



SHIRE OF

Quairading

Take a closer look

ADVERSE EVENTS PLAN

Shire of Quairading

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Distribution List

Shire of Quairading	
Quairading Police	
Quairading Hospital	
Quairading Volunteer Bush Fire Brigade	
St Johns Quairading	
Chief Bush Fire Control Officer	

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1. Purpose and Objectives

The purpose of the Shire of Quairading Adverse Events Plan is to provide detailed guidance to the Shire of Quairading Council, Staff and Community to consider, prepare for and guide responses to events that directly and indirectly affect the Shire of Quairading. This plan is considerate of the Shire's LEMC plan and Local Emergency Management Arrangements.

This is not a risk management plan, nor an emergency or incident plan.

Each level of government has responsibility, commensurate with their capacity and local legislation and within its own jurisdiction, for responses to adverse events. The Shire of Quairading recognises this and identifies what is within its control and legislated duties.

The Shire of Quairading has developed this plan because:

1. Natural hazards are more frequent and intense;
2. Essential services are interconnected and interdependent;
3. People and assets are more exposed and vulnerable;
4. Disaster impacts are long term and complex;
5. The costs of adverse events are growing; and
6. Momentum to address financial impacts of climate change is building.

There is no universal definition of 'adverse event' because this term depends on the concept of harm, how it is perceived and whose interpretation it is.

For the purposes of this plan, we define an adverse event as either an event or incident that has an immediate, short term, long term or ongoing negative impact on the communities within the Shire of Quairading.

The objectives of the plan are to:

- Consider risks and adverse plans and appropriate forward planning to mitigate them
- Bring community leaders, key service providers and Shire representatives together to plan together;
- Build capacity and resilience amongst the community and Shire leadership to adapt and cope with stresses and acute shocks caused by adverse events;
- Identify key strategies and actions to be undertaken by Council and other key service organisations to prepare for and manage adverse events that affect the Shire of Quairading; and
- Make the approach by Council towards adverse events consistent in dealing with adverse events.

This plan describes the key strategies and actions at a local level to prevent, prepare for, respond to and recover from adverse events. These events may be events for which the Shire of Quairading has full or partial or no responsibility for but they are still a key player in the response.

2. Local Government Responsibility

Local governments organise, plan, lead and control in adverse events.

Local governments play a fundamental role in adverse events prevention, preparedness, management and recovery. This is because of their strong relationship with their local community networks and knowledge of locally available resources.

Local governments often have a more detailed knowledge of the population dimensions within a local government area (such as people with special needs, vulnerable and at risk people and special interest groups). Where local government powers exist, and state legislation enables, local governments have responsibilities, in partnership with respective state and territory governments, to contribute to the safety and wellbeing of their communities by participating in adverse event management planning and providing capability.

The principal roles and responsibilities of local governments may include (but are not limited to):

- building and promoting resilience to adverse events;
- undertaking cost-effective measures to mitigate the effects of adverse events on local communities and business, including routinely conducting risk assessments and exercising emergency arrangements;
- systematically taking proper account of risk assessments in land use planning to reduce hazard risk;
- representing community interests in adverse event and emergency management to other spheres of government and contributing to decision-making processes before, during and after events and emergencies;
- ensuring all requisite local emergency planning and preparedness measures are undertaken and that plans are exercised on a regular basis;
- ensuring an adequate local response and recovery capability is in place, including resources for local volunteers;
- undertaking public education and awareness to support community preparedness measures;
- assisting appropriate authorities with the provision of risk information and (where necessary) warnings;
- ensuring appropriate local resources and arrangements are in place to provide relief and recovery services to communities;
- continuing to provide services to their municipalities (such as waste collection, pollution control, water provision, wastewater treatment and stormwater drainage) during adverse events;
- participating in post-event assessment, debrief analysis and lessons management.

3. Shire of Quairading Vulnerability

What makes the communities within the Shire of Quairading vulnerable to adverse events?

- People and assets in hazardous areas.
- Standards for building assets and infrastructure no longer adequate for location and likely hazard.
- Regulatory authority and controls that are no longer adequate.
- Risks created and transferred to others.
- Economic benefits prioritised higher than safety.
- Limited capacity to understand and communicate what is at risk.
- High levels of dependency and growing system interconnectedness.
- Just-in-time supply, low levels of storage, hub and spoke distributions.
- Single sources or lines of supply and few alternative sources.
- Dependence on imports to meet demand (e.g. food, fuel).
- High expectations of continuous ongoing supply.
- Low tolerance for loss and disruption.

