

Disaster Resilience and Emergency Planning: A Guide to Food Security Planning



Disaster Risk
REDUCTION & RESILIENCE

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1 About this guide

This section of the Disaster Resilience and Emergency Planning: A Guide to Food Security Planning (the Guide) provides information on the project background, the intended audience, and use cases.

1.1 Background to the guide

The Disaster Resilience and Emergency Planning Project (the Project) is an initiative by the Western Australian Council of Social Service (WACOSS) funded by the National Disaster Risk Reduction program. The Project responds to documented emergency food coordination challenges by the development of state, district, and local Disaster Resilience and Emergency Food Security Plans (the Plan/s). Plans enable strategic and operational responses to emergency food coordination. The Project additionally aims to support governments to work in partnership with the non-for-profit sector by integrating existing resources for the purpose of strengthening responses to emergency food system disruptions.

The Project leverages existing policy, previous inquiries into emergency response and broader sector recommendations, as identified in the WA Food Relief Framework. It also incorporates the knowledge and experience of community organisations, local government, and state government departments. Leveraging existing knowledge, means the resources and tools provided support a cohesive approach built on system strengths.

The Project¹ delivered several outputs, including customisation of the Community Organised Resource Exchange, updating the WA Food Stress Index, development of a Food Stress Index Handbook and tutorial video, identification and promotion of consent to share tool and a project evaluation. This document (the Guide) is the culmination of project efforts.

The Guide provides a:

- brief background on the WA emergency management landscape (see Section 2)
- step by step approach to developing a Food Security and Preparedness Plan (see Section 3)
- tips for implementation and governance (see Section 4)
- an emergency management glossary (see Section 5)
- a summary of additional resources and Plan templates (see Section 6).

1.2 Purpose of the guide

The purpose of the Guide is to provide state government, local governments, and community service organisations practical advice regarding the development of Emergency Food Security Plans. It is intended that the process outlined in this Guide strengthens collaboration across all sectors involved in preparing for, coordinating responses to, and recovering from, emergency disruptions to the food system.

The Guide takes an all-hazard approach, which means it will be applicable regardless of what type of emergency triggers a food system disruption. Plans should be developed in the context of state, district and local disaster risk and the relative emergency management arrangements.

¹ For further information about project outputs please see the WACOSS website.

1.3 Who should read this guide

There are a range of roles and responsibilities across the emergency management continuum including informal roles, such as community services and volunteers planning for their community's needs, to formal coordination and response positions, such as those of Local Governments, District Emergency Management Committees, and State Government Department.

The Guide is a valuable resource for anyone involved in emergency management. The Guide is designed to be flexibly applied depending on your role and responsibilities. For example, Governments can use the Guide to develop an emergency food security plan for the state, district, local government area or at-risk population. While a community service organisation can use the Guide to develop plans for mobilising internal staff, volunteers, and resources. A summary of how key stakeholders may use the Guide is provided in Table 1.

Table 1 | Overview of stakeholders involved in food security planning

Stakeholder	Responsibility in food security planning	How to use this guide
Department of Communities- Emergency Relief and Support Directorate (ERS)	The <i>Emergency Management Regulations 2006</i> prescribes the Department of Communities as the support organisation responsible for providing and coordinating welfare services, also known as emergency relief and support services.	Guide the development of strategic & operational planning for state and district emergency food coordination.
Department of Communities (ERS) Evacuation Centre Coordinator	Responsible for coordinating emergency relief and support plans and activating evacuation centres during disasters and emergencies.	Guide the development of state and district emergency food planning.
District Emergency Management Advisors	Support the work of the SEMC by providing services to the emergency management sector throughout WA.	Guide the development of district emergency food plans, which provide a framework for local emergency food planning.
District Emergency Management Committees	Create strong interagency networks and to ensure effective coordination of emergency management activities across the district.	<i>See District Emergency Management Advisors.</i>
Local Government Emergency Management Managers	Statutory responsibility for recovery.	Guide the development of local operational planning for emergency food coordination.
Local Emergency Management Committees	Oversee the development of Local Emergency Management Arrangements (LEMA).	Guide the development of operational emergency food coordination plans. Plans can be included in LEMA to identify roles and

		responsibilities for the coordination of emergency food.
Local Government Community Development Manager	Coordination of emergency relief and support plans.	Guide the development of operational emergency food coordination plans to identify agencies and groups with roles and responsibilities. To identify coordination and provision gaps that may be met with external resource.
Local Government Recovery Coordinator	Coordinating the local recovery of a disaster or emergency event. This position is an executive director of community services at a local government level.	Development of Local Recovery Plans. Emergency Food Security plans should be developed in line with National Recovery Principles to enable a strengthened transition from the emergency response to the recovery phase.
Community sector Not for Profit services and Peak Bodies	May have formal roles and responsibilities under the State Support Plan, or autonomously mobilises organisational resources in response to an emergency event.	Guide the development of organisational plans for emergency food coordination in line with state, District and Local emergency management arrangements. Identify organisational staff with roles and responsibilities and internal resources to be activated within the organisational plan.
Unfunded community groups	May have a formal role in district or local plans or mobilise resources autonomously in response to an emergency.	Guide the development of response activities to strengthen alignment with district and Local Emergency Management Arrangements.
State, District and Local Business Associations	Act as conjugate with district or local businesses who can mobilised resources in response to an emergency.	Guide development of plans that contribute to emergency food coordination, and align with state, District and Local emergency management arrangements.
Volunteer Coordinators	Coordination of existing or emerging (spontaneous) volunteer networks.	Guide the development of volunteer coordination plans that align with state, District and Local emergency management arrangements and Volunteer Standards.

2 An introduction to emergency management

This section of the Guide provides a brief introduction to the emergency management landscape. It outlines the legislative environment and provides a summary of statewide emergency management plans, and their link to district and local plans.

2.1 The legislative and policy context of emergency management

In Australia, States and Territories are primarily responsible for emergency planning, response, coordination, and recovery efforts; although, jurisdictional efforts are supported by the Australian Government. National support is provided through financial and non-financial assistance. A key component of this support is the [National Emergency Management Agency \(NEMA\)](#), which provides States, Territories, and communities guidance on planning for, and recovering from, emergencies. NEMA helps to build well-supported and integrated emergency management systems across the country by maintaining connections with state coordinators and local communities, assisting response and recovery efforts, providing national all-hazards monitoring, supporting operational coordination, and providing additional financial support.

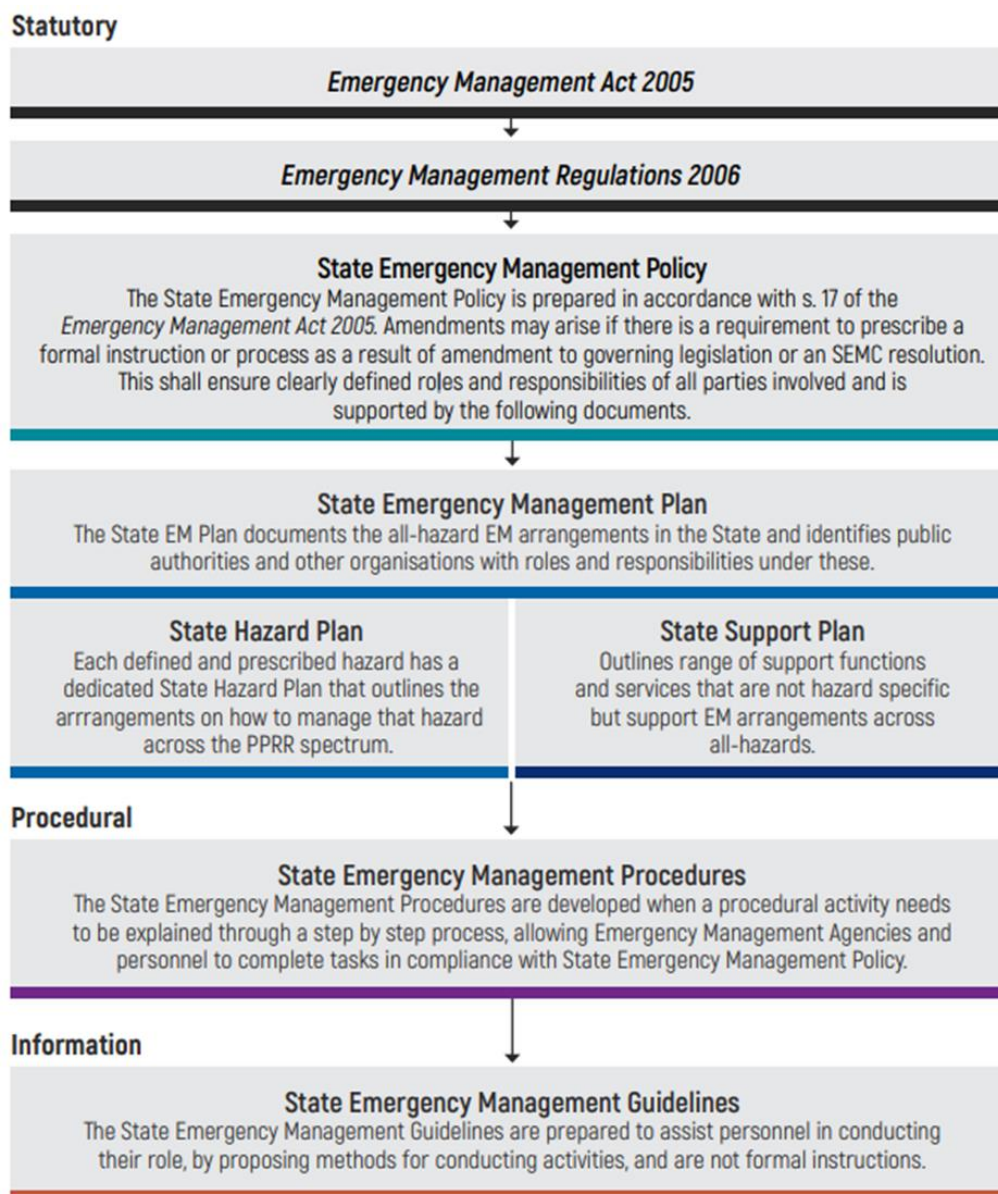
At the highest level, jurisdictional responsibilities in emergency management are defined through state and territory based legislative and policy frameworks. In WA, statutory obligations around emergency management are defined by the:

