the meeting. Members have two weeks to include agenda items and/or comments. The final agenda will be issued to members one week prior to the scheduled meeting.
- Copies of the meeting minutes will be made available to Council by way of information at least one month

after the committee meeting. Meeting minutes will be forwarded to Committee members two (2) weeks post the meeting.

6.6 Schedule

- Meetings will be held quarterly throughout the financial year and scheduled by the Chairperson. The schedule will be advised by the Executive Officer. (List of dates, for example, 3rd Thursday of each quarter March, June, September, December).
- Additional meetings will be convened if and as required at the discretion of the Chairperson.

6.7 Authority

- The LEMC does not have the authority or power to commit the Council or <<Local Government>> or any association, organisation, group or individual to expenditure without the City's/Shires endorsement.
- The LEMC is required to gain Council approval if the Committee wishes to alter these Terms of Reference.

7.0 Schedule 1 – Membership

7.1 Community/Agency LEMC Members (Voting):

Member 1

Member 2

Member 3

7.2. Local Government LEMC Member (Voting):

Member 1

Member 2

Member 3

7.3. Invited Guests (Non-voting):

Guest 1

Guest 2

Guest 3

Appendix B: Sample LEMC Meeting Agenda templates

Word document templates can be found on the on the [emergency management tools webpage](#) of the SEMC website. This appendix provides an outline of the suggested items to include within an agenda.

Sample agenda template 1

Meeting Date:

Location:

Time:

Videoconference link:

Emergency Management Act 2005 (Section 39) Functions of local emergency management committees:

- (a) to advise and assist the local government in ensuring that local emergency management arrangements are established for its district.
- (b) to liaise with public authorities and persons in the development, review and testing of local emergency management arrangements; and
- (c) to carry out other emergency management activities as direct by the SEMC or prescribed by the regulations.

1.0 Opening and Welcome

Acknowledgment of Country.

2.0 Attendance and Apologies

3.0 Disclosure of Interests

Identify real, perceived, or potential conflicts of interest experienced by any member in relation to the items on the agenda. These should be declared now and if possible, raised with the Chair prior to the meeting to determine the appropriate way to manage the conflict.

4.0 Guest Presentations

4.1 Presentation 1

4.2 Presentation 2

5.0 Confirmation of Meeting Minutes

Moved by XXXX; Seconded by XXXX

The committee approved the minutes of the XXXXX LEMC meeting held on XXXX.

6.0 Review of Action list and business arising

Item	Owner	Status

7.0 Correspondence

- 7.1 Correspondence In
- 7.2 Correspondence Out
- 7.3 Information tabled

8.0 Review of LEMC membership and contact list updates

9.0 Local Emergency Management (standing items)

- 9.1 Post Incident Reports – discussion and note any outcomes to be actioned.
- 9.2 Post Exercise Reports – discussion and note any outcomes to be actioned.
- 9.3 Exercise – discuss objectives, scenario, and dates.
- 9.4 Review Local Emergency Management Arrangements – updates as required.
- 9.5 Risk management update – monitor and review, emerging risks, mitigation.
- 9.6 Review LEMC business plan – monitor progress
- 9.7 Review funding opportunities

10.0 Agenda Items

Item one

Item two

11.0 Agency/Member Reports

Members to consider:

- *Capability and limitations for the coming season (resources/staffing)*
- *Any known emerging risks*
- *Any scheduled exercises*
- *Outcomes or lessons learnt from any incidents or exercises.*

12.0 General Business

13.0 Next Meeting

13.1 *LEMC calendar*

Date	Activity	Venue	Comment

14.0 Meeting Closure

Sample agenda template 2

[INSERT NAME] Local Emergency Management Committee Meeting Date [INSERT DATE]

1.0 Administration

- 1.1 Open Meeting
- 1.2 Acknowledgement of Country
- 1.3 Attendance and apologies
- 1.4 Confirmation of previous minutes
- 1.5 Correspondence in and out
- 1.6 Action items from previous meeting
- 1.7 Emergency contacts update
- 1.8 Guest presentation/s

2.0 Standard Reporting

- 2.1 Post incident reports
- 2.2 Post exercise reports
- 2.3 Exercise schedule
- 2.4 Local Emergency Management Arrangements update
- 2.5 Emergency Risk Management update
- 2.6 Agency/member reports
- 2.7 Agenda items
- 2.8 General business

3.0 Quarterly Reporting

Quarter	Reporting activities
1 st quarter (July-Aug-Sept)	<ul style="list-style-type: none"> · LEMC Business Plan tabled · Annual Meeting Schedule · Exercise Date for financial year
2 nd quarter (Oct-Nov-Dec)	<ul style="list-style-type: none"> · Seasonal Review · State Preparedness Report Review
3 rd quarter (Jan-Feb-Mar)	<ul style="list-style-type: none"> · LEMC Business Plan developed
4 th quarter (April-May-June)	<ul style="list-style-type: none"> · Complete Annual Preparedness Survey and Annual Report · Exercise Schedule developed

4.0 Next Meeting and Close