- Inability to depend on everyday forms of communication.
- Not knowing what to do before an event happens.
- Conflicting messages from different sources.
- Barriers to knowledge across people and sectors.
- Ability of communications infrastructure to withstand disruption or increased loads.
- Ability for people to talk with each other in high-pressure situations in ways which are compassionate, honest, empathetic and that build trust.

Specifically, the Shire of Quairading has the following:

- Natural reserves around the town site
- Lakes system within the Shire, as well as salt
- Poor reliability of power which impacts land and mobile phone connectivity
- A high proportion of elderly people (compared to other communities in WA)
- A high proportion of Indigenous people
- Reliance on agriculture and its complementary services as a dominant industry
- Reliance on volunteers for key emergency services.
- Truck thoroughfare through town
- Proximity of a major grain handling site to town
- Extent of privately owned land across the Shire
- Extent of crown land
- High community expectations from Council.
- Mobile phone black spots
- Waterpipe bursts
- Stormwater flow (townsite)

Main Roads

- York Merredin Rd (West/East)
- Cunderdin Quairading (North)
- Tammin Quairading (North)
- Corrigin Quairading (South)

Airports

Quairading Airport

Location	Length	Construction	Fuel
32.00.350 South 117.25.004 East	1,360M	Unsealed - gravel	Nil

4. Prevention of Adverse Events

The Shire of Quairading acknowledges that to prepare for, manage and recover from adverse events it requires engagement with the community in preparing and planning, close partnerships and collaboration as well as gathering information, research and data to inform decision making.

The Shire of Quairading adheres to the following principles for emergency management:

- Protection and preservation of life.
- Emergency management arrangements will embrace the phases of prevention, preparedness response and recovery.
- Relationships between emergency management stakeholders and communities is collaborative, coordinated and flexible with a shared responsibility.
- Sound risk management principles and processes are adhered to.
- Common communication systems are used across all parties.
- Emergency management systems are integrated across stakeholders.
- Continual improvement in practices and responses.

The Shire of Quairading also considers these principles as important in adverse event management:

- Emphasis on adverse event reduction and preparedness, preferable at the pre-adverse event stage to reduce overall negative impacts on the community.
- Understanding the context and recognising the complexity.
- Leading contributions when applicable whilst recognising the importance of community led approaches.
- Responsibility for response and recovery initially at a local level. If local organisations and available resources are not sufficient they are then augmented by those at State and Federal level.
- Control of adverse event response and recovery operations is conducted at the lowest effective level.
- Communicating effectively to all levels pre-event (if possible), during and post event/s

This plan covers emergency events that can occur quickly, without warning but have a defined 'start' and 'end' (fire, flood, severe storm) and other adverse events such as drought and significant sudden trade restrictions resulting from an adverse event which are less obvious and defined.

The response of Council will vary in relation to adverse events depending on the

- Seriousness of the event;
- Numbers of people involved;
- Risk exposure;
- Financial impacts;
- Media interest; and
- Need to involve other stakeholders.

Therefore, the response to each adverse event should be proportionate to its scale, scope and complexity.

5. Community Communication

Trusted communications during an adverse event helps with adverse event preparedness and perceptions of risk. Communication is woven into the adverse event management cycle, which occurs at various stages of the event. Shire will consult with experts in the field to deliver the most accurate messages.

The Shire of Quairading aims to adjust communications to the specific needs of the community and event – both pre, during and post event and acknowledges that communication to the community needs to come from trusted sources, delivery methods and delivered by locals. This will help the community better able to evaluate risks and make informed decisions about preparedness and personal safety measures.

The Shire of Quairading will aim to communicate in a meaningful way and respond in different ways as communication is perceived in different ways relevant to the recipient. The Shire of Quairading will also make communication accessible for vulnerable members of the community.

6. Risk Assessment Matrix

To inform the development of this plan, the Shire of Quairading has used the features of the National Emergency Management Framework to assess the severity of the adverse events relevant to its district and community.