- [Emergency Management Act 2005](#) (the Act) – the Act provides for prompt and coordinated organisation of emergency management in WA. It establishes key emergency management committees and subcommittees and outlines roles and responsibilities at a state, district, and local level in relation to prevention, preparation, response, and recovery. The Act also provides for additional powers in particular circumstances.
- [Emergency Management Regulations 2006](#) (the Regulations) – the Regulations support the Act and provide further information on roles and responsibilities. The Regulations prescribe the Department of Communities (the Department) as the support organisation responsible for providing and coordinating emergency relief and support under the State Support Plans (see Section 2.2). The Department coordinates across emergency accommodation, food provision, clothing and personal requisites, personal services, registration, and reunification.
- [State Emergency Management Policy](#) (State EM Policy) – the State EM Policy provides a strategic framework for emergency management in Western Australia. The strategic framework identifies the roles and responsibilities of emergency management agencies and other public authorities and organisations for the management of adverse effects from emergencies across prevention, preparation, response, and recovery.

The Act, the Regulations and the State EM Policy are supported by a suite of emergency management documents, all of which should be considered together for complete guidance on emergency management in WA. For further information on these documents see Section 2.2.

The legislative and policy landscape is summarised below in Figure 1.

Figure 1 | Summary of Emergency Management legislative and policy environment as outlined in the Strategic Framework for Emergency Management in WA



2.2 Emergency Management Arrangements

As discussed, in WA the Act, the Regulations, and the State EM Policy are supported by a suit of emergency management documents. The State EM Policy identifies the following documents as key:

- The [State Emergency Management Plan](#) (SEMP) – the SEMP outlines the agreed emergency management arrangements as listed in the Act and prescribed by the Regulations. The SEMP documents the all-hazard emergency management arrangements and identifies the roles and responsibilities of Government and other organisations in preparing, responding to and recovering from [declared hazard](#) events.
- The [State Hazard Plans](#) - describe the hazard-specific emergency management arrangements in WA. These Plans identify the Government Department responsible for coordinating emergency responses and include detail regarding the management of hazards and which agencies and organisations have responsibilities.

- The [State Support Plans](#) - documents the Government Departments and Agencies which have roles and responsibilities to provide services that support emergency management arrangements across all hazards; these include emergency public information, emergency relief and support and animal welfare support. *This guide will focus on the State Support Plan.*
- The [State Emergency Management Procedures](#) – the procedures explain step-by-step processes for completion of tasks in accordance with the State EM Policy.
- The [State Emergency Management Guidelines](#) – the guidelines propose methods for conducting activities and are not formal instructions.
- The [State Emergency Management Glossary](#) – the glossary provides definitions for key terms used in emergency management.

The SEMP is also supported by district and local emergency management plans.

THE STATE EMERGENCY MANAGEMENT COMMITTEE

The State Emergency Management Committee (SEMC) is the peak body for emergency management in Western Australia, setting the strategic emergency policy framework, including facilitating consultation and coordination between emergency management stakeholders. The SEMC is responsible for preparing, maintaining and reviewing State Support Plans.

District Emergency Management

Western Australia has eleven emergency management districts each with its own [District Emergency Management Committee](#) (DEMC), established under the *EM Act (2005)*. The key function of a DEMC is to help establish and maintain effective emergency arrangements in their district. DEMCs develop individual business plans that set out strategies to achieve key outcomes and are closely aligned to the SEMC strategic plan. DEMCs are an important conduit between the State and [Local Emergency Management Committees](#) (LEMC) and have Department of Communities ERS represented to coordinate responsibilities under the SSP.

Local Emergency Management

Local governments play a significant role in emergency management, including in community disaster resilience, preparedness and response. Commonwealth and State Government policy and legislation describe the statutory obligations of local governments in recovery. Responsibilities includes establishing [Local Emergency Management Arrangements](#) (LEMA) and a Local Emergency Management Committee. The LEMA is the collection of all emergency management strategies, plans, agreements and other documents that apply to the local government area in an emergency and includes the Local Emergency Relief and Support Plan. The Local Emergency Management Committee works to advise and assist local government in the development, review and testing of the LEMA.

3 Food security and emergency management

This section of the Guide provides an introduction to food security in emergency management and outlines the steps to develop an Emergency Food Security Plan. The steps outlined in this section can also be used to plan coordination around distributing other material aid.

3.1 Food security and emergency management

Consuming high-quality food is critical to human health, and survival. Our ability to access quality food goods depends on the functioning of the food system – a complex web of activities involving the production, processing, transport, purchase, and consumption of food.² Our food system is fragile, with emergencies and hazards posing significant threats of disruption. Currently, extreme weather events like bushfires, floods, cyclones or earthquakes, are a common disruptor to the supply of commercially available food.³ Into the future, a 1.5 degree increase in global temperatures⁴ will see disruptions occur more regularly as we see a greater frequency of extreme weather events and the rise of other emergencies, such as economic shock, agricultural emergencies, and global health emergencies.

Research tells us that food insecurity and economic vulnerability associated with emergency events disproportionately impact vulnerable people and communities. With robust planning, strong service provider networks and coordinated assessment and referral process, we can minimise the long-term impacts, support vulnerable people, and help communities to rebuild and strengthen their resilience.

3.1.1 Planning for food security in an emergency

The [Royal Commission into National Natural Disaster Arrangements Report](#) provided recommendations that respond to the challenges of maintaining and coordinating essential services and supplies during an emergency. A recommendation was that State and Territory Governments should develop and review plans to ensure the availability of food and water. This recommendation aimed to reduce health impacts that can arise because of poor access, such as insufficient nutrition and waterborne illness.

While the SEMP clearly identifies the responsibilities of the Department of Communities Emergency Relief Support Directorate to provide emergency relief and support, there are limitations to the support provided under the State Support Plan – such as long-term availability of support, or geographic area of support provision. Experience has shown that limitations can result in gaps in support for impacted communities. This is particularly so for communities that experience secondary impacts of the event, or those that fall outside of the declared area of responsibility. When this occurs, communities often mobilise their own response to provide support. As such, it is important that local communities are involved in the development of a food security plan, and the plan reflects their needs and activities.

² University of Oxford. (2018). WHAT IS THE FOOD SYSTEM? | Future of Food. Ox.ac.uk. <https://www.futureoffood.ox.ac.uk/what-food-system>

³ IPCC. (2019). Working Group II – IPCC. Ipcc.ch; IPCC. <https://www.ipcc.ch/working-group/wg2/>

⁴ IPCC. (2019). Working Group II – IPCC. Ipcc.ch; IPCC. <https://www.ipcc.ch/working-group/wg2/>

PLANNING IS A SHARED RESPONSIBILITY

There is a growing recognition that preparing for emergencies is a shared responsibility, and that we all have a role to play in preparing for emergency events and in disaster management. Community services, groups and other civil organisations have a key role coordinating across emergency relief and support gaps and providing support to populations which may be at disproportionate risk. Further information about the principle of shared responsibility is available in the [Sendai Framework](#).

Having an Emergency Food Security Plan (Plan) in place before an emergency ensures the response is both robust and flexible, and can manage unforeseen changes in line with state, district, and local emergency management arrangements. This is especially important for districts, local governments or communities routinely isolated by hazard events such as flooding.

