



SHIRE OF RAVENSTHORPE

LOCAL RECOVERY PLAN

2026





DOCUMENT CONTROL

Local Recovery Plan - Shire of Ravensthorpe

Item	Details
Document title	Shire of Ravensthorpe Local Recovery Plan 2026
Status	Draft for LEMC endorsement and Council approval
Authority	Emergency Management Act 2005 (WA), including section 41(4), and State Emergency Management arrangements
Responsible local government	Shire of Ravensthorpe
Local Recovery Coordinator	Chief Executive Officer - Nicole O'Neill JP
Plan owner	Local Recovery Coordinator / Shire of Ravensthorpe
Public availability	Shire website and Shire Administration Offices following approval
Related controlled document	Shire of Ravensthorpe Incident Support Handbook 2026
Review	Following activation or significant recovery coordination, after relevant exercises/lessons, and as required by the State EM Framework; comprehensive review aligned with the LEMA cycle

Approval

Approval stage	Name / position	Date / resolution
Endorsed by LEMC	Chair, Shire of Ravensthorpe LEMC	2 September 2026
Approved by Council	Shire President / Council Resolution	_____
Noted	Relevant District Emergency Management Committee	_____

Amendment record

Version	Date	Summary
2004-2024	Various	Previous recovery arrangements and reviews, including the August 2024 Recovery Sub Plan.



Version	Date	Summary
2026 Draft	28 August 2026	Comprehensive rewrite using the current Local Recovery Guideline/template, the December 2025 recovery reforms, current August 2026 State EM Framework, June 2026 local contact list and current Shire plans and information.



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QUICK ACTIVATION GUIDE

Recovery starts during response - do not wait for response operations to finish.

When	Local action
During response	Engage the Local Recovery Coordinator early; attend relevant ISG/OASG arrangements; establish awareness of impacts; preserve records and costs; ensure recovery needs inform response decisions.
When recovery needs are emerging	Confirm the Controlling Agency is commencing recovery; obtain/participate in the Impact Statement process; determine likely recovery level and required governance; commence community and agency liaison.
R1	Local government manages and coordinates recovery within local capacity. Establish fit-for-purpose local governance as needed.
R2	Local government manages and coordinates recovery with State support. Establish the Local Recovery Coordination Group and prepare a Local Operational Recovery Plan.
R3-R4	Local government leads community-focused and local recovery activities within State-led recovery arrangements. Establish the LRCG and prepare/maintain the Local Operational Recovery Plan aligned with the State Recovery Plan.
Stand-down	Transition remaining work to business-as-usual arrangements only when governance, responsibilities, community communications, records, funding and residual risks are clear.

Primary recovery contact

Local Recovery Coordinator: Chief Executive Officer, Nicole O'Neill JP. Shire: 08 9839 0000 | 0427264377 Email: ceo@ravensthorpe.wa.gov.au.

Current direct and after-hours contacts are maintained in the controlled Incident Support Handbook and current LEMC contact register.

1. INTRODUCTION

1.1 Authority

This Local Recovery Plan has been prepared for the Shire of Ravensthorpe under section 41(4) of the Emergency Management Act 2005 (WA) and forms part of the Shire's local emergency management arrangements. It is to be read with the current State Emergency Management Policy, State Emergency Management Plan, State Emergency Management Procedures and relevant State support and hazard plans.

The Plan replaces the Shire of Ravensthorpe Local Recovery Sub Plan dated August 2024 following review of the Shire's local arrangements and the State recovery reforms implemented from December 2025.

1.2 Purpose

The purpose of this Plan is to describe how the Shire will prepare for, lead, coordinate and support local recovery following an emergency, including governance, responsibilities, community participation, coordination, communication, funding, information management and transition back to normal service arrangements.

1.3 Objectives

- Provide a practical, scalable framework for local recovery across all hazards.
- Clarify local leadership, responsibilities and relationships with Controlling Agencies, State agencies, community organisations, businesses and affected people.
- Enable recovery to begin during response and support an orderly transition from response coordination.
- Keep recovery community-centred, place-based, inclusive and informed by local priorities.
- Coordinate recovery across the social, built, economic and natural environments.
- Provide for timely public information, sound financial and evidence management, and transparent decision-making.
- Support continuous improvement through exercises, debriefs, evaluation and lessons management.



1.4 Scope

This Plan applies to recovery from emergencies that affect people, communities, infrastructure, services, businesses, primary production, cultural values and the natural environment within the Shire of Ravensthorpe. It supports local recovery for events wholly within the district and provides a basis for coordinated arrangements where impacts cross local government boundaries.

Operational details

Rapid-change information such as personal mobile numbers, facility access, keys, plant/resources, detailed emergency contacts and operational maps is maintained in the Shire of Ravensthorpe Incident Support Handbook 2026 and associated controlled registers. This Plan intentionally avoids duplicating most of that information.

1.5 Local context

The Shire covers approximately 12,872 square kilometres in the southern Goldfields-Esperance region and includes Ravensthorpe, Hopetoun, Munglinup, Jerdacuttup and surrounding rural and coastal communities. The 2021 Census population was 2,085, with population and service demand fluctuating through mining activity, agriculture, seasonal tourism, the wildflower season and holiday periods.