INTENSITY	IMPACT	RESPONSE
Catastrophic	<ul style="list-style-type: none"> • A whole of government response is required • Normal decision-making may be degraded • Resource coordination may be overwhelmed • Crisis plans may be activated. Significant relief and recovery arrangements may be required. International assistance may be requested 	<ul style="list-style-type: none"> • Impact may be greater than previous experience and modelling • More than one state/territory may be impacted • Severe disruption to community, economic wellbeing, social networks, infrastructure and environment • Impact may be across an extensive area and may continue for a very long time • The consequences of the impact may be felt across numerous sectors
Major	<ul style="list-style-type: none"> • Multi-state/territory and multi-agency command, control and coordination arrangements are in place • Strategic resource coordination may be required • Specific hazard plans may need activation • Specialised assistance from other states and territories, from the Australian government, or internationally may be required 	<ul style="list-style-type: none"> • Impact across a significant area • Significant population or population centres may be impacted • Impact over an extended period of time • The impact may have consequences beyond the area of the impact
Minor	<ul style="list-style-type: none"> • Response by individual state/territory • Jurisdictional plans and arrangements sufficient • Jurisdictional recovery plans sufficient 	<ul style="list-style-type: none"> • Local and minor impact • Short duration

The following table is used to assess the likelihood of the adverse event and its possible consequence on the community within the Shire of Quairading:

Consequence	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
Catastrophic	Medium	High	High	High	High
Major	Medium	Medium	High	High	High
Moderate	Low	Medium	Medium	High	High
Minor	Low	Low	Medium	Medium	Medium
Insignificant	Low	Low	Low	Low	Medium

The following outlines the anticipated impacts of an adverse event on each of the pillars of the community within the Shire of Quairading:

Economy	Environment	Social	Health
<ul style="list-style-type: none"> • Value of production lost • Impact on future production • Impact on income • Impact on consumer expenditure • Business decline or closure • Job losses • Multiplier effect e.g. tourism, transport • Destruction of tangible assets • Destruction of human capital 	<ul style="list-style-type: none"> • Natural environment destroyed • Animal deaths • Soil erosion • Destruction of tangible assets • Multiplier effect across ecosystems • Air quality • Heritage 	<ul style="list-style-type: none"> • Loss of security • Isolation • Loss of connections • Increases in vulnerable populations • Family violence • Relationship breakdown • Loss of capacity 	<ul style="list-style-type: none"> • Personal injury and illness • Physical and mental health impacts • Alcohol and drug misuse • Disease spreading

7. Adverse Events

The following events have been identified as having risk of causing loss of life, property, utilities, services and/or the community's ability to function within its normal capacity. These events have been identified as having the potential to create an emergency.

EMERGENCY

Intensity – Catastrophic

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Major Fire	<ul style="list-style-type: none"> Major fire that threatens the town sites and/or major fire in areas of bush or agricultural land 	<ul style="list-style-type: none"> Health Economic Environment Social 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Catastrophic 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> DFES Local brigades Wheatbelt District Emergency Management Committee LEMC Community organisations Community Resource Centre WACHS St Johns Ambulance Police Local Recovery Coordinating Group

Controls required to mitigate risk within LG responsibility:

- Hard services / infrastructure – Town planning guidelines, mapping risks, reducing fuel loads, resources and equipment for local fire brigades, enough vehicles for local fire brigade, bushfire mitigation programs, automatic sprinklers in Shire buildings, household waste collection, waste collection arrangements, dumping fees, disposal of hazardous waste, earthworks for private and commercial (recovery), structural engineering advice, fast tracking planning applications (recovery), animal and livestock assistance, clearing, prescribed burning periods, SMS service, fire breaks, back up generator
- Soft society measures – Communicating vital weather information from BOM, relief and support networks, communicate fire breaks, knowledge sharing
- Environment measures – Advocacy for more mobile phone towers, advocacy for increased resources for local fire brigade, regular LEMC meetings

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Earthquake	<ul style="list-style-type: none"> A significant magnitude or widespread damage as a result of an earthquake 	<ul style="list-style-type: none"> Economic Health Social Environment 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> DFES Police St Johns Ambulance SES Local fire brigade All govt agencies Wheatbelt District Emergency Management Committee Local Recovery Coordinating Group
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Asset preservation, town planning guidelines, building codes, community shelter/protection centre, mapping risks, back up generator Soft society measures - Environment measures - 						