3.2 Developing an Emergency Food Security Plan

Developing a robust Plan involves ten steps:

1. **Identify the appropriate planning level** – identify if you are developing a plan for a community organisation, local government area, emergency management district or region, or the state.
2. **Identify relevant emergency management arrangements** – define the emergency management arrangements that govern your plan.
3. **Identify external contacts** - Identify the contact details of external emergency management, community and business representatives who have a role in your plan.
4. **Identify internal response team** - Identify the contact details of internal staff and volunteers who have roles and responsibilities in your plan.
5. **Define the climate disaster and risk profile of the plan area** - Include a climate and disaster risk profile in your plan to support and maintain a consistent understanding of climate and disaster risks between plan representatives and the broader community.
6. **Define the social, cultural and economic demographic profile of the plan area** - Include a social, cultural and economic demographic profile that can be used to identify populations who are at disproportionately at-risk and enable targeted planning to reduce emergency impacts.
7. **Identify and confirm available assets to be activated in an emergency** - Identify the social, government, business and community assets that can be mobilised in response to emergencies.
8. **Identify emergency response gaps** - Identify critical logistics, human resource and communications gaps and plan for additional responding resources.
9. **Identify stand-down, recovery transition gaps and financial recovery processes** - Include relevant stand-down and recovery transition processes, confirm short, medium and long-term recovery activities and identify any gaps. Identify relevant financial record management and cost recovery processes.
10. **Identify lessons learned and Business Continuity Planning** - Every plan should include a lesson learned process that enables the monitoring of continuous improvement, ensuring that opportunities to strengthen the plan are incorporated for future emergency responses. Organisational plans should ensure adequate Business Continuity Planning.

While these steps are common across all planning levels (organisational, local, district and state), the content of each Plan depends on your assigned responsibility, and the relevant emergency management arrangements - plans for each levels should sit within and integrate with the Western Australian Emergency Management Arrangements hierarchy. For example, if you are developing a plan for an organisation, local government area or a distinct local at-risk population, your plan should align to the Local Government Emergency Management Arrangements (LEMA) and Local Emergency Management Committee (LEMC). Whereas, if you are developing a Plan for an emergency management district, your plan will align with the relevant local government emergency management arrangements within your district and relevant state emergency management arrangements. If your plan is focused on a larger region or the whole state, you would include the details for all relevant District Emergency Management Advisors and Corresponding District Emergency Management Committees.

This approach and integrated plan development will result in comprehensive and systematic emergency food security planning without duplication. In practice, this means Western Australia will have one state plan that provides the legislative, policy and coordination framework and enables each emergency management district to develop its own district plan. District plans will provide coordination arrangements across the relevant local governments and enable local governments to develop place-based plans. Community organisations listed in local, district and state plans, will then have their own internal Emergency Food Security Plan to coordinate internal response resources in line with local government planning.

The remainder of this section describes each step of the planning process in detail. Editable Emergency Food Security Planning Templates are available in Section 6.2. The templates provided have been designed to be adapted and customised to suit the state, district, local and organisational contexts. While these templates are focused on food security, they are equally applicable to the coordination of emergency relief and support.

3.2.1 Step 1 - Identify the appropriate planning level.

The planning template has been developed to support two types of plans:

1. **Organisation Plan** – the organisational plan has been designed for organisations, including community organisations, working to coordinate internal resources. A template for the Organisational Plan is available in Section 6.2.1.
2. **Community Plan** – the community plan has been designed for coordinating a range of partner organisations in one plan, such as, community organisations, government agencies and business. This plan should be used by local governments, distinct population groups,⁵ district and state planning. A template for the Community Plan is available in Section 6.2.2.

Each level of Plan coordination (organisation, local, district or state) will require different considerations, and different types of data and information. These considerations are identified in the planning steps.

Once you have confirmed the type of plan that you are developing, begin the relevant planning template.

⁵ Note, local and district planning approaches can be used to develop plans for distinct at-risk populations such as Aboriginal communities, and Elders, cultural groups or other at-risk community populations.

3.2.2 Step 2 - Identify the relevant Emergency Management Arrangements.

Identifying relevant emergency management arrangements (see Section 2.2) governing your Plan is an important step in the planning process. Knowing which level of arrangements govern your Plan will ensure your Plan integrates with already established formal roles and responsibilities.

Coordinating, in line with existing emergency management arrangements, activating organisations can be confident their activities will contribute to existing efforts. This approach will reduce the risk of unintended consequences, such as the duplicating of support or confusing assessment, referral and support pathways.

The State Emergency Management Plan (SEMP) outlines the agreed emergency management arrangements as listed in the Act and prescribed by the Regulations (see Section 2.1). The SEMP documents emergency management arrangements for all hazards and identifies the roles and responsibilities of each level of government, including any formal roles of support organisations in the preparation of, response to and recovery from declared hazard events.

The table below overviews emergency management arrangements relevant to each plan type. Any existing arrangements for the coordination of emergency food, relief and support should be considered and linked in your plan.

Plan coordinator	Considerations
Organisation	Local Emergency Management Arrangements
Local Government or distinct population	Local, District & State Emergency Management Arrangements
District or regional	Local, District & State Emergency Management Arrangements
State	State, District & Local Emergency Management Arrangements

Once you have identified your relevant emergency management arrangements complete Question 2 of the relevant planning template.

3.2.3 Step 3 - Identify external contacts.

When developing your Emergency Food Security Preparedness Plan, it is important to identify the external contacts that have a role in your plan. This includes:

- government departments and formal emergency management representatives
- Community organisations, representatives and leaders
- relevant government, community and business networks and associations

Regardless of the level of plan, you should include contact details for all listed community organisations, peak bodies, business sectors and broader community representatives who have roles and responsibilities in your plan. This will ensure your plan's partner organisations and representatives can be included in emergency planning, with clear roles and responsibilities. It is critically important that all plans are co-developed with representatives listed in the plan and are included in routine hazard scenario exercises.

The Emergency Food Security Activation Template (see Section 6.2.3) can be used to confirm the role and contribution of external organisations, agencies and representatives.

The table below identifies considerations for each planning level. Once you have identified your emergency management representatives, complete question 3 of the relevant planning template.

Plan coordinator	Considerations
Organisation	External emergency management, community and business representatives who have a role in coordinating emergency food, relief and support responses.
Local Government or distinct population	External emergency management, community and business representatives who have a role in coordinating emergency food, relief and support responses across a local government area.
District or regional	External government departments, emergency management, regional peak bodies, community and business representatives who have a role in coordinating emergency food, relief and support responses across a district or region.
State	External government departments, emergency management, state peak bodies, community services, business representatives and established committees & networks (SWEC-Ops & SERC) who have a role in coordinating emergency food, relief and support responses across the state.

3.2.4 Step 4 - Identify internal response team.

When preparing your response to an emergency event, it is important to have clear internal roles and responsibilities for those listed in your Plan. The type of internal roles you will include will depend on the type of Plan; however, all Plans are likely to have roles that include:

- Lead coordinator or manager
- Work, Health & Safety coordinator
- External stakeholder liaison
- Logistics coordination
- Service delivery coordinator
- Financial administrator
- Volunteer coordinator

The table below outlines some considerations for identifying your internal response team.

Plan coordinator	Considerations
Organisation	Identify internal staff specific roles and responsibilities, link to activation process for each role. Develop roles and responsibilities in consideration of your Business Continuity Plan.
Local Government or distinct population	Internal staff with internal roles and responsibilities, link to activation process for each role.
District or regional	Internal staff with internal roles, responsibilities, link to activation process for each role.
State	Internal staff with roles, responsibilities, link to activation process for each role.

Additional advice for volunteer coordination

Emergency events bring out the best in people. Often people within and outside the impacted community will want to contribute to an emergency response. Within Western Australian Emergency Management Arrangements, the term spontaneous volunteers is used to describe volunteers who mobilise outside of established arrangements. In recognition of the potentially significant contribution these volunteers make when their activities are harnessed and coordinated, this project uses the term 'emerging volunteers' in place of spontaneous volunteers.

Multiple national and state government disaster inquiries have identified a range of possible unintended consequences when emerging volunteers are not integrated with established emergency management arrangements.

For example, the Royal Commission into Disaster Funding Arrangements found "if not managed efficiently, spontaneous volunteers have the potential to overwhelm agencies carrying out recovery activities." "Spontaneous volunteers often see themselves as part of 'first responders' whereas recovery efforts often need volunteer support in the weeks and months after an event, rather than the first 48 hours".

The State Emergency Management Arrangements (State EM Plan 6.12 and State Support Plan) notes that spontaneous volunteers should be coordinated and managed by the Local Recovery Coordination Group. Your plan should consider and include volunteer coordination in line with the relevant emergency management arrangements. As such, all local and organisational plans should ensure volunteer management is led by, and integrated with, the Local Recovery Coordination Group where possible. In the instance a Local Recovery Coordination Group is not established, ensuring the coordination of volunteers is closely aligned to the relevant emergency management arrangements remains important.

Volunteers will have different levels of experience. It is important your plan, includes additional information such as the type of experience required for the volunteer roles and if any additional training is required to enable volunteers to safely and effectively contribute to your plan. Additionally, identify if established networks of experienced volunteers exist and if your plan can draw from those established networks.

Your Emergency Food Security Plan should outline the processes available to advise, recruit and coordinate volunteers. There are a range of existing tools and resources to support these processes. Your Plan should include the promotion and use of the Emergency Support Volunteering portal and Volunteering WA Resources and Fact Sheets. Include the promotion of established resources and volunteer pathways in all media and social media communications.

Past experience has demonstrated if assets are not coordinated in line with emergency management arrangements, there is a great risk of service and support duplication that results in confusion for impacted people.