Local recovery can be complicated by long distances, dispersed settlements, limited redundancy in transport and communications, extensive bushland and national park, broadacre farming, mining and processing, coastal exposure and the dependence of residents and visitors on a small number of essential service, road and communications corridors.

1.6 Recent recovery-relevant experience

The Shire experienced repeated significant bushfire activity through the 2025-26 summer period. Recent fires and associated access, fuel, volunteer, communications and community impacts reinforce the need for early recovery planning, clear local governance, strong consequence assessment and sustained community communication. Coastal risk in Hopetoun, severe weather, essential-service disruption and other hazards identified in the Shire LEMA must also be considered when recovery arrangements are activated.



2. RECOVERY CONTEXT AND RELATED ARRANGEMENTS

2.1 Related Shire documents

Document / arrangement	Recovery relevance
Local Emergency Management Arrangements / Local Emergency Management Plan 2026	Strategic all-hazards emergency management framework and local recovery obligations.
Incident Support Handbook 2026	Controlled operational contacts, coordination locations, resource information, communications and transition arrangements.
Emergency Management Workplan	Preparedness actions, exercising, validation and improvement activities.
Local Emergency Relief and Support Plan (Department of Communities)	Local arrangements for emergency relief and support services.
Bushfire Risk Management Plan 2024-2029	Bushfire risk context and treatment priorities.
Hopetoun Coastal Hazard Risk Management and Adaptation Plan 2024	Coastal erosion and inundation risk, adaptation pathways and affected assets.
Ravensthorpe Aerodrome Management Plan / Aerodrome Emergency Plan	Aerodrome operational and emergency arrangements.
Public Health Plan 2026-2031	Community health, wellbeing, environmental health, safety and service priorities relevant to recovery.
Strategic Community Plan and Corporate Business Plan	Long-term community outcomes and Council priorities that recovery should seek to restore and strengthen.
Current Annual Budget, Long Term Financial Plan, Asset Plans and delegations	Financial capacity, asset restoration priorities, procurement and decision authorities.
Community Engagement Policy/Strategy and Communications/Social Media Policy	Community participation and public communication requirements.

2.2 External arrangements

- Current State Emergency Management Policy, Plan, Procedures and Glossary.
- State Support Plan - Emergency Relief and Support.
- Current State Hazard Plans relevant to the event.
- Local Recovery Guideline and resources.
- Impact Statement Guideline and template.
- Disaster Recovery Funding Arrangements Western Australia (DRFAWA) current guidelines, and evidence requirements.
- National Principles for Disaster Recovery and other current Commonwealth recovery arrangements.

2.3 Agreements and mutual support

Any mutual aid, industry support or cross-boundary arrangements used during recovery are to be confirmed at the time of activation. The Shire may request assistance through established emergency management networks, neighbouring local governments, State agencies, utilities, community organisations and local industry. Commitments must be authorised, recorded and consistent with the Shire's delegations, financial controls and safety obligations.

3. RECOVERY FRAMEWORK AND PRINCIPLES

3.1 Recovery is concurrent with response

Recovery begins during response. The Controlling Agency is responsible for commencing recovery activities and ensuring people with recovery responsibilities are appropriately included in incident management. The Shire Local Recovery Coordinator should be engaged early where consequences are likely to require sustained local coordination.

3.2 State recovery coordination model

Recovery level	Indicative complexity	Lead coordination	Shire role
R1	Low to medium; within local capacity	Local Recovery Coordinator / local arrangements	Manage and coordinate the local recovery program.
R2	Medium to high; local government requires some State support	Local Recovery Coordinator	Manage and coordinate the recovery program with State support; establish LRCG; prepare Local Operational Recovery Plan.
R3	Very high; significant State support required	State-appointed Event Recovery Coordinator	Lead community-focused and local-level recovery activities; participate in State governance; maintain LRCG and Local Operational Recovery Plan.
R4	Extraordinary; recovery exceeds local capacity	State-appointed Event Recovery Controller	Lead community-focused and local-level recovery activities within extraordinary State recovery arrangements; maintain local governance and plan.

3.3 Recovery environments

Environment	Focus
Social	Safety, health, emergency relief and support, housing, education, psychosocial wellbeing, family/community connection, accessibility and community services.
Built	Roads, transport, utilities, telecommunications, public and private buildings, community facilities, waste, water, sanitation and essential infrastructure.
Economic	Primary production, mining, tourism, local business, employment, freight/supply chains, workforce and local economic confidence.
Natural	Land, water, biodiversity, national parks, coastal systems, contamination, waste impacts, animal/plant impacts, cultural and heritage values and environmental health.

3.4 Recovery principles and strategic priorities

Recovery decisions will be guided by the National Principles for Disaster Recovery and the State's strategic recovery priorities. In Ravensthorpe this means recovery should be:

- Community-centred and place-based - recognise the different needs, strengths and identities of Ravensthorpe, Hopetoun, Munglipup, Jerdacuttup, farming areas, coastal locations and transient populations.
- Timely, responsive and accessible - provide clear pathways to support and remove unnecessary barriers.
- Focused on restoring and building back better - where practicable, reduce future risk and improve resilience rather than simply reinstate vulnerability.
- Respectful of First Nations voice - engage relevant Traditional Owners and Aboriginal community representatives for the affected place and value cultural knowledge, priorities and heritage.
- Coordinated and collaborative - use clear governance, shared objectives, common information and complementary agency/community roles.
- Adaptive and evidence-based - review impacts and needs continuously and change priorities as recovery evolves.