Intensity – Major

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Trade restrictions	<ul style="list-style-type: none"> Trade policies, market access for agriculture Supply delays which complicate the process of trade for both perishable, non perishable and inputs 	<ul style="list-style-type: none"> Environment Economy Health 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Federal / local members of govt Industry bodies DPIRD
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Road maintenance and asset preservation, reduced red tape, saleyards. Soft society measures –Local business association. Environment measures - Industry group communication, advocacy. 						
Telecommunication Network Fails	<ul style="list-style-type: none"> Landlines and/or mobile tower/s damaged and no telecommunications OR no power to towers And /or internet connectivity 	<ul style="list-style-type: none"> Economy Social Health 	<ul style="list-style-type: none"> Almost Certain 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Telstra / Optus NBN Western Power DPIRD Federal / local members of govt Industry bodies
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Black spot register, temporary mobile communications (trailer units / towers), town planning guidelines, staff training, power backup to towers, social media, back up / external storage of Shire records, Shire mobile phone packages have enough data capacity Soft society measures – Alternative communication methods (Passion Sheet, door knocking etc) Environment measures – Advocacy for more mobile phone towers and improved telecommunications overall 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Major Explosion	<ul style="list-style-type: none"> • Serious fire or explosion in a townsite 	<ul style="list-style-type: none"> • Economic • Health • Environment 	<ul style="list-style-type: none"> • Possible 	<ul style="list-style-type: none"> • Major 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Work Safe • Local fire brigade • Police • St Johns Ambulance • QD Hospital
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> • Hard services / infrastructure – Resources and equipment for local fire brigades, enough vehicles for local fire brigade, bushfire mitigation programs, commercial waste removal, SMS service, fire breaks, business regulations • Soft society measures – Communicating vital weather information from BOM, communicating hazardous material safety • Environment measures – Advocacy for more mobile phone towers, advocacy for increased resources for local fire brigade, regular LEMC meetings 						
Terrorism	<ul style="list-style-type: none"> • Violent extremism and terror activity 	<ul style="list-style-type: none"> • Health • Social 	<ul style="list-style-type: none"> • Rare 	<ul style="list-style-type: none"> • Major 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Police • DFES • Hospital • Mental health services
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> • Hard services / infrastructure – Provision of CCTV, security measures • Soft society measures – Education, assessment of social gatherings in public spaces, recovery • Environment measures – Advocacy of police presence 						

Intensity - Minor

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Flood	<ul style="list-style-type: none"> • Flooding anywhere in the district (localised and widespread) 	<ul style="list-style-type: none"> • Economy • Environment 	<ul style="list-style-type: none"> • Likely 	<ul style="list-style-type: none"> • Major 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • DFES • Main Roads • Western Power • Water Corporation • Avon Waste (cleanup) • Local Recovery Coordinating Group
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> • Hard services / infrastructure - Evacuation centre, Road maintenance, water catchment grading, river bank barriers near the town site, barriers or protection around the key assets including the cemetery, hall, Shire facilities., stormwater harvesting, sandbagging resources available locally, town planning guidelines, building codes, road drainage, advice on food safety and disposal, clearing and earthworks, Ranger, livestock removal (pre, during, recovery) • Soft society measures - Communicating vital weather information from BOM, communicating flood safety messaging • Environment measures - Livestock transport access, ensuring access to publicly available geologic and topographic mapping 						
Industrial fire	<ul style="list-style-type: none"> • Serious fire in the industrial area 	<ul style="list-style-type: none"> • Economic • Health • Environment 	<ul style="list-style-type: none"> • Possible 	<ul style="list-style-type: none"> • Catastrophic 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Local fire brigade • Police • St Johns Ambulance • Work Safe
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> • Hard services / infrastructure - Town planning guidelines, resources and equipment for local fire brigades, enough vehicles for local fire brigade, bushfire mitigation programs, disposal of hazardous waste, commercial waste removal, SMS service, fire breaks, business regulations • Soft society measures - Communicating vital weather information from BOM, communicating hazardous material safety • Environment measures - Advocacy for more mobile phone towers, advocacy for increased resources for local fire brigade, regular LEMC meetings 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Aged Care Home	<ul style="list-style-type: none"> Damage or significant health concern at the local aged care facility 	<ul style="list-style-type: none"> Health Social 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Quairading Hospital WACHS Arthur Kelly Village Parker House Aged Care Provider St Johns Ambulance Quairading Medical Centre
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Assist with evacuation, off site location Soft society measures - Messages to vulnerable members of the community, helping with family contacts Environment measures -Asset Management of Shire Facilities 						
Minor Explosion	<ul style="list-style-type: none"> An explosion that results in community evacuation 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Catastrophic 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> DFES Western Power Police St Johns Ambulance Local fire brigade
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Fire equipment and resources, building codes, town planning Soft society measures - Education dangerous goods to LG staff Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Severe Storms	<ul style="list-style-type: none"> Lightning, hail, wind and/or rain that causes damage and or localised flooding 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Almost Certain 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> LEMC SES Water Corp Western Power NBN Telstra / Optus DFES
<p>Controls required to mitigate risk within LG responsibility:</p> <ul style="list-style-type: none"> Hard services / infrastructure - Building codes, community shelter/protection centre, disaster evacuation site, tree removal, pumps to remove water, waste disposal, household collection, interim telecommunications infrastructure (mobile units), stormwater management, road clearing, road repairs and maintenance, advise on food safety and disposal, sewerage pumping, back up generators, fire equipment and resources Soft society measures - Education about severe weather (preparation, during and post events), communicating vital weather information from BOM, SMS warnings, ABC radio warnings, social media updates Environment measures - LEMC planning 						
Road impacted or York - Merredin Rd closed	<ul style="list-style-type: none"> Road into/out of town is damaged that delays access 	<ul style="list-style-type: none"> Economic Health 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Police St Johns Ambulance Business Main Roads Education Dept -School buses
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Road construction and maintenance, detours and traffic management Soft society measures - SMS call out, social media updates Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Major traffic accident	<ul style="list-style-type: none"> Major vehicle accident results in impact to access routes 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Police St Johns Ambulance Quairading Hospital RFDS / DFES Local Fire Brigade Main Roads Dept Education – school buses
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Road maintenance to airport, airstrip maintenance, road infrastructure maintenance, stormwater management, road signage, traffic management Soft society measures – Social media updates Environment measures – Road Safety messages, road safety education 						
Aircraft Crash	<ul style="list-style-type: none"> Aircraft crash at the airport or anywhere in the Shire that results in damage to property and threat to lives 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Police DFES St Johns Ambulance Quairading Hospital Air Transport Authority
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Fire equipment and resources on site, airport maintenance, emergency response resources at airport, access to fuel, clearing and earthworks around the airport Soft society measures – Environment measures – 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Shire of Quairading Administration Cyber Attack	<ul style="list-style-type: none"> Cyber attack on the Shire's administration 	<ul style="list-style-type: none"> Economic 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> IT Company WALGA Department of Local Government Dept of Transport
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - External server / storage, record preservation, virus protection and prevention, IT policies and processes, staff training, business continuity plan Soft society measures - Communication to Community on status Environment measures - Staff training to mitigate risk 						
Utility Failure	<ul style="list-style-type: none"> Major failure of essential utility e.g. Water Supply for a period of time beyond repair and maintenance works or temporary disruption 	<ul style="list-style-type: none"> Health Economic 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Water Corporation Western Power Telstra / Optus NBN
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - LEMC planning, sewerage, maintenance of properties, tree pruning, clearing, evacuation centre setup Soft society measures - Education of Dial Before You Dig, phone book contains water corp contact details for faults Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Hazardous chemical	<ul style="list-style-type: none"> Hazardous material released as a result of an incident, accident or deliberate 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> DFES Dept of Water / Water Corp Police St Johns Ambulance Local fire brigade QD Hospital; Surrounding residents
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Staff training, PPE, fire equipment and resources, disposal, notification of regulator, decommissioning sites Soft society measures - Ongoing health monitoring, Environment measures - 						
School closes / damaged	<ul style="list-style-type: none"> School can not open for a significant period of time 	<ul style="list-style-type: none"> Social 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Department of Education Quairading School CRC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Provision of temporary space / structure (hall, CRC etc), provision of library, IT services Soft society measures - Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Hospital closes / damaged	<ul style="list-style-type: none"> Hospital can not open for a short, medium or long period of time 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Quairading Hospital Department of Health WACHS St Johns Ambulance Quairading Medical Centre
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Disabled friendly and emergency access in and around the hospital on Shire owned land / facilities, alternative venue Soft society measures - First aid training offered in the community, communications on alternative facilities Environment measures - Advocacy for the retention of the hospital and upgrades/maintenance 						
Shire of Quairading Administration Centre severely damaged	<ul style="list-style-type: none"> Significantly reduced ability of the local government to function and govern 	<ul style="list-style-type: none"> Economic 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> WALGA Department of Local Government Dept of Transport
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Asset preservation, external server / storage, record preservation, CCTV, staff training, business continuity plan, emergency resources within the building, off site storage for key information / cloud, keys provided to key personnel Soft society measures - evacuation information throughout the building, resource sharing with nearby shires, job sharing Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Feral and invasive species	<ul style="list-style-type: none"> Potential or actual spread of an invasive species 	<ul style="list-style-type: none"> Environment Economy 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Quairading LCDC Wheatbelt NRM DPIRD Biosecurity Council of WA Industry bodies Landholders
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Fencing, nature reserve protection, Ranger services Soft society measures - Education, community campaigns e.g. fox shooting Environment measures - Pest and invasive species control across multiple agencies 						
Water system pollutant	<ul style="list-style-type: none"> Chemical spill or major pollutant in the lakes in the Shire, Toapin Weir 	<ul style="list-style-type: none"> Environment Social Health 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Minor 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Parks and Wildlife Wheatbelt NRM DPIRD Dept of Water/Water Corp Surrounding landholders
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Town planning guidelines, stormwater management, clean up, bollards, waste removal, Ranger Soft society measures - Education on water health Environment measures - 						