A good example of this, is the coordination of unsolicited donations, which may be well intended but not appropriate to the impacted population. Emergency Food Security Planning provides an excellent opportunity to allocate roles and responsibilities to manage the requests, coordination and distribution of donations, in line with the [National guidelines for managing donated goods](#).

The table below identifies considerations for planning your approach to volunteer management.

Plan coordinator	Considerations
Organisation	Identify internal volunteers' roles and responsibilities, e.g., packing food boxes, providing support during assessment and referral processes. Link to volunteer roles, responsibilities and activation process for each role. Develop volunteer roles in consideration of your Business Continuity Plan.
Local Government or distinct population	Identify Internal volunteer roles and responsibilities, e.g., Sorting and coordinating donated items, phoning at-risk community members. Link to your internal volunteer roles, responsibilities and activation process
District or regional	Identify internal volunteer roles, responsibilities, e.g., transporting emergency food across local governments, coordinating large scale donations. Link to volunteer roles, responsibilities and activation process for each role.
State	Identify volunteer roles and responsibilities e.g., coordination of unfunded SWECC Ops members. Link to volunteer roles, responsibilities and activation process for each role.

Once you have identified internal roles and responsibilities, complete question 4 of the relevant planning template.

3.2.5 Step 5 - Define the climate and disaster risk profile of the plan area

Your Plan should establish or maintain a shared and consistent understanding of the relevant climate and disaster profiles. A shared understanding of the geographic area affected, along with the risk of likely hazard events and impact. Establishing a shared understanding of risks will enable the development of Plans that provide realistic hazard scenario exercises for response planning and testing. All representatives listed in community, district and state plans should participate in routine hazard scenario exercises.

As identified in the table below, the data used in the climate and disaster risk profiles should be consistent across state, district and local emergency management arrangements.

Plan coordinator	Considerations
Organisation	Use established climate & disaster profile data consistent with the LEMA. If data isn't available, request advice from the local government emergency manager. Plan representatives should participate in LEMA routine hazard scenario exercises. The information included in your climate profile should be available and confirmed by your District and Local Emergency Management Committee. The information included in your disaster risk profile should be available and confirmed by your District and Local Emergency Management Committee.
Local Government or distinct population	Establish a climate and disaster profile and share data with plan representatives. Enable the participation of Plan representatives in LEMA hazard scenario exercises. Might use the Western Australian climate projections and the Western Australian State Risk Report.

District or regional	establish district climate and disaster profiles and share data with local governments. Support the development of local profiles in line with state climate & disaster profiles. Enable the participation of Plan representatives in DEMA hazard scenario exercises. Might use the Western Australian climate projections and the Western Australian State Risk Report.
State	State Government should lead the development of climate & disaster profiles to be used at district and local levels. Enable the participation of Plan representatives in state hazard scenario exercises. Might use the Western Australian climate projections and the Western Australian State Risk Report.

Once you have located and included the relevant climate and disaster profiles complete question 5 of the relevant planning template.

3.2.6 Step 6 - Define the social, cultural and economic demographic profile of the plan area.

Plans should include a social, cultural and economic demographic profile for the geographic area covered. The profile is used to establish and maintain an understanding of the relevant social, cultural and economic demographics of the community. Demographic profiles should be established at the local, district and state level and use consistent data sets where possible. Demographic profiles will assist plan representatives to identify at-risk populations and enable targeted arrangements to reduce emergency risks and impacts.

The demographic profile should include:

- Identification, proportion, and location of at-risk cultural and language groups.
- Identification, proportion, and location of people living with food stress, disability and chronic health issues.
- Identification, proportion, and location of children in early and primary school years, seniors, and elderly people.
- Identification of peak bodies, community services, leaders, and groups with established networks for at-risk populations.

Emergency Food Security Planning should include targeted arrangements to reduce the impact and protect the health and well-being of at-risk populations.

Plan coordinator	Considerations
Organisation	Use established community demographic profiles consistent with the LEMA or local government. If data is not available, use your organisations understanding and networks to develop.
Local Government or distinct population	Establish a community demographic profile, share data regarding at-risk populations and assist in the development of targeted arrangements, in line with established emergency relief and support (ERS) arrangements.
District or regional	Establish district demographic profiles and share data with local governments. Support the development of targeted arrangements for at-risk populations in line with ERS and local emergency management arrangements.
State	Establish and promote people at-risk frameworks and tools to enable identification of at-risk populations and support the establishment of targeted arrangements to reduce risk and impacts on at-risk populations.

Once you have located and included the relevant social demographic profile complete question 6 of the relevant planning template.

3.2.7 Step 7 - Identify and confirm available assets to be activated in an emergency.

The Plan should identify and confirm the social and community assets that are available to be mobilised in response to emergencies. Assets may already be established, such as warehousing, or venues where external agencies can coordinate response activities.

Some assets may have previously been mobilised outside of the formal emergency management arrangements and can be better coordinated by inclusion in the plan. An example may be the management of unsolicited donations of food and material aid. Your plan might provide coordination arrangements for predicted unsolicited donations. For example, the Plan might use existing commercial kitchens and arrange to host emerging volunteers for the purpose of transforming donated food into healthy premade meals, under the supervision of chefs and Environmental Health Officers.

TOOLS THAT CAN SUPPORT PLANNING

There are a range of existing tools and resources that can be included in plans by government and community coordinators. Examples include the Community Organised Resource Exchange (CORE) and WACONNECT Community Service Directory, these geolocated platforms can identify and coordinate logistics and service resources to strengthen emergency responses.

Where possible, the social and community assets included in the Plan should draw from and integrate with the relevant established emergency relief and support arrangements.

The table below identifies example assets that may be relevant to each Plan level.

Plan coordinator	Considerations
Organisation	Examples include: volunteer groups, emergency relief, charity food supplies, community networks that who can share important information with at-risk populations.
Local Government Distinct population	Examples include: Communications and Environmental Health Officers, volunteer coordinators, LGA advisory groups, service directories, and community centres. Community & health services, Elders and community leaders, business relationships.
District or regional	Examples include: emergency managers, local government and business networks, regional peak bodies and available logistics (cold & dry warehousing, meeting rooms).
State	Examples include: State systems, resources and processes, partner networks and committees, state peak bodies and industry relationships.

Once you have included the relevant social asset mapping complete question 7 of the relevant planning template.

3.2.8 Step 8 - Identify emergency response gaps.

Every plan should include the identification of logistics, human resource and communications gaps, to enable the identification and planning of additional response resourcing.

The local and state government representative with formal responsibilities for the planning and coordination of emergency relief and support should identify and share intelligence regarding service and coordination gaps. At a minimum, Plans should identify critical human resource, logistics and communication gaps and identify responses where possible.

The table below some examples of what gaps might look like for each level of planning.

Plan coordinator	Considerations
Organisation	Examples include: lack of warehousing, need for volunteer food safety training, limited capacity to share information with partner organisations and emergency managers.
Local Government or distinct population	Examples include: poor networks with at-risk populations, lack of warehousing, limited internal staff, lack of coordinated assessment and referral systems, or limited promotion of emergency support and entitlement promotion
District or regional	Examples include: limited local government networks, limited relationships with community services and lack of established communication channels between state and local governments
State	Examples include: when the State Support Plan is not activated or responding to secondary impacts or a lack of communication channels for at-risk populations

Once you have identified any relevant gaps complete question 8 of the relevant planning template.

3.2.9 Step 9 - Identify stand-down, recovery transition gaps and financial recovery processes

Organisational and Distinct Population Plans should include emergency response stand-down and recovery transition processes, including medium and long-term recovery activities, noting where the organisation will stand down in recovery phases. Organisational and Distinct Population Plans should include processes for financial record management and internal cost recovery processes.

Local, District and State Plans should include processes for communicating in recovery and describe processes for communicating the standing down of an emergency response and transition to short, medium and long-term recovery to both Plan representatives and the impacted community. If Plan representatives have limited capacity to support recovery, Plans should identify critical gaps and make response arrangements for support coverage.

The table below outlines considerations for step nine relevant to each level of planning. Use this information to support the completion of question 9 of the relevant planning template.

Plan coordinator	Considerations
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Organisation	Link to internal emergency response stand down and short, medium and long-term recovery transition. If the organisation has limited recovery capacity and capability, note this in your plan and move to cost recovery process, lessons learned summary and Business Continuity Plan review.
Local Government or distinct population	Link to Communicating in Recovery Guidelines, emphasising any changes in the role and functions of local, district and state emergency management arrangements. Identify and respond to local recovery capacity and capability gaps.
District or regional	Link to Communicating in Recovery Guidelines, emphasising any changes in the role and functions of local, district and state emergency management arrangements. Identify district recovery gaps and share recovery intelligence with state and local governments.
State	Describe processes for communicating response stand down and recovery transition, including changes in the role and functions of state emergency management arrangements. Identify district recovery gaps and share recovery intelligence with district and local governments.

3.2.10 Step 10 - Discuss lessons learned and Business Continuity Planning

All plans should include reflecting on what in the Plan worked well and what could be improved. Lessons learned, and proposed responses should be identified, and incorporated into an updated plan and shared with the Plan representatives. This process should highlight where the Plan can be improved. Circulate updated Plan and include in routine hazard exercises in collaboration with Plan representatives.