4. RECOVERY GOVERNANCE, ROLES AND RESPONSIBILITIES

4.1 Shire of Ravensthorpe

- Maintain this Local Recovery Plan and nominate/train one or more Local Recovery Coordinators.
- Activate local recovery arrangements where recovery is required to restore community function.
- Lead and coordinate R1 and R2 local recovery and local/community recovery activities during R3 and R4 events.
- Establish appropriate local recovery governance and working groups.
- Prepare a Local Operational Recovery Plan for all R2, R3 and R4 recovery events.
- Provide recovery public information and community engagement.
- Coordinate Shire service restoration, local infrastructure, local regulatory functions and recovery-related community support within the Shire's responsibilities.
- Maintain financial, procurement, decision, evidence and records controls.
- Monitor, report, evaluate and transition recovery to business-as-usual when appropriate.

4.2 Local Recovery Coordinator

The Shire's Local Recovery Coordinator is the Chief Executive Officer, Nicole O'Neill JP. The LRC coordinates recovery activities on behalf of the Shire, establishes and supports local recovery governance, advises agencies and the community, monitors recovery progress and collates/reports local recovery needs.

When the Chief Executive Officer is unavailable, the Director Regulatory Services, or another senior officer formally nominated by the CEO/Acting CEO, will perform the local coordination role until the appointed LRC resumes or an alternate appointment is confirmed. Role-based contact pathways are maintained in Appendix A and direct contacts in the Incident Support Handbook.



4.3 Local Recovery Coordination Group (LRCG)

The Shire will establish a Local Recovery Coordination Group or appropriate local leadership structure for R2, R3 and R4 recovery events and may establish one for R1 where consequences warrant coordinated governance. Membership is event-specific and should include people with authority, relevant expertise and genuine community connection.

Core / potential member	Contribution
Local Recovery Coordinator	Chair/lead coordination; priorities, governance, reporting and liaison.
Shire President / elected member representation	Civic leadership, community connection and strategic awareness; does not direct agency operations.
Shire executive and functional leads	Infrastructure, finance, community/regulatory, communications, governance, HR/ICT and local services.
Controlling Agency / HMA	Impact and response information, transition, outstanding response issues and agency recovery responsibilities.
DFES District Emergency Management Advisor / State Recovery	Recovery advice, State interface and escalation pathway.
Department of Communities	Emergency relief and support / social recovery coordination as applicable.
WA Country Health Service / St John / health providers	Health, psychosocial, health-service and community-health advice.
DPIRD	Primary production, livestock, animal/plant biosecurity and rural recovery advice.
DBCA / environmental agencies	Natural environment, parks, biodiversity, land and environmental recovery.
Utilities / Main Roads / telecommunications	Restoration priorities and infrastructure dependencies.
Education / schools / early childhood services	Children, families, school continuity and community connection.
Community Resource Centres and community groups	Local information, outreach, service access and community-led recovery.
Industry / business / agriculture / mining representatives	Economic impacts, logistics, workforce, local supply chains and resource support.



Core / potential member	Contribution
Traditional Owners / Aboriginal representatives	Cultural priorities, Country, heritage, community needs and First Nations voice.
Other event-specific organisations	Insurance, volunteering, charities, housing, business support and specialist services as needed.



4.4 Working groups

The LRCG may establish time-limited working groups aligned to the social, built, economic and natural environments, or to a specific task such as housing, clean-up, community grants, communications or infrastructure. Terms of reference should define purpose, authority, membership, reporting, records and end date.

4.5 Controlling Agency / Hazard Management Agency

- Commence recovery activities during response and include recovery representatives in incident coordination where appropriate.
- Provide/coordinate the Impact Statement and support an orderly transition of ongoing recovery coordination.
- Provide information on hazards, residual risks, access, safety, damage and outstanding response activities.
- Continue agency-specific recovery responsibilities after local transition where required.

4.6 State agencies and support organisations

State agencies remain responsible for recovery functions within their portfolios. The Department of Communities provides and coordinates emergency relief and support services under the State Support Plan. DFES State Recovery supports local governments and coordinates escalation to State-level recovery arrangements. Essential service providers are responsible for restoration of their networks and should participate in local recovery governance when their services materially affect community recovery.

5. ACTIVATION, TRANSITION AND COORDINATION

5.1 Activation triggers

The Local Recovery Coordinator will consider activating this Plan and convening recovery governance when one or more of the following occurs:

- People are displaced or evacuation/relief needs extend beyond the immediate response.
- Homes, farms, businesses, public assets, community facilities or the natural environment sustain significant impacts.
- Roads, utilities, telecommunications, water, health, education or other essential services are disrupted for a sustained period.
- The event creates material economic impacts to agriculture, mining, tourism, freight, local businesses or employment.
- Community wellbeing, psychosocial, cultural or social cohesion impacts require coordinated support.
- Clean-up, waste, contamination, animal/plant impacts, rebuilding or environmental rehabilitation require multi-agency coordination.
- Community information, donations, volunteering, financial assistance or advocacy require a coordinated local approach.
- The Controlling Agency, State Recovery Coordinator or another partner advises that structured local recovery governance is required.



5.2 First 48 hours - local priorities

Priority	Action
Leadership	Confirm LRC availability, CEO/elected member briefings and local decision authorities.
Connection to response	Nominate Shire recovery representation to relevant incident coordination and establish liaison with Controlling Agency.
Consequences	Obtain current situation information, start a local consequence picture and contribute to the Impact Statement.
People	Identify displaced, isolated, at-risk and high-need groups; connect with Department of Communities, health and local service networks.
Essential services	Identify outages/closures and critical dependencies for water, power, roads, communications, health, food/fuel, waste and community services.
Governance	Determine recovery level, establish LRCG if required and identify working groups.
Communication	Establish an approved recovery information rhythm and channels; separate recovery messages from operational warnings where practical.
Finance / records	Create cost codes/files, retain approvals/evidence and record decisions from the first recovery action.
Planning	For R2-R4, start the Local Operational Recovery Plan; set initial recovery outcomes and priorities.

5.3 Transition from response

Transition of coordination is a managed process rather than a single meeting. The LRC and Controlling Agency should agree timing, residual risks, outstanding tasks, information transfer and public communication. The transition should preserve continuity for the affected community and avoid gaps in responsibility.

- Confirm current and emerging impacts and the status of the Impact Statement.
- Identify residual life-safety, access, hazardous area and response tasks that remain with the Controlling Agency.
- Confirm agencies responsible for ongoing services and recovery programs.
- Agree governance, meeting rhythm, reporting and public information arrangements.
- Confirm community priorities, locations requiring outreach and likely duration of support.
- Ensure all response-to-recovery commitments, costs, maps, logs, requests and decisions are transferred or accessible.
- Communicate clearly to the community which organisation is responsible for what after transition.



5.4 Impact Statement and local consequence assessment

The Impact Statement is a key source for recovery planning. The Shire will work with the Controlling Agency to ensure local impacts across all four recovery environments are captured. Local information from communities, utilities, schools, industry, agriculture, health providers, community organisations and Shire services should supplement formal damage information.

5.5 Local Operational Recovery Plan

A Local Operational Recovery Plan must be prepared for every R2, R3 and R4 recovery event. It must be event-specific, outcomes-focused, informed by needs assessment and community engagement, and proportionate to the complexity of recovery. A practical template is included at Appendix D.

5.6 Recovery coordination centres

Primary recovery administration will ordinarily operate from the Shire Administration Office, 65 Morgans Street, Ravensthorpe. The Hopetoun Shire Administration and Community Centre, 46 Veal Street, Hopetoun, is the principal alternative. The LRC may establish a community recovery hub, outreach point or virtual arrangements closer to the affected community. Detailed facility access and contingency information is maintained in the Incident Support Handbook.

6. RECOVERY NEEDS ACROSS THE FOUR ENVIRONMENTS

6.1 Social environment

- Emergency relief and support, temporary accommodation, food, essential items and financial assistance pathways.
- Health, primary care, hospital access, medication continuity, public health and environmental health.
- Psychosocial support, community wellbeing, grief, stress, family violence risks and long-term mental health referral pathways.
- Education, early childhood services, school transport and continuity for children and young people.
- Older people, people with disability, people with limited transport, isolated residents and others who may need additional support.
- Community connection, local events, clubs, CRCs, volunteering and community-led activities that rebuild confidence and cohesion.
- Housing and temporary relocation, including pets and assistance animals where relevant.
- Access to reliable information through digital and non-digital channels.

6.2 Built environment

- Local roads, bridges, drainage, access routes, traffic management and road safety.
- Power, water, telecommunications, fuel, waste, wastewater and other essential service dependencies.
- Shire buildings, community halls, recreation facilities, depots, airport infrastructure, parks and reserves.
- Private homes and businesses, including building safety, access restrictions and planning/building approval pathways.
- Debris, waste, hazardous materials, temporary stockpiles and lawful disposal.
- Protection of evidence and insurance interests before clean-up or demolition.
- Reconstruction standards and opportunities to reduce future hazard exposure and improve resilience.



6.3 Economic environment

- Agricultural production, livestock, fencing, water, fodder, machinery, access and seasonal farm operations.
- Mining and processing continuity, contractors, workforce accommodation and supply chains.
- Tourism, visitor access, accommodation providers, parks/coastal destinations and reputational impacts.
- Small business cash flow, insurance, workforce, freight, digital connectivity and access to customers/suppliers.
- Local procurement and use of local suppliers where suitable, lawful and value-for-money.
- Business support services, grants, financial counselling and State/Commonwealth assistance pathways.
- Long-term economic impacts where population, investment or key industries are disrupted.

6.4 Natural environment

- Fitzgerald River National Park, reserves, biodiversity and ecological values.
- Coastal erosion and inundation impacts in Hopetoun and other coastal areas.
- Land degradation, soil erosion, vegetation loss, contamination and water quality.
- Waste and debris impacts, hazardous materials and environmental health risks.
- Animal and plant biosecurity and impacts on livestock, wildlife and vegetation.
- Cultural heritage and Aboriginal heritage values and the need to engage relevant custodians.
- Rehabilitation priorities that reduce future risk and complement existing environmental management plans.

7. COMMUNITY ENGAGEMENT, INCLUSION AND WELLBEING

7.1 Community-led recovery

Affected people are partners in recovery, not simply recipients of services. The Shire will create practical opportunities for communities to identify priorities, influence decisions, contribute local knowledge and track progress. Engagement should occur in the affected place and through trusted local organisations wherever possible.

7.2 Place-based approach

Recovery arrangements should recognise that Ravensthorpe, Hopetoun, Munglinup, Jerdacuttup and rural/coastal areas have different service access, risks, community networks, transport patterns and economic dependencies. A single Shire-wide approach may not meet all needs.

7.3 At-risk and priority groups

- Children and young people, schools and early childhood communities.
- Older people and people requiring home or community care.
- People with disability, mobility, sensory or communication needs.
- People with limited transport or who are isolated by road closure, distance or communications outages.
- Aboriginal people and relevant Traditional Owners, with culturally safe engagement and attention to Country and heritage.
- People from culturally and linguistically diverse backgrounds or with low literacy/digital access.
- People experiencing financial hardship, housing insecurity or psychosocial stress.
- Tourists, campers, seasonal workers and transient populations who may not know local services or hazards.



7.4 Engagement methods

Method	Use
Community meetings / listening sessions	Shared updates, priority setting, questions and visible accountability.
Recovery hub / one-stop shop	Face-to-face access to multiple services and practical support.
Outreach / door knocks	People unable or unlikely to access central services; isolated localities.
CRCs and trusted community groups	Local information, digital access, forms/referrals and community feedback.
Targeted stakeholder roundtables	Agriculture, mining, business, schools, health, environment or specific localities.
Surveys / online forms	Broader feedback and tracking of changing needs; not a substitute for non-digital engagement.
Community reference / working groups	Ongoing co-design and oversight for complex or long recovery programs.

7.5 Staff and volunteer wellbeing

Recovery can continue for months or years. The Shire will plan for fatigue management, staff rotation, leave, supervision, psychosocial support and realistic workloads. Recovery leaders should monitor the wellbeing of Shire staff, elected members, volunteers and community leaders who may also be personally affected.

8. RECOVERY COMMUNICATIONS

8.1 Responsibility

Following transition to recovery, the Shire is responsible for local recovery public information, coordinated with the Controlling Agency and State recovery arrangements where relevant. Information must be accurate, timely, accessible, consistent and clear about responsibilities and available support.

8.2 Key communication objectives

- Explain what has happened and what is known/unknown without speculation.
- Tell people what support is available, eligibility/access steps, locations, contacts and timeframes.
- Explain what the Shire, State agencies, utilities and community organisations are doing and who is responsible for each issue.
- Provide road, service, facility and community recovery updates without conflicting with Emergency WA operational warnings.
- Give affected people opportunities to ask questions, correct misinformation and influence recovery priorities.
- Publish recovery decisions, progress, milestones and changed arrangements.
- Use accessible language and more than one channel so people are not excluded by connectivity or digital access.



8.3 Local channels

Channel	Recovery use
Shire website	Authoritative recovery page, updates, FAQs, service changes, forms and links.
Shire Facebook / social media	Rapid amplification and engagement; link back to authoritative source.
Shire SMS / messaging systems	Targeted urgent recovery notices where systems and contact lists permit.
Variable message boards / LED signage	Roadside or local physical messaging where appropriate.
ABC/local radio and media	Broad reach, including during internet disruption.
Community Resource Centres	Printed information, assisted digital access, referrals and local feedback.
Community meetings / recovery hub	Face-to-face explanation, questions and two-way engagement.
Phone, outreach and door knocks	Priority individuals and isolated/low-connectivity areas.
Printed fact sheets / noticeboards	Persistent non-digital information in communities and service locations.
Whatsapp groups	Keep FCO and LEMC groups informed and up to date.

8.4 Approval and coordination

The CEO/LRC will ensure a clear approval pathway for recovery public information. The Shire communications function will coordinate messaging with the LRC, relevant agencies and subject-matter leads. Operational warnings remain the responsibility of the relevant Controlling Agency while response arrangements continue.

9. RECOVERY RESOURCES AND COORDINATION LOCATIONS

9.1 Resource principles

- Use existing Shire and agency resources first where they are safe, suitable and do not compromise essential services.
- Request external support through established agency and emergency management channels.
- Use local suppliers and contractors where appropriate and consistent with procurement, safety and value-for-money requirements.
- Document all resource requests, approvals, conditions, mobilisation/demobilisation and costs.
- Do not rely on resources listed in an older plan without confirming current availability and authority.

9.2 Recovery administration and community hubs

Location	Role in recovery	Notes
Shire Administration Office - 65 Morgans Street, Ravensthorpe	Primary recovery coordination / administration	Council Chambers/Cultural Precinct and Shire administration functions; suitability depends on event impacts and access.
Shire Administration and Community Centre - 46 Veal Street, Hopetoun	Alternative recovery coordination / local community access	Suitable alternative where Ravensthorpe facility is unavailable or recovery is Hopetoun-centred.
Community Resource Centres	Community information / assisted access / outreach support	Use by agreement; may support forms, referrals, digital access and local engagement.
Other Shire/community facilities	Temporary recovery hub / outreach point	Selected by the LRC according to safety, accessibility, location, power/comms, amenities and community need.

The detailed facility, key-holder, access, security, communications, generator, equipment and alternate-site information formerly included in the 2024 Recovery Sub Plan is now maintained as operational information in the Incident Support Handbook and facility registers. Appendix G provides a strategic summary only.

10. FINANCE, PROCUREMENT, INSURANCE AND ASSISTANCE

10.1 Local financial control

- Open a dedicated incident/recovery cost code and records file as early as practicable.
- Capture employee time, plant, fuel, contractors, accommodation, meals, supplies, facility use, repairs, communications and other costs.
- Retain approvals, purchase orders, quotations, invoices, timesheets, photographs, maps, work dockets and evidence of pre-event condition where available.
- Separate response and recovery expenditure where practicable.
- Apply current Council delegations, procurement policies and statutory requirements; emergency circumstances do not remove accountability.
- Confirm available cash/credit, reserves and budget authority at activation rather than relying on historic figures in previous plans.
- Notify insurers promptly and preserve evidence before disposal, demolition or repair where practicable and safe.

10.2 DRFAWA

The Disaster Recovery Funding Arrangements Western Australia (DRFAWA) may provide assistance for eligible disaster events and eligible measures. Eligibility, thresholds, evidence requirements and assistance measures can change. The Shire will contact DFES Recovery Funding early, use the current DRFAWA guideline and templates, and ensure evidence is captured from the outset.

10.3 Other assistance pathways

- Department of Communities emergency relief and support / financial assistance where activated and eligible.
- Services Australia and other Commonwealth assistance where activated.
- Lord Mayor's Distress Relief Fund where an appeal is activated.
- State or Commonwealth recovery grants and sector-specific programs.
- Primary producer, small business, housing, community organisation or environmental assistance programs announced for the event.
- Insurance and private financial arrangements for individuals, businesses and organisations.

10.4 Private assets

Individuals, businesses and organisations remain primarily responsible for managing their own risks and private asset recovery to the best of their ability. Government assistance is not automatic and may be subject to eligibility criteria. The Shire should communicate this clearly while helping affected people navigate legitimate support pathways.

11. DONATIONS, VOLUNTEERS AND SPONTANEOUS ASSISTANCE

11.1 Principles

- Prioritise assessed community need rather than the volume or visibility of offers.
- Discourage unsolicited goods unless a specific need and distribution method has been confirmed; cash donations are generally more flexible and can support local purchasing.
- Use established appeals such as the Lord Mayor's Distress Relief Fund where activated rather than creating ad hoc arrangements unless Council/CEO determines otherwise.
- Coordinate spontaneous volunteers so safety, insurance, supervision, screening, welfare and task suitability are addressed.
- Avoid duplication between charities, community groups, State programs and Shire activity.
- Record donated services, labour, materials and financial contributions where they are accepted and used.

11.2 Volunteer coordination

Where volunteer offers are significant, the LRCG may establish a volunteer coordination function or engage an experienced organisation. Volunteers must not enter restricted or hazardous areas without authority, and technical tasks must only be undertaken by suitably competent persons.

12. RECORDS, EVIDENCE, INFORMATION AND PRIVACY

12.1 Recovery records

- Maintain a chronological recovery log and formal record of key decisions, approvals, actions and outstanding matters.
- Retain meeting agendas, minutes, action lists, situation reports, recovery plans, community feedback and public messages.
- Maintain financial evidence sufficient for audit, insurance and any recovery funding claim.
- Photograph and document damage, temporary works and restored assets where safe and relevant.
- Use the Shire records management system and comply with State Records Act obligations.
- Record lessons and rationale for significant decisions so later reviews can understand the context.

12.2 Privacy and sensitive information

Recovery often involves sensitive personal, health, financial and location information. Collect only information needed for a legitimate recovery purpose, restrict access, avoid publishing personal contact lists, and share information with agencies only where lawful and necessary. Public versions of recovery reports should be reviewed for privacy and security risks.

12.3 Common operating picture

The LRCG should maintain a concise common recovery picture covering impacts, unmet needs, service status, priority actions, risks, decisions, responsible organisations, funding issues, communications and next review dates. The picture should distinguish verified facts from assumptions or unconfirmed reports.

13. STAND-DOWN, EVALUATION, EXERCISING AND REVIEW

13.1 Transition to business-as-usual

Recovery arrangements may be stood down when ongoing activities can be effectively delivered through normal Shire, agency, community and private-sector arrangements. Stand-down should be planned and communicated rather than occurring simply because meeting frequency declines.

- Confirm remaining actions, owners, funding, deadlines and reporting pathways.
- Ensure people still receiving support know where to go after formal recovery governance ends.
- Transfer infrastructure, planning, community development or environmental projects into normal Council programs where appropriate.
- Close or transition recovery hubs and communications channels deliberately.
- Archive records and finalise cost/evidence files while information is still available.
- Record residual risks and long-term wellbeing issues requiring continued monitoring.