Scenario	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders Response and Recovery
Bulk Storage Damage	<ul style="list-style-type: none"> Contamination or grain / flood/ fire etc Chemical contamination 	<ul style="list-style-type: none"> Economic Environment 	<ul style="list-style-type: none"> Unlikely 	<ul style="list-style-type: none"> Minor 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> CBH; Farmers; Local Fire brigade
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Road maintenance, stormwater management, PPS Soft society measures – Site can not be accessed by the public Environment measures – Advocacy for rail, CBH communication 						
Loss of local supermarket	<ul style="list-style-type: none"> Food supplies disrupted e.g. supermarket burns down 	<ul style="list-style-type: none"> Economic 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Minor 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Quairading COOP Board and Management Foodworks
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard engineering – Alternative venue Soft society measures – Advice on food safety and disposal, instigating emergency management supply for the vulnerable; social media communication and local publications Environment measures – 						

PROLONGED

Intensity - Catastrophic

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Health pandemic	<ul style="list-style-type: none"> A pandemic is an epidemic spreading between countries 	<ul style="list-style-type: none"> Economic Health Social 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Hospital WACHS DPC Department of Health LEMC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Provision of a local medical practice, staff vaccinations, rates / fees / charges review, planning approval review, economic development plan, waste management Soft society measures – Cleaning, containment, public health strategies e.g vaccinations, public safety messages, implementing State and Federal govt restrictions, maintaining essential services Environment measures – Coordinated and consistent messages, support and recovery 						

Intensity - Major

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Cultural Disagreement	<ul style="list-style-type: none"> Cultural disagreement between Indigenous groups, locals, other ethnic groups 	<ul style="list-style-type: none"> Social 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> RAP Committee Indigenous leaders and elders DIA Wheatbelt Aboriginal Health Service Aboriginal Legal Service Police
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Provision of a local medical practice, provision of local gathering places and spaces, meeting space for support services Soft society measures - Cultural training of Councillors & Shire staff, Welcome to Country acknowledgement at events, Indigenous Officer at the Shire, policies Environment measures - Engagement with government support agencies, engagement with local elders, RAP Committee attendance and engagement 						
Community related stress (Chronic)	<ul style="list-style-type: none"> Long term stress on the community (social, economic, environmental, financial, health etc) 	<ul style="list-style-type: none"> Health Social Economic 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Local medical practitioner assistance Rural Financial Counselling Service Central AgCare CRC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Whole of community risk and mitigation planning, Council awareness on vulnerabilities, community events, local medical practitioner, sport and recreation programs, CRC programs, economic development plan to reduce vulnerabilities Soft society measures - Resilience programs, mental health services locally, community education on the vulnerabilities Environment measures - 						

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Health epidemic	<ul style="list-style-type: none"> A sudden increase in the number of cases of a disease—more than what's typically expected for the Shire of Quairading 	<ul style="list-style-type: none"> Economic Health Social 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Quairading DHS Aged Care Lodge Hospital Childcare Businesses WACHS LEMC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - Provision of a local medical practice, staff vaccinations Soft society measures - Containment, cleaning, public health strategies and messaging e.g vaccinations, crowded public safety messages, building safety messages, maintaining essential services Environment measures - Advocacy for the retention of the hospital, support and recovery 						

Intensity - Minor

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Heatwave	<ul style="list-style-type: none"> Consecutive hot weather conditions that affect the communities 	<ul style="list-style-type: none"> Environment Health Social 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Department of Health WACHS Western Power St Johns Ambulance Residential Aged Care providers Quairading Hospital BOM
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure - landscape and urban designing, air conditioned community indoor spaces (within reason), pool opening hours Soft society measures - Public messages Environment measures - Focus on renewable energies and climate change mitigation. 						

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Faltering resilience of the local community (Acute)	<ul style="list-style-type: none"> Community reduces its ability to withstand or survive external shocks and bounce back to their original state ie lockdowns. 	<ul style="list-style-type: none"> Economic Health Social 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Local medical practitioner assistance DPIRD Mental health services – Central AgCare Rural Financial Counselling Service CRC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Whole of community risk & mitigation planning, Council awareness on vulnerabilities, community events, local medical practitioner, sport & recreation programs, CRC programs, economic development plan to reduce vulnerabilities, volunteer support services & events, reduce red tape on volunteer organisations Soft society measures – Resilience programs, mental health services locally Environment measures – 						
Significant job loss	<ul style="list-style-type: none"> Widespread financial impact on local households 	<ul style="list-style-type: none"> Economic Health Social 	<ul style="list-style-type: none"> Rare 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Police Dept of Human Services Rural Financial Counselling Mental health services – Central AgCare CRC
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Provision of community spaces for gathering, connection and learning, Economic Development Plan, CRC programs Soft society measures – Local business growth programs, community education on government assistance, fees and charges reviewed, employment services provided in town when required, support services for the vulnerable (food etc) 						

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
<ul style="list-style-type: none">Environment measures - Advocate for continued presence of the Community Social services inc Education						

ADVERSE EVENTS ON AGRICULTURAL INDUSTRY

Agriculture is the significant industry in the Shire of Quairading, hence a more detailed approach to likely adverse events is necessary. The three major events that may significantly impact this major industry include drought, frost and a breach of biosecurity. In reducing these events the following preparations and effects are outlined:

PREPARE

Monitor	Establish a primary industry sub committee of Council. Include local farmers, agronomist, DPIRD, Wheatbelt NRM and Rural West. Monitor seasonal and associated impacts (rainfall, markets, production, community wellbeing), meeting every six months
Phase 1 Response	Advise Minister, nominate Regional Coordinator amongst the sub-committee, local intelligence gathering
Phase 2 Response	Plan and coordinate response program
Phase 3 Response	Implement response
Recovery	Evaluate, report and improve

EFFECTS

MILD	MODERATE	SEVERE
<ul style="list-style-type: none"> • Early decision making • Majority of primary producers managing • Commodity prices, inputs, feed available • Local businesses may see decline in expenditure • Local government and social services begin some services 	<ul style="list-style-type: none"> • Majority of primary producers are operating • Compounding factors: input costs, feed availability etc • Water dependent businesses impacted • Families with only farm income impacted • Impact on community and sport • Decline in vegetation • Soil erosion • Reduced water resources • Impact on local GDP 	<ul style="list-style-type: none"> • Practical options for primary producers is limited • Increased stress on primary producers and community • Compounding factors • Families with only farm income impacted severely • Impact on community and sport and general community functions • Decline in vegetation • Large scale soil erosion • Significant water restrictions • Impact on local GDP • Some small business closures

LOCAL GOVERNMENT ROLE AND RESPONSE		
<ul style="list-style-type: none"> • Communication to farmers and local businesses • Monitor local intelligence • Preliminary mobilisation • Highlight available resources and services • Targeted assistance 	<ul style="list-style-type: none"> • Communication to farmers and local businesses • Monitor local intelligence • Highlight available resources and services • Targeted assistance • Check service capacity • Option of low cost assistance 	<ul style="list-style-type: none"> • Significant measures required • Targeted response • Options for greater government assistance

ADVERSE EVENTS ON AGRICULTURAL INDUSTRY

Intensity - Major

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Ongoing drought	<ul style="list-style-type: none"> Severe rainfall deficiency over a period of time 	<ul style="list-style-type: none"> Economic Environment Health Social 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Rural Financial Counselling Service WA DPIRD GRDC Industry bodies Mental health services Federal Govt - Agriculture
<p>Controls required to mitigate risk within LG responsibility</p> <ul style="list-style-type: none"> Hard services / infrastructure – Environment conservation, water collection and storage, stormwater harvesting, primary production sub-committee of Council, rate setting Soft society measures – Public messages, promote mental health services, helping to coordinate feed for livestock, community grants, events, business support mechanisms Environment measures – Advocacy for drought relief (farm, household, business) and support, Wheatbelt NRM programs, encourage local farmers to be involved in R&D trials 						