Organisational Plans: should include Business Continuity Planning.

Emergency events can impact organisations who plan to activate an emergency response. For this reason, it's important that your Plan includes actions your organisation can take to reduce the risk and impact an event may have on your organisational capacity.

Business continuity planning refers to the activities your organisations undertakes to prepare for and manage disruptions to service delivery. The Australian Council of Social Service has developed a [resource dedicated to supporting organisations to develop continuity plans](#). The ACOSS Resilient Organisational Toolkit includes valuable content that should be considered by organisations including: leadership, building networks, knowing your risks, managing your risks, preparing others and continuous learning and improving.

Plan coordinator	Considerations
Organisation	Identify incident, summarise internal lessons learned and identify control measure. Organisational plans should include business continuity planning.
Local Government or distinct population	Identify incident, summarise internal lessons learned and identify control measure
District or regional	Identify incident, summarise internal lessons learned and identify control measure

State	Identify incident, summarise internal lessons learned and identify control measure
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Use the information in this section to complete question 10 of the relevant planning template.

4 Implementation and Governance

This section outlines considerations for the implementation and governance of your Plan.

4.1 Implementing a design process for your plan

Emergency Food Security Plans should be developed collaboratively with relevant government departments, local government representatives, community organisations and representatives who have roles and responsibilities in the Plan. The final approved Plan should be shared broadly, including with all representatives in the Plan. A collaborative approach to Plan development will ensure a shared and consistent understanding of the Plan and representatives' roles and responsibilities.

Organisational and Distinct Population Plans should be developed in partnership with the relevant state, district and local emergency management arrangement representatives. However, if access to these arrangements, committees or representatives is not possible, a copy of your Plan should be emailed to the Department of Communities Evacuation Centre Coordinator, the Local Government Emergency and Community Development Manager.

4.2 Governance of your food security plan

Emergency management arrangements include routine processes to test, review, and update, associated plans. In Western Australia, emergency management arrangements require every level of government to undertake routine emergency management hazard scenario exercises. The best outcome for any Plan, is its integration in the relevant emergency management arrangements and the broadening of who is included in routine hazard exercises. This should mean the Plan, and representative contributions and response assets, are routinely tested and updated in preparation for emergency events. The emergency management arrangements relevant to each level of plan coordination are summarised in Section 3.2.2.

All representatives listed in any Plan, should be included in either routine or special hazard exercises. Collaborative and inclusive hazard scenario exercises will strengthen the Plans coordination, identifying areas for improvement and confirming Plans utilise all available capacity and capability.

5 Glossary

This section summarises the common acronyms and terms used in emergency management. Some words may have different meanings in different contexts, or the meaning has changed over time. We have tried to include the most common technical definition. A more extensive emergency management glossary is available [here](#).

Table 2 | Acronyms used in quick guide

Acronym	Definition
PPRR	an abbreviation for prevention, preparedness, response and recovery
ERS	Department of Communities- Emergency Relief and Support Directorate
SSP-ERS	State Support Plan Emergency Relief and Support
HMA	Hazard Management Agency
NEMA	National Emergency Management Agency
SEMP	State Emergency Management Plan
SEMC	State Emergency Management Committee
DEMC	District Emergency Management Committee
DEMA	District Emergency Management Advisor
LEMA	Local Emergency Management Arrangements
DPIRD	Department of Primary Industries and Regional Development

Table 3 | Emergency Management Definition

Term	Definition
Emergency Management	The management of the adverse effects of an emergency, including prevention, preparedness, response and recovery.
Prevention	a facility from which a particular agency's resources are commanded, controlled, coordinated and assigned to an incident. See also emergency operations centre.
Preparedness	Preparation for response to an emergency.
Response	The combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.
Recovery	The support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

Table 4 | SEMC Glossary of terms for quick guide

Term	Definition
Agency operations centre	a facility from which a particular agency's resources are commanded, controlled, coordinated and assigned to an incident. See also emergency operations centre.

Alert	that period when it is believed that resources may be required which enables an increased level of preparedness.
All agencies coordinated and integrated approach	the 'all agencies coordinated and integrated' approach recognises that no one agency can address all of the impacts of a particular hazard. It is necessary for a lead agency to coordinate the activities of the large number of organisations and agencies that are involved. These can be drawn from across all levels of government, non-government, volunteer organisations and the private sector.
All hazards approach	the 'all hazards' approach assumes the functions and activities applicable to one hazard are often applicable to a range of hazards. The all hazards approach increases efficiency by recognising and integrating common emergency management elements across all hazard types. It does not, however, prevent the development of specific plans and arrangements for hazards that require a specialised approach.
Assessment	survey of a real or potential disaster to estimate the actual or expected damages and to make recommendations of prevention, preparedness, and response.
At risk persons	anyone who may have difficulty either receiving or responding to emergency public information, e.g. may include people with access or information needs, people with disabilities (intellectual, cognitive, with decision making impairments) or other health related issues, children, the aged, tourists/travellers, those who are homeless, those who are socially isolated and those from remote or culturally and linguistically diverse communities.
Community	a group with a commonality of association and generally defined by location, shared experience, or function. A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace etc.
Community alert	a community alert is issued to warn the community of a period of danger and provide safety advice on what to do relative to the risks.
Community warning	a community warning provides information to the public so people can take appropriate action to reduce losses during an actual or developing emergency situation.
Contributions in kind	non-cash assistance in materials or services offered or provided in case of disaster.
Controlling Agency	an agency nominated to control the response activities to a specified type of emergency. The responsibility for being a Controlling Agency stems from either: <ul style="list-style-type: none"> • legislation other than the Emergency Management Act 2005; or • by agreement between the relevant Hazard Management Agency and one or more agencies.
Coordination	the bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control.
Disaster risk reduction	Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development. (UNDRR)

Emergency management	<p>The management of the adverse effects of an emergency including:</p> <ul style="list-style-type: none"> • prevention - the mitigation or preventing of the probability of the occurrence of, and the potential adverse effects of, an emergency; • preparedness - preparation for response to an emergency; • response - the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and • recovery - the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.
Emergency welfare service	an organisation to provide all reasonable welfare aid and services to people in need due to an emergency disaster. Such measures include coordination, control and provision of services to be instituted before, during and after the impact of an emergency or disaster.
Essential services network operators	the public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. Systems or networks that provide services on which the wellbeing of the community depends.
Liaison officer	a representative of an agency/organisation as part of an incident management/operations area management group. Liaison officers should have the capability to communicate with the agency they represent and the authority to commit their agencies' resources.
Logistics	the range of operational activities concerned with supply, handling, transportation, and distribution of materials. Also applicable to the transportation of people.
Mutual aid emergency agreements	agreements established with appropriate agencies in the surrounding community, defining initial notification and response assignments.
Personal support service	the process of assisting the diverse, immediate as well as longer term personal needs of people affected by a disaster. Such needs may encompass provision of information, practical advice on a range of issues and emotional support.
Population at risk	a well-defined population whose lives, property, and livelihoods are threatened by given hazards. Used as a denominator. All those persons who would be directly exposed to floods within the dam break affected zone if they took no action to evacuate.
Prepared community	<p>a community which has developed effective emergency management arrangements at the local level, resulting in:</p> <ul style="list-style-type: none"> • an alert, informed and active community which supports its voluntary organisations. • an active and involved local government; and • agreed and coordinated arrangements for prevention, preparedness, response and recovery
Relief	the provision of immediate shelter, life support and human needs to persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to emergency relief centres.
Relocation	a term sometimes used in place of self-evacuation. It can also be used to refer to an individual's choice to move to a location of reduced risk of an emergency occurring under certain conditions even before an emergency has occurred (e.g. on a day where a catastrophic fire weather danger rating has been issued)
Resilience	the ability of a system, community or society, exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structure and functions. This is determined by the degree to which the community has the necessary resources and is capable of organising itself both prior to and during times of need.

Risk reduction	actions taken to lessen the likelihood, negative consequences, or both, associated with a risk.
Situation report (SITREP)	a brief report that is published and updated periodically during an emergency which outlines the details of the emergency, the needs generated, and the responses undertaken as they become known.
Volunteer emergency worker	a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the State emergency response or recovery plan applies.
Vulnerability	the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors that vary within a community and over time.
Welfare	the provision of immediate and continuing care of emergency affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated; and the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.

6 Attachments

This section provides additional resources and information to support the development of the Plan.

6.1 Other resources and tools

There are a range of tools available to support the development and operationalising of your plan.