13.2 Debrief and evaluation

The LRC will arrange debriefing and evaluation proportionate to the event. For significant recovery, evaluation should include community and stakeholder feedback and assess whether recovery outcomes, governance, communication, equity, funding and resilience objectives were achieved. Local Operational Recovery Plans for R2-R4 should be reviewed within 12 months of completion in accordance with State requirements.

13.3 Exercising

Recovery arrangements will be exercised through the Shire's emergency management exercise program. Exercises should involve relevant Shire officers, elected member awareness, State agencies and community partners and test practical functions such as transition, LRCG activation, Impact Statement use, recovery communications, financial evidence, community engagement and Local Operational Recovery Plan development.

13.4 Review of this Plan

- After an emergency where this Plan or significant recovery coordination is activated.
- After an exercise or debrief identifies material changes.
- When State recovery arrangements, legislation or local organisational arrangements materially change.
- When the Shire's LEMA is comprehensively reviewed or otherwise as required by the State EM Framework.
- Contact and operational details are updated more frequently in the Incident Support Handbook and current registers rather than waiting for this Plan to be reissued.



APPENDIX A - RECOVERY CONTACT PATHWAYS

Current as at June/August 2026; direct operational contacts are maintained in the controlled Incident Support Handbook.

Function / organisation	Current role / pathway	Contact
Local Recovery Coordinator	CEO - Nicole O'Neill JP	Shire 08 9839 0000 ceo@ravensthorpe.wa.gov.au
Alternate local coordination	Director Regulatory Services / nominated senior officer	Shire 08 9839 0000 emprs@ravensthorpe.wa.gov.au
Infrastructure / logistics	Executive Manager Infrastructure Services - Paul Spencer	Shire 08 9839 0000 emis@ravensthorpe.wa.gov.au
LEMC / emergency services liaison	Community Emergency Services Officer / LEMC Executive Officer - Barry Allison	Shire 08 9839 0000 cesm@ravensthorpe.wa.gov.au
Department of Communities - Goldfields	Emergency Relief and Support - Regional Coordinator	08 9083 2566 ashleigh.thurn@communities.wa.gov.au
Department of Communities - Great Southern	Emergency Relief and Support - Regional Coordinator	viv.gardiner@communities.wa.gov.au
DFES - Great Southern	District Emergency Management Advisor / State Recovery pathway	DFES Great Southern 08 9845 5000
DFES - Esperance	District Officer Esperance	08 6002 8001
WA Country Health Service	East Great Southern / regional health contacts	Ravensthorpe Health Service 08 9838 2211
DPIRD	Esperance regional contact / primary industries recovery	08 9083 1111
Water Corporation	Operations / incident support	13 13 75 public faults/emergency pathway; operational contact in Incident Support Handbook
Main Roads WA	Road network / traffic / closures	138 138 public contact; local operational contact in Incident Support Handbook



Function / organisation	Current role / pathway	Contact
Western Power	Power network	13 13 51 public emergency/fault pathway; operational contacts in Incident Support Handbook
Horizon Power	Power network where applicable	13 23 51 emergency pathway
Emergency WA	Warnings and incident/recovery information	emergency.wa.gov.au
Shire after-hours emergency contact	Shire operational escalation	0427 381 098

LEMC Members

The LEMC contact list is the current source for named local emergency management contacts; use the controlled Incident Support Handbook for direct mobiles and detailed after-hours contacts

APPENDIX B - LOCAL RECOVERY COORDINATOR AIDE MEMOIRE AND CHECKLIST

Role

The Local Recovery Coordinator coordinates local recovery operations on behalf of the Shire and is the principal link between local recovery governance, affected communities, the Controlling Agency and State recovery arrangements.

Before an emergency

- Maintain this Plan and ensure it is linked to the LEMA, Incident Support Handbook and EM Workplan.
- Participate in training and recovery exercises.
- Maintain potential LRCG membership and community stakeholder networks.
- Understand Shire delegations, finance/procurement, records, communications, business continuity and insurance arrangements.
- Promote community recovery preparedness and local resilience.
- Know priority groups, communities, facilities and service dependencies without maintaining unnecessary personal data in the public Plan.

During response / early recovery

- Connect with the Controlling Agency and attend relevant coordination meetings or nominate a suitable representative.
- Ensure recovery is commencing during response and that local recovery considerations inform decisions.
- Obtain and contribute to the Impact Statement and maintain a local consequence picture.
- Advise CEO/Shire President on recovery governance and community impacts.
- Determine if LRCG should be convened and identify event-specific membership.
- For R2-R4, commence a Local Operational Recovery Plan.
- Establish financial/records controls, communication arrangements and community engagement.
- Identify requirements for State support and escalate through State Recovery / DEMA pathways.

Recovery operations

- Coordinate recovery priorities and actions approved through local governance.
- Monitor social, built, economic and natural impacts and unmet needs.
- Ensure community participation is genuine, inclusive and place-based.
- Coordinate local public information and keep agencies aligned on messages.
- Monitor costs, evidence, funding pathways and resource constraints.
- Report recovery progress, risks and assistance needs to Council, LRCG and State recovery arrangements as required.



- Manage fatigue and continuity of the recovery team.
- Plan transition to business-as-usual from the outset.

Close-out

- Confirm residual actions and responsible organisations.
- Complete debriefs, evaluation and lessons reporting.
- Review the Local Operational Recovery Plan within 12 months of completion for R2-R4.
- Update this Plan, the Incident Support Handbook and Workplan where lessons require change.
- Ensure recovery records, financial files and public reports are finalised and archived.

APPENDIX C - LOCAL RECOVERY COORDINATION GROUP CHECKLIST

Stage	LRCG actions
Establish	Confirm chair/LRC; agree membership, authority, meeting rhythm, secretariat, information classification, decision/action log and community representation.
Understand impacts	Review Impact Statement and local intelligence; identify knowledge gaps; separate confirmed impacts, emerging impacts and assumptions.
Set priorities	Agree immediate outcomes across social, built, economic and natural environments; identify critical dependencies and vulnerable groups.
Plan	For R2-R4, endorse/maintain Local Operational Recovery Plan with outcomes, actions, owners, resources, measures and review dates.
Coordinate	Task agencies/working groups within their responsibilities; resolve gaps/duplication; escalate matters outside local capability.
Communicate	Maintain a communications plan, public update rhythm, community engagement schedule and feedback mechanisms.
Finance	Monitor likely costs, funding opportunities, evidence, procurement and approvals.
Community	Ensure affected communities have meaningful influence over recovery priorities and can access services without unreasonable barriers.
Monitor	Track outcomes, unmet needs, risks, service restoration, wellbeing, economics and environment; adapt priorities as circumstances change.
Close / transition	Transfer remaining work to BAU, close working groups, communicate changes, evaluate and capture lessons.

APPENDIX D - LOCAL OPERATIONAL RECOVERY PLAN TEMPLATE

Required for R2, R3 and R4 recovery events.

Field	Event-specific content
Event name / AGRN (if applicable)	
Affected area / communities	
Recovery level (R1-R4) and date assessed	
Plan owner / Local Recovery Coordinator	
Version / approval date / review date	
Relationship to State Recovery Plan (if R3/R4)	

1. Situation and impacts

Environment	Confirmed / emerging impacts	Key evidence / gaps
Social		
Built		
Economic		
Natural		

2. Recovery outcomes and priorities

Outcome / priority	Action	Lead	Timeframe	Measure / status

3. Governance and engagement

- LRCG membership and meeting rhythm:
- Working groups and reporting:
- Community engagement / representative arrangements:
- State recovery interface:
- Public information arrangements:

4. Resources, finance and risks

Issue	Requirement / action
Resources / capability	
Funding / DRFAWA / grants	
Procurement / contracts	
Insurance / private asset issues	
Key recovery risks / dependencies	
Records / evidence	

5. Transition and evaluation

Item	Plan
Criteria for transition to BAU	
Residual actions / owners	
Evaluation method and timing	
Lessons / plan updates	

APPENDIX E - RECOVERY COMMUNICATIONS

Audience / group	Need / concern	Message / information	Channel / location	Owner / timing
Affected residents				
Rural / farming community				
Hopetoun / coastal community				
Businesses / tourism / mining				
Children / schools / families				
At-risk / isolated groups				
Community organisations / CRCs				
Media / broader public				
Elected members / staff / agencies				

Communication checks

- Is the information verified and clear about what is not yet known?
- Is it consistent with Emergency WA / Controlling Agency information where response is continuing?
- Does it say what people should do, where to go and who is responsible?
- Has accessibility, low connectivity and non-digital communication been considered?
- Have affected people/community representatives been given a way to provide feedback?
- Has privacy/sensitive information been removed?
- Is the next update time stated where useful?



APPENDIX F - INITIAL LOCAL RECOVERY CONSEQUENCE SUMMARY

Field	Record
Date / time / prepared by	
Incident / affected locations	
Controlling Agency / Incident Controller	
Current recovery level / State Recovery advice	
Impact Statement status	
Evacuated / displaced / isolated people	
Immediate emergency relief and support needs	
Health / psychosocial / community wellbeing	
Roads / transport / access	
Power / water / communications / fuel	
Homes / businesses / farms / community facilities	
Agriculture / mining / tourism / business impacts	
Natural environment / coastal / contamination / waste	
Schools / childcare / community services	
Priority groups / access barriers	
Top five recovery priorities next 24-72 hours	
Key resource / funding / capability gaps	



Field	Record
Public information needs	
LRCG / working group actions required	

APPENDIX G - RECOVERY COORDINATION LOCATIONS

Facility	Address	Recovery use	Operational detail
Shire Administration Office / Cultural Precinct	65 Morgans Street, Ravensthorpe WA 6346	Primary recovery administration and meetings	Access, keys, IT, after-hours arrangements and contingencies: Incident Support Handbook.
Shire Administration and Community Centre	46 Veal Street, Hopetoun WA 6348	Alternative coordination centre / Hopetoun-facing recovery access	Access, keys, IT and contingencies: Incident Support Handbook.
Ravensthorpe Community Resource Centre	Ravensthorpe	Potential local information / assisted service access by agreement	Confirm availability, capability and role at activation.
Hopetoun Community Resource Centre	Hopetoun	Potential local information / assisted service access by agreement	Confirm availability, capability and role at activation.
Other Shire or community facility	Event-specific _ Can include all local Shire Halls and Community Facilities, public open space.	Community recovery hub / outreach	LRC to select based on safety, accessibility, location, amenities, power/comms and community need.