Intensity - Minor

Adverse Event	Details	Pillar	Likelihood	Consequence	Impact	Stakeholders
Frost	<ul style="list-style-type: none"> Severe frost over a period of days 	<ul style="list-style-type: none"> Economic 	<ul style="list-style-type: none"> Likely 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Industry bodies DPIRD GRDC
Controls required to mitigate risk within LG responsibility <ul style="list-style-type: none"> Hard services / infrastructure - primary production sub-committee of Council encourage local farmers to be involved in R&D trials Soft society measures - community grants, events Environment measures - Wheatbelt NRM programs, encourage local farmers to be involved in R&D trials 						
Biosecurity	<ul style="list-style-type: none"> Potential or actual spread of disease 	<ul style="list-style-type: none"> Environment Economy Social Health 	<ul style="list-style-type: none"> Possible 	<ul style="list-style-type: none"> Major 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Biosecurity Group Quairading LCDC DPIRD Biosecurity Council of WA Industry bodies
Controls required to mitigate risk within LG responsibility <ul style="list-style-type: none"> Hard services / infrastructure - Fencing, regional biosecurity group engagement, Ranger services, spraying Soft society measures - Education, community campaigns e.g. fox shooting Environment measures - Conservation of soils, ecosystems and biodiversity, pest and invasive species control across multiple agencies, Border control coordination, Wheatbelt NRM programs 						

8. Local Government Strategies

	Council Strategy – Internal	Council Strategy - Community
Risk Identification	<ul style="list-style-type: none"> • Adverse Events Plan • Primary industry sub committee, biosecurity group participation • Regular credible risk assessments • Early Warning systems established and checked, tested • Data available to inform vulnerabilities • Insurance cover and annual review • Asset management & maintenance in line with schedule • Emergency Mgt Policies and Procedures • LEMC Meetings • Evacuation points • Council Risk Assessment (regular inclusion in meetings) • Budget setting and scenario planning • Economic development role • Shire website linked to information 	<ul style="list-style-type: none"> • Community education
Community Capacity	<ul style="list-style-type: none"> • Contractor / Supplier List • LEMC Meetings • LEMC Contact List • Govt Contact List available in office and online • Accurate community profile • Accurate ratepayer data • Formal review / learnings of previous adverse events • Engagement Policy 	<ul style="list-style-type: none"> • Community education • Community preparedness • Business preparedness • Identify community skills and capacity • Resilience programs
Council Capacity	<ul style="list-style-type: none"> • Staff skills audit • Staff training – internal & works crew relevant to their role • Media training for Shire President and CEO • Council training – strategy, finance, governance, risk etc • Reserve allocations • Job sharing / cross training • Comprehensive asset register • Resource register • Review Council telecommunications (2way, mobiles, landlines, internet, data capacity) 	

	Council Strategy – Internal	Council Strategy - Community
	<ul style="list-style-type: none"> • Access to fuel 	
Councils Role and Operations	<ul style="list-style-type: none"> • Communication systems and processes (multiple, adequate, cross over) • Stewardship of important natural resources • Active grant seeking for long term benefit for the community • Local procurement • Leadership structure / chain of command • OSH Policy 	<ul style="list-style-type: none"> • Community education – government assistance
Plans and Resources	<ul style="list-style-type: none"> • Active engagement in regional groupings • Economic Development Plan • Separate plans for separate largescale events e.g. flood • Recovery Plans developed with key stakeholders • Review supply contracts regularly • Incident Management Plans • Communications Strategy with multiple agencies 	<ul style="list-style-type: none"> • Whole community planning • Community education – health providers and support networks
Partnerships and Capacity	<ul style="list-style-type: none"> • Emergency Management Plan • LEMC roles and responsibilities • Exercise drills / tests are conducted regularly to build knowledge and identify gaps • Community Resource Centre partnership • Neighbouring Council relationships • Advocacy with industry, state and federal bodies 	<ul style="list-style-type: none"> • Build on the expertise, knowledge, and systems in place within the community • Community grants • Community resilience
Action and Review	<ul style="list-style-type: none"> • Host recovery crews / leaders • Community events (recovery) • Monitor emerging issues • Access to Council facilities for other agencies and groups • Community Development Plan • Economic Development Plan • Financial assistance (rates, fees and charges) 	

Shire of Quairading plans supporting this Adverse Events Plan include:

- Shire of Quairading LEMC Arrangements
- Emergency Evacuation Plan
- Local Recovery Plan
- Risk Management Policy

9. References

Australian Institute for Disaster Resilience

Australian Emergency Management Arrangements Handbook

National Disaster Risk Reduction Framework

State Emergency Management Plan (WA)