Tool	Preparedness	Response	Recovery (short)	Recovery (medium)	Recovery (long)
Community Organised Resource Exchange	●	●	●	●	●
WAConnect	●	●	●	●	●
Food Stress Index	●	●	●		
Food Stress Index tutorials	●				
Consent to share	●	●	●		

There are a range of other resources available to provide extra support to your learning. Some useful additional resources include:

- Charles Sturt Open Learning** – Free online course aimed at strengthening disaster resilience in community service organisations. This course provides an easy-to-use guide for developing disaster resilience plans relevant to community service organisations. It adopts the ULTRIS model for disaster-resilient organisations and discusses roles and relationships, understanding the community context, team and service user preparedness, and implementing policies and procedures. Content is available at: <https://www.openlearning.com/csu/courses/disaster-resilience-in-community-service-organisations/homepage/?cl=1>
- Resilient community organisations** - The Australian Council of Social Services developed tool assists organisations to assess their current organisational resilience and identify their resilience score and provide information to help identify how to strengthen your organisation. You can access the online tool here or <https://resilience.acoss.org.au/benchmark>
- Emergency planning for agencies** - These resources have been designed to assist people who work in response and recovery settings. You can access the online resources here or at: <https://www.redcross.org.au/emergencies/resources/resources-for-agencies/>
- Red Cross Disaster Preparedness Resources** - Preparing for emergencies provides links to tools to assist in individual emergency planning. Access the content at: <https://www.redcross.org.au/prepare/>

6.2 Template Emergency Food Security Plan

This section of the document provides two templates for an Emergency Food Security Plan (the Plan):

1. **Organisation Level Plan** (see Section 6.2.1)– the organisational plan has been designed specifically for organisations, including community organisations, working to coordinate internal resources.
2. **Community Level Plan** (see Section 6.2.2) – the community plan has been designed for plans that are focused on coordinating community and commercial resources. This plan should be used by local government, distinct population groups⁶, district and state planning.

When completing the relevant template, please refer to guidance provided in Section 3.2 of the Guide. Development of the Plan should also consider the Disaster Resilience and Emergency Planning: Guide to Food Security Planning, and existing emergency arrangements in place.

Both templates include *example entries (in italics)* to support and prompt the planning process.

A template for Plan activation has also been provided (see Section 6.2.3).

⁶ Note, local planning approaches can be used to develop plans for distinct at-risk populations such as Aboriginal communities, Aboriginal Elders or other local community populations.

6.2.1 Planning template | Organisational Level Plan

Purpose

The purpose of this template is to provide a user-friendly format to outline procedures and resources available in an emergency event. This Plan should be developed with consideration to the **Disaster Resilience: Emergency Food Security Planning Guide**, which is available on the WACOSS website. This planning template includes *example content (marked in italics)* to prompt thinking and development of the Plan. Please remove any example content that is not relevant to your planning process.

This Plan includes:

1. Identify the level of the Plan.
2. Identify the relevant emergency management arrangements.
3. Identify external contacts.
4. Identify internal response team.
5. Identify climate and disaster risk profile.
6. Identify Social, cultural and economic profile.
7. Identify and confirm available response assets.
8. Identify emergency response gaps.
9. Identify stand-down, recovery transition and financial record management processes.
10. Lessons learned and Business Continuity Planning.

Question 1 | Planning level

The template below is to support the development of an organisational level plan.

Question 2 | Emergency Management Arrangements

Emergency management arrangement	Link to source	Summary of relevant information

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Question 3 | External Contacts

Title	Name	Contact details	Role
District Emergency Management Advisor			<i>Example: District Emergency Management Advisors (DFES) are a key conduit across all activating organisations and a wide range of emergency management stakeholders across the community.</i>
Department of Communities District Emergency Service Officer and/or Department of Communities Evacuation Coordinator			<i>Example: Responsible for coordinating emergency relief and support plans and activating evacuation centres during disasters and emergencies (include contact details and role for the DESO).</i>
Emergency Management Manager			<i>Example: Emergency management managers sit within the LGA. They prepare plans and procedures for responding to emergency and disaster events. They also help lead the response during and after emergencies, often coordinating with public safety officials, elected officials, non-profit organisations, and government agencies (include contact details and role for the Emergency Management Manager).</i>
Evacuation Centre Coordinator			<i>Example: This is the Department of Communities person responsible for local emergency relief and support coordination and should be in a position to advise your service where your efforts are best utilised,</i>
Local Recovery Coordinator			<i>Example: Is the Executive Director of community services at a local government who has responsibilities for coordinating the local recovery of a disaster or emergency event.</i>

Environmental Health Officer			<i>Example: Environmental Health Officers play a key role on advising of the safety of food and water environments (include contact details and role for the LGA Environmental Health Officer).</i>
Department of Primary Industries and Regional Development (DPIRD) and other organisations that supports the coordination of animal and livestock welfare			<i>Example: DPIRD is the Hazard Management Agency (HMA) for emergency management of significant:</i> <ul style="list-style-type: none"> • <i>animal pest or disease</i> • <i>plant pest or disease.</i> <i>Include contact details and role for DPIRD if relevant. Include details of any organisation that coordinated the care for animals and livestock. Link to the activation process</i>
Volunteer Coordination			<i>Example: Managing emerging (spontaneous) volunteers will be a key component of your organisational plan. Include contact details and role for volunteer coordination.</i>
Local Emergency Relief Network Chair			<i>Example: Emergency Relief networks are a group of charity food and material aid providers. They often have some capacity to mobilise support for impacted communities. (Include contact details and role for the Chair or coordinator of the relevant ER network).</i>

Question 4 | Internal response team

Organisational Response Team	Name	Contact details	Role
Lead coordinator or manager			<i>Example: Coordinates internal emergency response operations</i>
External stakeholder liaison			<i>Example: Coordinates across internal and external representatives</i>
Work, Health & Safety coordinator			<i>Example: Coordinates sharing of emergency warning updates to keep staff, volunteers and assets safe</i>

Service delivery coordinator			<i>Example #1: Using FSI to determine the types and amounts of food needed, the composition of boxes via family size. # of boxes: Emergency Pantry Non-Perishable Food Basket: Rice-based + menu plan. Example #2 Organisational implementation of Consent to Share processes</i>
Logistics coordination			<i>Example: Identifies and coordinates logistical arrangements for the receiving and delivery of food and items in line with established arrangements and community preferences</i>
Communications coordinator			<i>Example: Development and promotions of whole of life service and government entitlement referral pathways (this may be a simple flyer with the State Disaster Hotline number, encouraging impacted people to make contact)</i>
Volunteer coordinator			<i>Example: Development of processes to advise, recruit and coordinate internal or external volunteers using and promoting the Emergency Support Volunteering portal and links to Volunteering WA Resources and Fact Sheets</i>

Question 5 | Climate and Disaster Risk Profile

Domain	Link source	Summary
Climate, including Climate Zone		<i>Example: State, District or Local climate is warm and temperate. The winter months are much rainier than the summer months in Example Community.</i>
Disaster risk profile		<i>Example: Earthquake, Bush fire, Cyclone, Human Pandemic.</i>
Recent previous events		<i>Example: Bushfire December 2022, COVID -19 (2021-22)</i>

Question 6 | Social, Cultural and Economic Profile

Domain	Description	Additional information
At risk populations	<i>Example: Numbers or percentage of population considered at risk</i>	

Food Stress Index	<i>Example: Use the Food Stress Index to determine food stress risk</i>	<i>Example: People living with food stress are at higher risk during emergencies and will likely require targeted strategies for assessment and support over a longer recovery period. Access targeted activation processes as they relate to supporting people living with food stress here.</i>
Disability	<i>Example: Numbers or percentage of population having disability</i>	<i>Example: People with disabilities are at higher risk at times of emergencies. Access targeted activation processes as they relate to supporting people with disability here.</i>
First Nations	<i>Example: Numbers or percentage of Aboriginal and Torres Strait Islanders People</i>	<i>Example: First Nations people may higher risk at during emergencies. Access important activation processes as they relate to supporting people First Nations people here</i>
Cultural and language groups	<i>Example: Numbers or percentage of English as a second language</i>	<i>Example: People who speak English as a second language may be at higher risk during emergencies. Access important activation processes as they relate to supporting people who speak English as a second language here</i>
Chronic health	<i>Example: Numbers or percentage of people with chronic health conditions.</i>	<i>Example: People with chronic health issues may be at higher risk during emergencies. Access important activation processes as they relate to supporting people who have chronic health issues here</i>
Mental health conditions	<i>Example: Numbers or percentage of people reported having one or more mental health conditions.</i>	<i>Example: People with mental health conditions may be at higher risk during emergencies. Access important activation processes as they relate to supporting people who live with mental health conditions here</i>
Seniors	<i>Example: Numbers or percentage of seniors aged 65 to 84 and elderly 85 and over</i>	<i>Example: Seniors are at higher risk at times of emergencies. Access important activation processes as they relate to supporting seniors here.</i>

Early & primary years	<i>Example: Numbers or percentage of children aged 0-4 years and 5-11 years</i>	<i>Example: Children may be higher risk during emergencies. Access important activation processes as they relate to supporting children in the early and primary school years here.</i>
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Question 7 | Assets

Asset Domain	Asset Description	Asset summary and link activation process
Social Assets	<i>Example: Volunteers Coordination</i>	<i>Example: Emergency Support Volunteering portal and links to Volunteering WA Resources and Fact Sheets. Access volunteer coordination process here.</i>
	<i>Example: Community or Neighbourhood Resource Centres</i>	<i>Example: Summarise role for community or neighbourhood centres and link to activation processes here.</i>
	<i>Example: Associations and groups with established networks with at-risk populations.</i>	<i>Example: Link to a document that lists relative associations, community groups and leaders, including how they can assist.</i>
	<i>Community or Neighbourhood Resource Centres</i>	<i>Example: Link to a document that lists and describe role for Community or Neighbourhood Resource Centres.</i>
	<i>Example: Business associations</i>	<i>Example: Link to a document that lists and describe role for business associations or owners.</i>
Food Assets	<i>Example: Local donating supermarket</i>	<i>Example: Link to a document that lists and describe role for a local supermarket who supports with food donations.</i>
Material Aid Assets	<i>Example: surplus material aid</i>	<i>Example: Link to document that describes how the organisation uses CORE to share surplus material aid items and how to list and access items here.</i>

Logistics	<i>Example: Surplus Dry and cold storage, commercial kitchens, meeting rooms and hot desking</i>	<i>Example: Link to document that describes how logistics assets are listed and accessed on CORE</i>
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Question 8 | Emergency response gaps

Domain	Gap	Control measure
Logistics	<i>Example: Lack of warehousing to store bulk items</i>	<i>Example: Partnership with local Men's Shed for use of warehousing. Access contact details for Men's Shed Manager here</i>
Human resource	<i>Example: Volunteer require Food Handling Training</i>	<i>Example: Local Government Environmental Health Officer to provide free training. Access contact details for Environmental Health Officer here</i>
Communication	<i>Example: Limited capacity to send service information to community members</i>	<i>Local Government Communications Officer can send social media posts on request. Access contact details for LGA Communications Officer here</i>

Question 9 | Activation stand-down, recovery activities and financial record management

Stage	Identified process	Rational / explanation
Activation stand-down	<i>Example: Stand down process is on the advice from the relevant controlling Hazard Management Agency</i>	<i>Example: Link to External and internal stand-down process, include communicating to Plan representatives and community of changes to organisational activities</i>
Short term recovery	<i>Example: Pre-purchased digital gift cards</i>	<i>Example: This service can use internal emergency relief funds for the purchasing of gift cards of up to \$**** per week. Gift cards can be allocated as physical cards or digitally, depending on what's needed. Link to activation process here.</i>
Medium-term recovery	<i>Example: Pre-cooked meals or health non-perishable food boxes</i>	<i>Example #1: This service has access to a network of volunteers with access to commercial kitchens that can mobilise 50 prep-cooked nutritional meals per day for up to 2 weeks. Link to activation process.</i> <i>Example #2: This service has the capacity to produce 15 emergency food boxes that provides a nutritious food response for 3 days for up to 3 months. Link to activation process.</i>
Long Recovery	<i>Example: N/A</i>	<i>Example: This organisation is not funded and resourced for emergency response;</i>

Financial record management and Cost resource recovery	<i>Example #1: Internal financial record management processes</i>	<i>Example #1: Link to your internal financial record management process here.</i>
	<i>Example #2: State / Commonwealth processes National Disaster Recovery Funding Arrangements WA</i>	<i>Example #2: Link to your cost recovery management process here (if available)</i>

Question 10 | Lessons learned and Business Continuity Planning

Name / Incident	Challenge of lesson learnt	Discussion and proposed resolution
<i>Example: Bush fire 2022</i>	<i>Example: Community members were provided with food boxes but weren't informed about State Disaster Payment entitlements</i>	<i>Example: All food boxes now include a flyer listing assessment and referral pathways and State Disaster Hotline</i>
Domain	Person Responsible	Comment
Business continuity plan		<i>Example: Summary of business continuity plan and link to full plan</i>
Plan activation, review and update		<i>Example: Link to Business Continuity Plan activation, review and update process</i>

6.2.2 Planning template | Community Level Plan

Purpose

The plan aims to provide the data and information to assist the State Departments, District and Local Emergency Management committees and distinct 'communities' such as remote Aboriginal communities or specific cultural communities to share information and data to strengthen emergency food coordination.

The purpose of this template is to provide a user-friendly format to outline emergency management arrangements, procedures and the resources available to the impacted community in the event of a disruption to the state, district or local food system. This Plan should be developed and edited with consideration to the Disaster Resilience and Emergency Food Security Planning Guide and your relevant emergency management arrangements geographical context. This planning template includes *example content (marked in italics)* to prompt thinking and development of the Plan. Please remove any example content that is not relevant to your planning process.

This Plan will include.

1. Identifying the level of the plan
2. Identify relevant emergency management arrangements
3. Identify external contacts
4. Identify internal response team
5. Climate and disaster risk profiles.
6. Social, cultural and economic profile
7. Identify and confirm available response assets
8. Identify emergency response gaps
9. Identify recovery transition and gaps
10. Lessons learned

Question 1 | Planning level

The template below is to support the development of a community level plan.

Question 2 | Emergency Management Arrangements

Emergency management arrangement	Link to source	Summary of relevant information

Question 3 | External contacts

Sector	Name	Email	Role
Local Government Community Services Manager			<i>Example: Often responsible for Local Emergency Welfare Liaison Officer (Include contact details and role of the Community Services manager)</i>
Local Government Emergency Management Manager			<i>Example: Emergency management managers sit within the LGA. They prepare plans and procedures for responding to emergency & disaster events. They assist in responding and recovering emergencies, often in coordination with public safety officials, elected officials, nonprofit organisations, and government agencies. (Include contact details and role of the Emergency Management Manager)</i>
Local Emergency Management Committee			<i>Example: The Local Emergency Management Committee (LEMC) is responsible for the prevention of, preparation for, response to and recovery from emergencies within the local government area (LGA) (include contact details and role for the LEMC contact – this may be the emergency management manager)</i>
Dept Communities Evacuation Officer			<i>Example: The Evacuation Coordinator is the Department of Communities Emergency Services Officer responsible for coordinating emergency relief and support plans and activating evacuation centres during emergencies. (Include contact details and role for the DESO)</i>

LGA- Community Engagement			<i>Example: Your local government will advise you who coordinates emergency communication and engagement with the community during emergencies.</i>
Local Emergency Coordinator			<i>Example: Officer In Charge is the police representative who coordinates the civil emergency response.</i>
Local Recovery Coordinator			<i>Example: Is usually an Executive Director of community services at a local government responsible for coordinating the local recovery of a disaster or emergency.</i>
Environmental Health			<i>Example: Environmental Health Officers play a key role in advising of the safety of food and water environments. (include contact details and role for the LGA Environmental Health Officer)</i>
Department of Primary Industries and Regional Development or other organisation that supports the coordination of animal and livestock welfare			<p><i>Example: DPIRD Hazard Management Agency (HMA) for emergency management of significant:</i></p> <ul style="list-style-type: none"> • <i>animal pest or disease</i> • <i>plant pest or disease.</i> <p><i>DPIRD has the role and responsibility for coordinating animal welfare services in emergencies as outlined in the State Support Plan - Animal Welfare in Emergencies (include contact details and role for DPIRD if relevant to your community plan)</i></p> <p><i>Include details of any organisation that coordinated the care for animals and livestock. Link to the activation process</i></p>
Essential Services (Water Corporation Horizon, Western Power or Synergy)			<i>Example: List emergency management contacts for relevant essential services. Link to the activation process</i>
Business Association			<i>Example: Business Associations often have a significant contribution to make in response to an emergency or disaster event. (include contact details and role for business, associations and networks)</i>
Primary Producers Association			<i>Example: Often have a significant contribution to make in response to an emergency or disaster event. (include contact details and role for grower networks)</i>
First Nations			<i>Example: The National Close the Gap Agreement requires that the Aboriginal Peoples be included in Emergency Management planning. (include contact details</i>

			<i>and roles for key Aboriginal leaders, Elders and young people with community networks</i>
Disability			<i>Example: The National Disability Strategy 2020-2030 includes key targets for including people with disability in emergency management planning. (Include contact details and role for key disability leaders, representatives, services and young people with community networks)</i>
Cultural groups			<i>Example: Migrants and people who speak English as a second language may be at higher risk during emergencies and disasters. (Include contact details and role for key multicultural leaders, representatives, services and young people with community networks)</i>
Seniors			<i>Example: Seniors may be at higher risk during emergencies and disasters. (Include contact details and role for key senior representative stakeholders)</i>
Young people			<i>Example: May be at higher risk during or be a key asset in responding to emergencies and disasters. (include contact details and role for young people representative stakeholders)</i>
Volunteer coordination			<i>Example: Managing emerging volunteers (spontaneous) will be a key component of your community plan; include contact details and role for volunteer coordination here. Link to the activation process</i>
Charity Emergency Relief Network	Chair		<i>Example: Emergency Relief networks are a group of local charity food and material aid providers. They often have some capacity to mobilise to support their impacted community. (Include contact details and the role for the chair of your local ER network). Link to the activation process</i>

Question 4 | Internal response team

Organisational Response Team	Name & position	Contact details	Role
Lead coordinator or manager			<i>Example: Coordinates internal and external emergency response operations</i>
External stakeholder liaison			<i>Example: functions as an liaison between internal and external representatives</i>

Work, Health & Safety coordinator			<i>Example: Coordinates sharing of emergency warning updates to keep internal and external staff, volunteers and assets safe</i>
Service delivery coordinator			<i>Example #1: Provides advice and shares information regarding food, relief and support gaps Example #2 Identifies and advises on existing tools and resources to strengthen emergency response support in line with established arrangements and community preferences</i>
Logistics coordination			<i>Example: Identifies and coordinates logistical arrangements for the receiving, storing and distribution of food and items in line with established arrangements and community preferences</i>
Communications coordinator			<i>Example: coordinates the promotion of information to services and community via established channels</i>
Volunteer coordinator			<i>Example: May coordinate and or provide advice on the coordination of established and emerging volunteer roles, utilising available resources and tools.</i>

Question 5 | Climate and disaster risk profile

Profile domain	Source	Summary information
Climate		<i>Example: State, District or Local climate is warm and temperate. The winter months are much rainier than the summer months in Example Community. Which climate zone has the Köppen climate classification of temperate. This information should be available, shared and consistent with any state, district, community or organisational plans. Link to full document if relevant.</i>
Disaster risk profile		<i>Example: Earthquake, Bush fire, Cyclone, Human Pandemic and summary of potential likely impacts. Link to full document if relevant.</i>
Previous disaster event		<i>Example: Bushfire December 2022 COVID -19 (2021-22) Link to full document if relevant</i>

Question 6 | Social, cultural and economic profile

Demographic domain	Current data	Proposed considerations
Food Stress Risk	<i>Example: Use the Food Stress Index to determine your community's current risk of food insecurity.</i>	<i>Example: Food stressed populations are at higher risk of disproportionate impact and will likely require targeted strategies for assessment and support over a longer recovery period. Link to targeted strategies for at-risk populations</i>
Disability	<i>Example: Numbers or Percentage population report need for assistance due to disability.</i>	<i>Example: People with disabilities are at higher risk at times of emergencies. Access important activation processes as they relate to supporting people with disability here.</i>
Seniors	<i>Example: Numbers or Percentage seniors aged 70 to 84 and elderly 85 and over</i>	<i>Example: Seniors are at higher risk at times of emergencies. Access important activation processes as they relate to supporting seniors here</i>
First Nations Peoples	<i>Example: Numbers or Percentage Aboriginal and Torres Strait Islanders People</i>	<i>Example: First Nations people may higher risk at times of emergencies. Access important activation processes as they relate to supporting people First Nations people here</i>
Multi-Cultural	<i>Example: Numbers or Percentage English as a second language</i>	<i>Example: People who speak English as a second language may be at higher risk during emergencies. Access important activation processes as they relate to supporting people who speak English as a second language here</i>
Chronic health	<i>Example: Numbers or Percentage people live with chronic health conditions.</i>	<i>Example: People with chronic health issues may be at higher risk during emergencies. Access important activation processes as they relate to supporting people who have chronic health issues here</i>
Mental health	<i>Example: Numbers or Percentage people reported having 1 or more mental health conditions.</i>	<i>Example: Disaster events may disproportionately impact people living with poor mental health. Access important activation processes as they relate to supporting people who live with mental health challenges here.</i>
Early years & primary years	<i>Example: Numbers or Percentage babies and pre-schoolers 0-4 years and Primary schoolers 5-11 years</i>	<i>Example: Reducing the impact of disasters on children is an important consideration. Access important activation processes as they relate to supporting children in the early years here.</i>

Question 7 | Assets

Assets will vary on the level of plan coordination, as identified in the examples.

Asset Domain	Asset Description	Systems and Processes to Activate Asset
Social Assets	<i>Example (Local Plan): Volunteers Coordination</i>	<i>Example: Emergency Support Volunteering portal and links to Volunteering WA Resources and Fact Sheets. Access volunteer coordination process here.</i>
	<i>Example (District and State Plan): Regional and state volunteer peak bodies and relevant committees</i>	<i>Example: Link to a document that lists and describe role for regional and state peak volunteering body and relevant committees (District Leadership groups and State SWEC- operations).</i>
Community Assets	<i>Example (Local Plan): Community or Neighbourhood Resource Centres</i>	<i>Example: Link to a document that lists and describe role for Community or Neighbourhood Resource Centres</i>
	<i>Example (District and State Plan): District and State peak bodies, services and committees</i>	<i>Example: Link to a document that lists and describes role for regional and state peak bodies, services, committee's and associations (District Leadership groups and State SWEC- operations)</i>
Food Assets	<i>Example (Local Plan): Business associations</i>	<i>Example: Link to a document that lists and describe role for business associations or owners.</i>
	<i>Example (District and State Plan): District and State peak bodies, regional and state supermarkets, services and committees</i>	<i>Example: Link to a document that lists and describes role for regional and state peak bodies, supermarkets and services, committee's and associations (District Leadership groups and State SWEC- operations).</i>
Food Stress Index	<i>Example (Local, District and State Plan): FSI used to estimate the types and quantities of emergency food required.</i>	<i>Example: Link to current FSI data and supporting tools</i>
Material Aid Assets	<i>Example (Local, District and State Plan): Food, material Aid, PPE, Clean up materials are identified and coordinated by CORE</i>	<i>Example: Link to internal CORE use guidelines and activation process</i>
Logistics Assets	<i>Example (Local, District and State Plan): Cold and Dry storage, meeting rooms and</i>	<i>Example: Link to internal CORE use guidelines and activation process</i>

	<i>hot desk availability identified and coordinated by CORE</i>	
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Question 8 | Identify emergency response gaps

Domain	Gap	Control measure
Logistics	<i>Example: Limited cold and dry storage for emergency food supplies</i>	<i>Example: Partnership with warehousing business. Link to activation and contact details here</i>
Human resource	<i>Example (Local Plan): Volunteers require Food Handling Training</i>	<i>Example: Local Government Environmental Health Officer to provide free training. Access contact details for Environmental Health Officer here</i>
	<i>Example (District and State Plan): Limited emergency food distribution capacity</i>	<i>Example: Link to activation process to assess district and state partner distribution capacity.</i>
Communications	<i>Example (Local Plan): Limited capacity to send support information to community members</i>	<i>Example: Communications Officer can send social media posts on request. Access contact details for LGA Communications Officer here</i>
	<i>Example (District and State Plan): Limited capacity to send support information to isolated communities</i>	<i>Example: Link to communications activation process to assess capacity of partner capacity to share information with isolated communities.</i>

Question 9 | Recovery transition and gaps

A note on Distinct Population Plans: When planning for a distinct population, please use the template provided in questions 9 and 10 of the Organisational Plan – this will ensure the plan identifies stand-down, recovery and financial management processes.

	Recovery Domain	Summary of activities/ identified gaps	Internal processes/ proposed response
Recovery communication	Short term recovery communication	<i>In line with the COMMUNICATING IN RECOVERY GUIDELINES State Emergency Management Committee Public Information Reference Group. Summarise your process for transitioning to recovery.</i>	Link to relevant recovery transition process
	Medium term recovery communication		
	Long term recovery communication		
Recovery support	Short-term recovery support		
	Medium-term recovery support	<i>Example: National service has been providing emergency relief and financial counselling to impacted community. However, example national service is due to stand down on March 2023 which is expected to leave service emergency relief and financial counselling gaps within impacted community.</i>	<i>Example local service identified but requires additional funding to meet growth in demand. Application to DRFA will include additional resourcing to example local service to meet additional demand.</i>
	Long-term recovery support		

Question 10 | Lessons Learned

While the WA Emergency Management Arrangements have established lessons learned and continuous improvement processes in place, these are often in isolation of broader community representation. This process is not designed to duplicate those established, but to strengthen arrangements outside and in addition to current Arrangements.

Incident	Lesson Learned	Control Measure
<i>Example: Bushfire December 2022</i>	<i>Example: The evacuation centre lost power.</i>	<i>Example: Several generators are listed on CORE; information on activation and internal guidelines for the use of CORE is linked here.</i>

	<p><i>Example: People with diabetes and pre-diabetes were distributed emergency food boxes with inappropriate types and amounts of food.</i></p>	<p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Use the available data to estimate the number of people with chronic health issues here</i> • <i>Use the Food Stress Index Tool to identify the types and amounts of food needed to pack the required number of boxes</i> <p><i>Access activation process here and supporting FSI Tutorial resources here.</i></p>
	<p><i>Example: Emerging (spontaneous) volunteers mobilised, collected and distributed inappropriate items.</i></p>	<p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Media campaign to promote Emergency Support (Volunteers WA platform)</i> • <i>Media Campaign to promote appropriate donation pathways</i> • <i>Media Campaign for business and NFP to list items of scale on CORE</i> <p><i>Access activation process here and supporting key messaging here</i></p>

6.2.3 Planning template | Plan Activation

This template has been designed to assist activating organisations in outlining the processes their organisations use to activate their service during emergencies.

This template links to the _____ Emergency Food Security Plan.

Organisation:

Contact:

Location:

The geographic area for activation:

Services that can be mobilised during emergencies and disasters:

Circumstances that lead to activation:

Any additional information

Validated: