



SHIRE OF MANJIMUP

Recovery Management Arrangements

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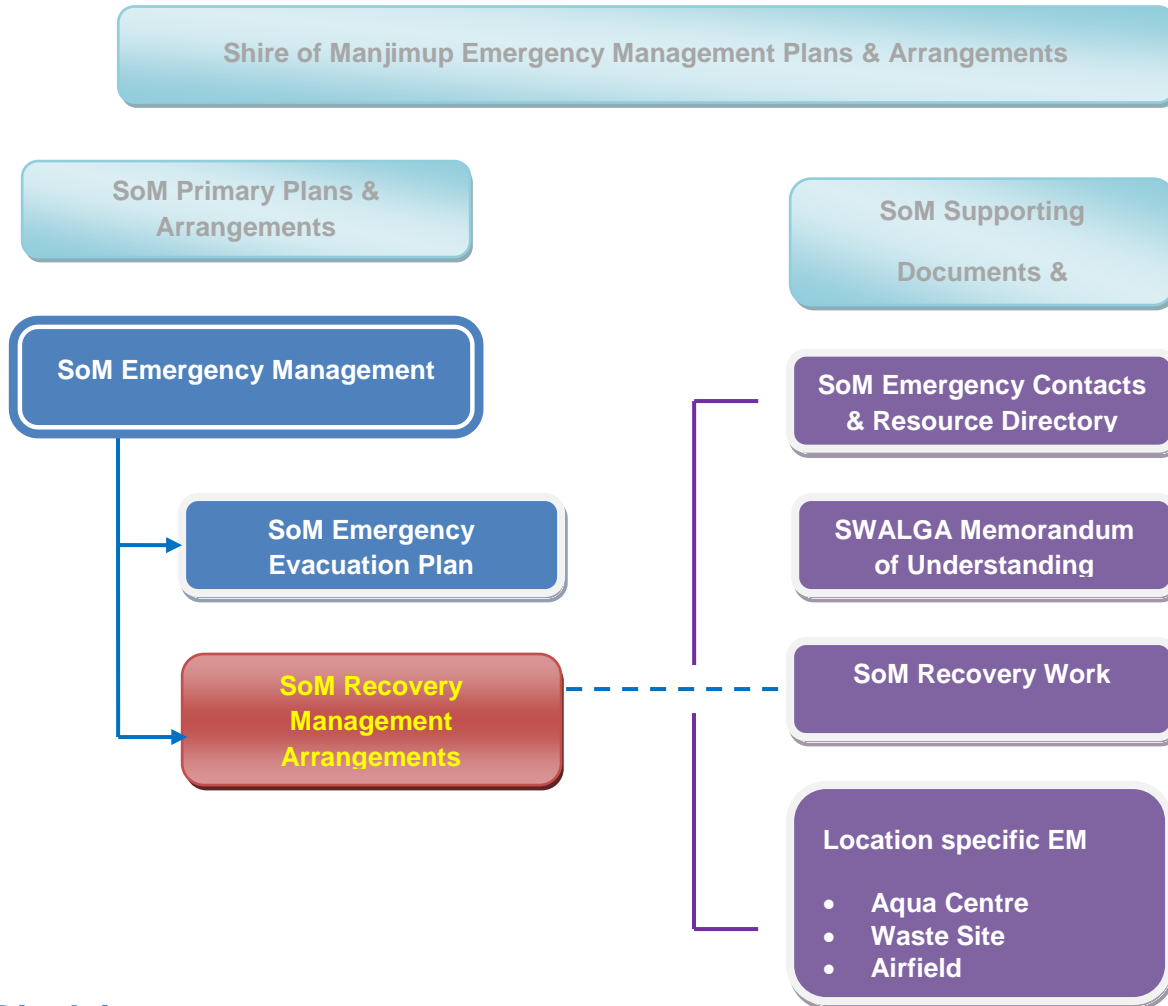
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Preface



Disclaimer

The information contained in this Plan is provided by the Local Emergency Management Committee (LEMC) voluntarily as a public service. This Plan has been prepared in good faith and is derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of the information cannot be guaranteed and LEMC expressly disclaims liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect, arising from such act or omission. This Plan is intended to be a guide only and readers should obtain their own independent advice from Agencies and make their own necessary SOP's and Plans as required.

Note

Local Emergency Management Arrangements are not intended to set out procedures to be used in combating an emergency. This is the purpose of HMA plans, Standing Operation Procedures and Major Hazard Facility plans. Arrangements herein focus on the preparedness phase of emergency management.

Note;

These arrangements are to be read in conjunction with the Shire of Manjimup Recovery Work Package. This Work Package contains information and standard forms for use by the Local Recovery Coordinator and the Local Recovery Coordinating Committee. Where information appears in both the Recovery Arrangements and the Recovery Work Package it is cross referenced.

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Glossary of Terms

The following terms apply throughout these arrangements:

COMMUNITY EMERGENCY RISK MANAGEMENT- a systematic process that produces a range of measures which contribute to the well being of communities and the environment. (See also – RISK MANAGEMENT)

DISASTER- See EMERGENCY.

DISTRICT EMERGENCY MANAGEMENT COMMITTEE- is responsible for assisting in the establishment and maintenance of effective emergency management arrangements for the district for which it is constituted and has such other functions as are prescribed by the Regulations.

EMERGENCY- an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which is beyond the resources of a single organisation or which requires the coordination of a number of significant emergency management activities.

EMERGENCY MANAGEMENT- is a range of measures to manage risks to communities and the environment. It involves the development and maintenance of arrangements to prevent or mitigate, prepare for, respond to and recover from emergencies and disasters in both peace and war.

EMERGENCY MANAGEMENT CONCEPTS - the emergency management concepts for Western Australia are consistent with those of the commonwealth and in accordance with the Emergency Management Regulations 2006:

Prevention activities eliminate or reduce the probability of occurrence of a specific hazard. They also reduce the degree of damage likely to be incurred.

Preparedness activities focus on essential emergency response capabilities through the development of plans, procedures, organisation and management of resources, training and public education.

Response activities combat the effects of the event, provide emergency assistance for casualties, and help reduce further damage and help speed recovery operations.

Recovery activities support emergency affected communities in their construction of the physical infrastructure and restoration of emotional, social, economic and physical well being. During recovery operations, actions are taken to minimise the recurrence of the hazard and/or lessen the effects on the community.

EMERGENCY RISK MANAGEMENT – A systematic process that produces a range of measures that on being implemented contributes to the safety and well being of communities and the environment.

HAZARD – a situation or condition with potential of for loss or harm the community or the environment.

INCIDENT – an emergency, which impacts upon a localized community or geographical area but not requiring the coordination and significant multi-agency emergency management activities at a district or State level.

LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS – refers to this document and may also be referred to as ‘these arrangements’ or ‘local arrangements’.

LOCAL EMERGENCY MANAGEMENT COMMITTEE – established by the local government and consists of a chairperson and other members appointed by the relevant local government with the Shire President or CEO as the chairperson of the committee. Functions of the Local Emergency management Committee to advise the and assist the local government in ensuring that local emergency management arrangements are established for its district, to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements, and to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

RISK – a concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment.

RECOVERY - includes all activities to support affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economical and physical wellbeing.

RISK MANAGEMENT – the systematic application of management policies, procedures and practices to the task of identifying, analysing, evaluating, treating and monitoring risk. Refer to AS/NZS ISO Standard 31,000:2009 (Risk Management). Shire of Augusta-Margaret River Local Emergency Management

PUBLIC AUTHORITY – means:

- a) An agency as defined in the *Public Sector Management Act 1994*;
- b) A body, corporate or unincorporated, that is established or continued for a public purpose by the State, regardless of the way it is established;
- c) A local government or regional local government;
- d) The Police Service of Western Australia;
- e) a member or officer of a body referred to in paragraph (a), (b), (c) or (d); or
- f) A person or body prescribed (or of a class prescribed) by the regulations as a public authority for the purposes of this definition.

PLAN – refers to this Local Recovery Plan for the SoM as endorsed by the LEMC.

STATE EMERGENCY MANAGEMENT COMMITTEE – the committee as established under section 13 of the EM Act.

STATE EMERGENCY MANAGEMENT PLAN – means a plan prepared under section 18 of the EM Act.

STATE EMERGENCY MANAGEMENT POLICY – means a policy prepared under section 17 of the EM Act.

SUPPORT ORGANISATION - an organisation whose response in an emergency is either to restore essential services (e.g. Western Power, Water Corporation of WA, Main Roads WA etc) or to provide such support functions as welfare, medical and health, transport, communications, engineering, etc.

Acronyms used in this Plan

DCP:	Department for Child Protection
DEMC:	District Emergency Management Committee
EMA:	Emergency Management Arrangements
EM ACT:	Emergency Management Act 2005
DFES:	Department of Fire and Emergency Services
IC:	Incident Controller
ISG:	Incident Support Group
LEC:	Local Emergency Coordinator
LEMC:	Local Emergency Management Committee
LEMP:	Local Emergency Management Plan
LG:	Local Government
LRC:	Local Recovery Coordinator
LRCC:	Local Recovery Coordinating Committee
NDRRA	Natural Disaster Relief and Recovery Arrangements
OIC:	Officer in Charge
SEMC:	State Emergency Management Committee
SEMC PS:	State Emergency Management Policy Statement
SEMP:	State Emergency Management Plan
SES:	State Emergency Service
SoM:	Shire of Manjimup
WANDRRA	Western Australian Natural Disaster Relief and Recovery Arrangements

Acknowledgment

The quality of the information in these arrangements is directly attributable to the voluntary input of a wide range of experts from a variety of organisations involved in recovery planning, management and service delivery. These include representatives from:

The format of these arrangements is mainly attributable to the Emergency Management WA planning guide '*Local Community Emergency Management Arrangements Guide for Western Australia – Planning Together*'.

Public Consultation Process

The Shire of Manjimup through its emergency risk management program consulted widely with the community through community surveys. Identifying risk being the basis for emergency management planning is an ongoing process that will continue to involve sectors of the community as it goes forward. These arrangements have been distributed to LEMC members out of session and have been tabled at a regular Shire of Manjimup Council meeting for approval and adoption.

Distribution List

Copies

1	Shire of Manjimup CEO	1
2	Shire of Manjimup EMSO	1
3	Shire of Manjimup CESH (Control document)	1
4	Shire of Manjimup WEB (Abridged version)	1
5	Shire of Manjimup FILE	1
6	Shire of Manjimup Ranger Services	1
7	Shire of Manjimup Libraries (Abridged version)	4
8	WA Police Service OIC Manjimup	1
9	WA Police Service OIC Pemberton	1
10	WA Police Service OIC Walpole	1
11	Dept of Agriculture & Food WA Manjimup	1
12	Warren Districts Hospital	1
13	Pemberton Hospital	1
14	BFS Chief Bush Fire Control Officer Manjimup	1
15	SES Local Manager Manjimup & Walpole	2
16	VFRS Captain Manjimup, Pemberton, Northcliffe & Walpole	4
17	Volunteer Marine Rescue Windy Harbour & Walpole	2
18	Dept of Environment & Conservation Warren Region	2
19	DFES Lower Southwest	1
20	Dept for Child Protection Manjimup	1
21	SJA Manjimup, Pemberton, Northcliffe & Walpole	4
22	Silver Chain, Manjimup, Northcliffe & Walpole	3

Control document: Refers to all original versions of the Local Emergency Management Arrangements and amendments.

Abridged Version: Refers to copies of the Local Emergency Management Arrangements for public access that have information of a personal nature and contact details of persons removed

Amendment Record

Suggestions and comments from the community and stakeholders can help improve the arrangements and subsequent amendments.

Feedback can include:

1. What you do or do not like about the arrangements;
2. Unclear or incorrect expression;
3. Out of date information or practices;
4. Inadequacies;
5. Errors, omissions or suggested improvements.

To forward feedback, copy the relevant section, mark the proposed changes and forward it to:

Chairperson
Local Emergency Management Committee
Shire of Manjimup
P.O. Box 1
Manjimup WA 6258

Or alternatively you may email to:

info@manjimup.wa.gov.au

The Chairperson will refer any correspondence to the LEMC for consideration and or approval. Amendments promulgated are to be certified in the below table when updated.

AMENDMENT		DETAILS	AMENDED BY
NO.	DATE		Name
1	April 2010	Draft for approval	Ian Bennett
2	April 2010	Draft reviewed	Jeremy Hubble
3	June 2010	First issue	Ian Bennett
4	March 2013	Second issue	Ian Bennett
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INTRODUCTION, 1

Authority

These Local Recovery Arrangements has been prepared in accordance with the Emergency Management Act 2005. It has been endorsed by the Manjimup Local Emergency Management Committee and the Shire of Manjimup. It has been tabled for information and comment with the District Emergency Management Committee.

1.1 Purpose

The purpose of this document is to detail the arrangements and processes established to restore, as quickly as possible, the quality of life in an effected community so that they can continue to function as part of the wider community.

1.2 Objectives

The objectives of the Arrangements are to:

- Ensure effective and coordinated management of recovery within the SoM;
- Ensure the Plan complies with State Emergency Management Arrangements;
- Identify the roles and responsibilities of HMAs, emergency services, support organisations and SoM staff whilst promoting effective liaison between all organisations;
- Ensure a coordinated approach to public education in relation to emergencies within the SoM
- Ensure the Arrangements are kept up to date.

1.3 Scope

The scope of these recovery Arrangements are limited to the boundaries of the Shire of Manjimup. It details the recovery arrangements for the community and does not in any way detail how individual organisations will conduct recovery activities within their core business areas.

These Arrangements are a support plan to the Manjimup Local Emergency Management Arrangements.

These Arrangements are a guide to recovery management at a local level. An emergency situation may arise which requires coordination at a state level.

PLANNING, 2

2.1 Related Documents, Agreements & Understandings, Special Considerations

To enable integrated and coordinated delivery of emergency management within the SoM, these arrangements are consistent with State Emergency Management Policies and State Emergency Management Plans.

Reference should also be made to the;

- **DCP Local Welfare Emergency Management Support Sub Plan**
- **SoM Recovery Workbook Package**
- **Local Emergency Management Plan**

Agreements and Understandings

A partnering agreement is to be developed between neighbouring shires, community groups and sporting groups in which all agree to assist each other in support roles during emergencies.

Special Considerations

With the diversity of the SoM, there are several considerations that may have an impact on the implementation of the Plan in times of emergency:

- Storm season – May to September
- Due to the close vicinity of the SoM to other communities and shires, events like a Bushfire for example could have an effect on the community with an inundation of evacuees into the area.

2.2 Resources

The LRC is responsible for the determination of resources required for recovery activities in consultation with the HMA, during the initial stages of the recovery process, and support organisations. Where possible, SoM resources will be made available upon request.

The LRC is responsible for coordinating the effective provision of resources and services to avoid duplication of effort.

If the LRCC is convened, the LRC will continue to assess for the LRCC requirements for the restoration of services and facilities including determination of the resources required for the recovery process. The LRCC will source and coordinate external and internal resources, including the provision of SoM staff.

2.3 Financial Arrangements

SEMC PS 4.2, OP2 and OP 19 outline the responsibilities of funding during multi agency emergencies. Relief programs include

- Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA)
- Commonwealth Natural Disaster Relief and Recovery Arrangements (NDRRA)
- Centerlink
- Lord Mayor's Distress Relief Fund

Whilst recognising the provisions of SEMC PS 4.2, OP2 and OP 19 the SoM is committed to spending such necessary funds as required to ensure the safety of SoM residents and visitors.

Appeals and Donations

Where possible, donations of goods and services should be discouraged as they are difficult to manage. Donations of cash are more practicable to manage and provide the opportunity to utilise local services which in turn assists with the recovery of local business.

Donations of Cash: The Local Recovery Committee will encourage the use of the Lord Mayor's Distress Relief Fund for people wanting to make cash donations, although if deemed necessary will open a separate account specifically for cash donations. (Ref SEMP OP 19).

When emergencies or disasters occur and members of the community make financial donations to the shire a Trust fund will be set up and managed by the Shire.

Donations of Service and Labour: Any donations of services or labour to assist with the recovery from an emergency should be administered by the affected Local Government or if established the Local Recovery Committee. Where the State Government level recovery coordination arrangements are activated under WESTPLAN – RECOVERY COORDINATION the Recovery Services Sub Committee may arrange the administration of donations of services and labour.

Donations of Goods: The donations of goods to assist victims to recover from an emergency may be arranged by non government organisations. The distribution of the donated goods shall be undertaken by the organisations concerned.

2.4 Roles and Responsibilities

Refer to **Annex 1** for diagram.

Local Recovery Coordinator

The Local Recovery Coordinator is the **Shire of Manjimup's Chief Executive Officer (or his/her nominee)** who is responsible to;

- Prepare , maintain and exercise the Local Recovery Plan;

- Assess the community recovery requirements for each emergency, in liaison with the HMA to:
 - ✚ Provide advice to the Shire President the requirement to activate the Plan and convene the Local Recovery Committee;
 - ✚ Provide advice to the LRCC.
- Undertake the functions of Executive Officer to the LRCC;
- Assess the requirements for the determination of resources;
- Coordinate local recovery activities, in accordance with plans, strategies and policies determined by the LRCC;
- Monitor the progress of recovery and provide periodic reports to the LRCC;
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services;
- Ensure that regular reports are made to the State Recovery Coordinating Committee on the progress of recovery;
- Arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand down.

A LRC Sequence Guide and Operational Check List is attached at **Annex 2**

Local Recovery Coordinating Committee

To coordinate and support local management of the recovery process within the community subsequent to a major emergency:

- Appointment of key positions within the committee;
- Establishing sub committees as required;
- Assessing requirements for recovery activities relating to the psychological, physical and economic and environmental wellbeing of the community with the assistance of the HMA's;
- Developing a recovery plan to coordinate a recovery process that:
 - ✚ Takes account of the Shire of Manjimup's long term planning and goals;
 - ✚ Includes an assessment of the recovery needs and determines which recovery functions are still required;
 - ✚ Develops a timetable and identifies responsibilities for completing the major functions;
 - ✚ Considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse people;

- ✚ Allows full community participation and access and;
- ✚ Allows monitoring of the recovery process.

- Facilitating the provision of services, public information, information exchange and resource acquisition;
- Negotiating the most effective use of available resources including the support of State and Commonwealth Agencies;
- Monitoring the progress of recovery, and receive periodic reports from recovery agencies;
- Ensuring a coordinated multi- agency approach to community recovery;
- Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

An LRCC Operational Sequence Guide and Check List is attached at **Annex 3**

Membership:

The LRCC will chaired by the Manjimup Shire Councillor for the Ward where the incident has occurred. For those Wards with more than one Councillor, the Chairman shall be the Councillor appointed by the Shire President.

Where a LRCC is established, a core group of key stakeholders will be represented on the committee supported by other organisations (including State Government Agencies) seconded as required. The membership of the LRCC is dynamic and will change with the needs of the community at various stages during the recovery process.

Where a LRCC is established to manage the local recovery process, the following structure will be implemented as appropriate to the situation.

- Chairperson (relevant Shire of Manjimup Ward Councillor);
- Local Recovery Coordinator (**should be different to Chairperson**);
- Secretary (normally provided by LGA);
- Local Emergency Coordinator (OIC Police).
- Local Government Officers;
- Hazard Management Agency;
- Department of Health and or Local Environmental Health Officer;
- Department for Child Protection;
- Community Representative/s; and if established;
- Chairpersons of Sub-committees;
- Local Volunteer Coordinator.

Agencies that may be seconded:

- Department of Agriculture and Food;
- Department of Environment and Conservation;
- Lifelines (power, water, gas, etc);
- Main Roads;
- Department of Water;
- Regional Development Commission;
- Education/school representative;
- Community Groups;
- Chamber of Commerce;
- St John's Ambulance;
- Insurance representative;
- Media representative;
- Other persons/organisations as identified.

Local Recovery Coordinating Committee sub-committees (where required)

It may be appropriate to consider establishing one or more subcommittees to assist the Local Recovery Coordinator by addressing specific components of the recovery process.

The most commonly established sub-committees and their responsibilities are detailed below:

Restoration and reconstruction sub-committee:

- ✚ Assess requirements for the restoration of services and facilities with the assistance of responsible agencies;
- ✚ Assess the restoration process and the reconstruction policies and programmes and facilitate reconstruction plans where required;
- ✚ Report the progress of the restoration and reconstruction process to the Local Recovery Coordination Committee;
- ✚ Make recommendations to the Local Recovery Coordination Committee.

Community and personal support sub-committee:

- ✚ Assess the requirement for personal support services in the short, medium and long term;
- ✚ Facilitate resources (financial and human) as required to complement/assist existing local services;
- ✚ Monitor the progress of the local personal service providers and receive regular progress reports from agencies involved;
- ✚ Make recommendations to the Local Recovery Committee.

Local Volunteer Coordinator (LVC)

Within the first few days of an emergency occurring, the SoM will receive numerous offers of voluntary assistance. It is important to harness this enthusiasm so that offers and opportunities are not lost. There are likely to be two sources of volunteers:

- 1) Clubs, community groups and other non-government organisations;
- 2) Members of the general public.

Volunteers affiliated with an organisation will generally be managed by the organisation of membership and are likely to have specific skills to perform assigned roles (e.g. CWA, Lions clubs, etc).

Volunteers from the general public (individuals and private companies) who offer assistance on an ad-hoc basis require careful management and coordination. "Volunteer Information Forms" (**refer to SoM Recovery Workbook Package**) must be completed by SoM staff whenever an offer of assistance is made and they should be forwarded to the LVC for consideration. Consideration should be given to establish a list of activities that could be undertaken by volunteers to assist in the recovery effort.

The LRC will initially be responsible for overseeing volunteer activities and if the event dictates the necessity to do so, the LRC will request the activation of the LVC.

Registration

For insurance purposes, it is paramount that any volunteer under the direction and control of the SoM must be registered and "signs on" prior to participating in any task, with clear instructions disseminated and acknowledged. All volunteers must "sign off" on the completion of the volunteers shift.

It is the responsibility of the LVC to oversee the registration all volunteers who are under the direction and control of the SoM, regardless of whether they are individuals or belong to a community group or club. This must occur during all recovery activities including emergency welfare centre activities on the "Volunteer Log Form" found in **SoM Recovery Workbook Package**.

Allocation of tasks

The LVC is responsible for matching volunteers' skills and resources to required tasks, bearing in mind the needs of the community and individuals. Tasks assigned must be meaningful with clearly defined roles and must be recorded against the respective volunteers "Volunteer Information Form". When tasked, the volunteer is to be given a copy of the "Volunteer Task Allocation Form" to ensure they have a clear understanding of the role to be undertaken. Refer to **SoM Recovery Workbook Package** for the "Volunteer Task Allocation Form".

The LRC with direction from the LRCC is responsible for creating the tasks to be allocated. All tasks allocated must be authorised by the LRC to ensure the duplication of tasking is avoided.

Hours of Duty

Where applicable, volunteers should be rostered on for periods of no longer than 8.5 hours at one time, followed by a minimum 10 hour rest period. Shifts should overlap by a minimum of 30 minutes to enable briefings and handovers to their relief to occur. Meal breaks should be planned for with the LVC responsible for all volunteer rostering. Refer to **SoM Recovery Workbook Package** for the “Volunteer Roster Form”. All rostering must be authorised by the LRC to ensure the duplication of resources is avoided.

Identification

The LVC shall provide all volunteers with appropriate identification, the minimum standard being a name tag. The name tag must have the volunteer’s full name, date and Volunteer Information Form Reference Number clearly identified. Refer to **Annex 4** for diagram.

Other

The LVC shall conduct regular briefing and debriefing of volunteers. Access to appropriate counselling must be provided to all workers, as an acknowledgement that high levels of both acute and ongoing stress, and direct exposure to trauma, may be experienced.

Volunteer Tasking Form Flow Chart

May be found in Annex 5



ACTIVATION, 3

3.1 Transition from Response

Recovery starts while response activities are still in progress, and key decisions taken during the response phase are likely to directly influence and shape recovery.

State Emergency Management Policy 4.4 State Recovery Coordination provides;

- *The Hazard Management Agency (HMA) with responsibility for the response to an emergency must initiate recovery activity during the response to that emergency.*
- *The HMA will then liaise with the emergency affected local government to prepare for a transition from response to recovery and at an agreed point will transfer responsibility for the recovery activity to that local government. The “handover” arrangements should be documented.*
- *Where an emergency is assessed by the HMA as being of sufficient magnitude to require State level recovery coordination, the HMA with the agreement of the affected local government/s, will discuss the transfer of the coordination responsibility to the State with the Chair, Recovery Services Sub-committee.(RSS)*

The LRCC should be called together as soon as possible for a briefing of the emergency incident even in the response stage to detail the extent of contingencies to allow for smooth transition from response to recovery.

The committee will;

- Align response and recovery priorities;
- Connect with key agencies;
- Understand key impacts and tasks;
- Identify recovery requirements and priorities as early as possible.
- **Recovery Coordinator must be included in Incident Support Group meetings from the onset.**

Transition from response to recovery shall be formalised by completing of the ‘Response to Recovery Transition Handover’ form **Annex 6**

3.2 Activation

The decision to activate this Plan will be made by the SoM CEO as a result of an assessment of the assistance required for recovery made by either:

- the ISG; or
- through consultation between the HMA, the IC and the LEC; or
- The LGA.

Once the Plan has been authorised for activation, the LRCC Chairperson is responsible for implementing the recovery processes of the Plan.

3.3 Impact Assessment and Operational Recovery Planning

It is essential that the LRC conduct an assessment of the recovery and restoration requirements as soon as possible after the impact of the event. Impact assessment should not interfere with response operations. Access to the affected area may be restricted by the HMA until it is determined to be safe to enter.

Sources that may assist in the collection of impact assessment data include the:

- Hazard Management Agency;
- Welfare agencies – to identify persons in need of immediate assistance;
- LGA building inspectors and engineers;
- Insurance assessors;
- Business associations, e.g. local chamber of commerce;
- Recovery Needs Assessment and Support Survey Form.

Following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure, and where significant reconstruction and restoration is required, an operational recovery plan should be prepared by the LRCC.

The operational recovery plan should provide a full description of the extent of the damage, both physical and human, and detail plans for restoration and reconstruction of the affected community. Each operational recovery plan will be different depending upon the nature of the emergency and the severity of the destruction and disruption. However, the suggested composition found in **Section 2 of Annex 4** is a guide to those elements that should be included, although it is not intended to be proscriptive. As part of the overall impact assessment to assist in the operational recovery planning it may be appropriate to conduct a survey of people/families affected by the emergency.

3.4 Welfare and Health Services

Relief activities are directed at meeting the immediate food, shelter and security requirements of those affected by the emergency. Recovery activities are directed at providing the information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

The following related documents provide detailed information:

- SEMP WESTPLAN Health; and
- SEMP WESTPLAN Welfare,

PRINCIPLES

Health and Wellbeing recovery from emergencies is most effective when:

- Response and recovery actions actively support the recovery of individuals, families and businesses;
- Health and Wellbeing group representatives and the community participate in community recovery decision-making;
- The overall needs of individuals and families are assessed as early as possible;
- Personal support strategies are an integral part of the overall recovery management process;
- Measures are taken to mitigate the impacts of future emergencies on individuals, families and businesses; and
- There is coordination of all recovery programs to support and enhance individuals, families and businesses.

STRATEGIES

Strategies to implement the principles of Health and Wellbeing recovery following an emergency are shown in conceptual, management and service delivery classifications. They are proposed as examples, rather than as an exclusive listing of strategies that might be invoked in all circumstances.

CONCEPTUAL STRATEGIES

- Encourage emergency service agencies to implement procedures to support personal support services (e.g. identify potential welfare needs etc.).
- Support and promote individuals, families and businesses of the affected community.
- Support and promote community improvements.
- Purchase replacement goods and services locally via local businesses and trades people wherever practical.
- Maintain the integrity of local community groups and experts and their capabilities.

- Build on existing organisations and networks through activation of available systems within the community.
- Encourage support of local community groups and experts.
- Encourage agencies to employ local residents.
- Source government grants, appeal distribution and charitable payments to assist in supporting the needs of individuals and families during the recovery process.
- Avoid duplication of services and identify gaps.

MANAGEMENT STRATEGIES

- Identify all aspects of Health and Wellbeing that may be required.
- Establish dialogue between Health and Wellbeing groups, community and government agencies in the community. Establish the Health and Wellbeing Sub-Committee which is representative of Health and Wellbeing groups, the community and government agencies.
- Provide the community with information about the recovery process and resources available through the Recovery Welfare Sub-Committee and or other appropriate mechanisms.
- Ensure community participation in the Health and Wellbeing Sub-Committee.
- Conduct inter-agency briefings and feedback sessions on the effectiveness and progress of the welfare recovery process.
- Identify gaps in Health and Wellbeing services for consideration in the risk management processes.
- Develop risk management assessments aimed at minimising future Health and Wellbeing requirements.

SERVICE DELIVERY STRATEGIES

- Ensure service delivery personnel have an awareness of the range of services available and appropriate referral processes.
- Ensure service delivery personnel are aware of the local welfare circumstances pre and post-emergency.
- Ensure service delivery personnel have good interpersonal skills and understanding of the local community.
- Provide Health and Wellbeing services in a timely, fair, equitable and flexible manner.
- Ensure services and/or information is coordinated and provided by a variety of means:
 - One-stop shops;
 - Newsletters;

- ✚ Outreach;
 - ✚ Internet; and
 - ✚ Telephone.
- Ensure availability and accessibility to Health and Wellbeing and recovery information and services.

3.5 Public Information

Provision of public information must be deliberate, planned and sustained. Effective information management is the key to rebuilding community confidence. Only with the return of confidence will the community invest in its own recovery.

In the response phase public information primarily informs and reassures. In the recovery phase it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of restoration and rehabilitation.

Media

During emergencies the media have a legitimate interest in obtaining prompt and accurate information. If media access to accurate information is restricted, rumour and speculation may be substituted for fact. Consequently, there is nothing to be gained by attempting to restrict media access. The media are also a vital link between recovery agencies and the public, and provide an effective means of disseminating information. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

Due to the fact that the recovery process will generally involve a range of different organisations, there is a need for coordination of information to the media to avoid confusion or conflict. The most effective means of dealing with this issue is through the nomination of a media liaison officer to represent the overall recovery process.

All media releases prepared by the Recovery Sub-committee will be forwarded to the LRCC for release by the Chairperson. If the recovery process is of such a nature that State involvement is involved, reference should be made to SEMP WESTPLAN Public Information to ensure appropriate processes are followed and adhered to. SEMP WESTPLAN Recovery notes that State arrangements do not set out to restrict local governments from releasing media statements on recovery matters and issues being dealt with at the local level. However, it is expected that all relevant media releases will be provided to the SRCC for comment prior to the dissemination.

Visiting VIPs

In addition to the level of media interest, there is also likely to be a number of visits to the affected area and a high level of interest in the recovery process from VIPs from government and a range of other agencies.

There are a number of issues that need to be considered by the recovery manager involved with, or responsible for hosting, such visits.

Effective briefings should be provided. These should include accurate and up-to-date information about estimated losses, assistance programs and financial assistance packages. This will ensure that any information relayed to the affected community or the media is accurate, reducing the risk of falsely raising expectations regarding such things as assistance measures, and reducing the risk of embarrassment. SoM pre-visit briefing is also desirable to ensure that the visitor is well informed of the necessary information prior to arrival:

- Briefing of any visitors should also include details about the current state of the community, including the various emotions they may be experiencing as a result of the event, as well as identification of any existing sensitivities;
- Visitors should have a clear understanding of emergency management arrangements and protocols;
- Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular, it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an affected community may reinforce the impact of the event;
- In the case of a disaster affecting more than one geographic area, care should be taken to ensure that communities are treated impartially and visits are arranged accordingly.

Visits by Commonwealth and State Parliamentarians (including Ministers) should be discussed in advance with the LRCC to ensure the visits are the most effective for both the community and the Member of Parliament.

Information Services

The community recovery information services provided to affected people aim to lower anxiety levels and to restore a sense of predictability through accurate and credible information. Information services must be made available to assist and hasten recovery as well as the means of accessing those services.

The information provided should advise:

- the support, psychological, development and resource services available;
- where, when and how to access those services; and
- The psychological reactions commonly experienced by affected people.

The information should be provided at a “One Stop Shop” set up in a location to be determined and be available as soon as possible and provided and repeated through a range of information means. The means commonly used are:

- leaflets;
- posters;

- newsletters;
- information centre's;
- recovery centre's;
- community agencies;
- radio;
- newspapers;
- television;
- outreach visitation; and
- Public meetings.

The accessibility of the information to the people affected by the emergency is a major issue and actions need to ensure it is available to:

- the whole of the affected area;
- non-English speaking people;
- special needs groups and or individuals;
- isolated people and communities; and
- Secondary victims.

Public Meetings

Various forms of public meetings provide an important part of the recovery process. Public meetings may be held soon after an emergency has taken place as a means of communicating information to an affected community regarding such things as the extent of the damage caused by the event and the services available through the range of recovery agencies. Representation of the various recovery agencies at a public meeting also gives the affected community an opportunity to identify those agencies providing services and to clarify important issues. Further public meetings may be held throughout the recovery process as the need arises.

Public meetings also provide the opportunity for members of an affected community to meet together and for rumours, which are inevitable in the early part of the recovery process, to be dispelled. However, given the volatility that may be evident immediately following an emergency, it is critical that public meetings be carefully timed and managed by a facilitator skilled in dealing with any problems which may arise.

Public forums may also be organised to provide practical advice and discussion on a range of issues from personal needs to housing and rebuilding issues. The need for such forums is best identified by workers who have a direct understanding of emerging needs within a community.

Community recovery committees also provide an affected community with a mechanism to have an input into the management of the recovery process. These committees provide an important forum, ensuring local participation in the management of the recovery process.

Cultural and Spiritual Factors

Cultural and spiritual symbols provide an essential dimension to the recovery process. They provide a framework for meaning and evaluation of the emergency experience. These need to be managed as an integral part of recovery activities. The community will present its own symbols and rituals, probably beginning in the immediate aftermath. If these are recognised, supported and coordinated as part of the recovery process, which is owned by the community, they will provide the focus for cultural and spiritual activities.

These activities will assist in the long-term integration of the emergency into the history of the community. Often these activities can be conducted on anniversaries or other significant community occasions.

Public Information Continuity

The public information function should continue after the emergency response is over, lives are no longer at risk, and the state of emergency is over. The focus might change but the purpose of maintaining the flow of information remains

Points to Consider

- Appoint potential spokespeople to deal with the media
- Manage public information during the transition from response to recovery when handover completed from HMA
- Identify priority information needs
- Develop a comprehensive media/communication strategy
- Coordinate public information through:
 - ✚ joint information centres
 - ✚ spokesperson/s
 - ✚ identifying and adopting key message priorities
 - ✚ using a single publicised website for all press releases
- Develop processes for:
 - ✚ media liaison and management (all forms e.g. print, and electronic)
 - ✚ briefing politicians
 - ✚ alternative means of communication e.g. public meetings, mailbox fliers, advertising
 - ✚ communicating with community groups
 - ✚ meeting specialist needs
 - ✚ formatting press releases
 - ✚ developing and maintaining a website
 - ✚ ensuring feedback is sought, integrated and acknowledged

- Monitor print and broadcast media, and counter misinformation.

3.6 Recovery Coordination Centre

A Recovery Coordination Centre should be established if extensive recovery activities are to be undertaken. The purpose of the Recovery Coordination Centre is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information and tasks

A Recovery Coordination Centre may be established in identified SoM buildings the location and contact details will be disseminated to the community when it is established.

The LRCC is responsible for the Activation and coordination of the Recovery Coordination Centre.

3.7 One Stop shop

An effective method of providing the affected community with access to information and assistance is through the establishment of central information point and would include representatives from relevant recovery service providers to provide information and advice for the local community.

A One Stop Shop may be established in identified SoM buildings the location and contact details will be disseminated to the community when it is established.

3.8 Key Recovery Areas

The LRCC should consider the following areas when recommending priorities and ensuring work is completed.

- Infrastructure
- Economic/Financial
- Personal
- Environment
- Community

When identifying priorities consideration should be given to the risk evaluation criteria developed during the ERM process. (Risk Evaluation – community values)

3.9 State Level Assistance

State level assistance to community recovery will normally be provided by a range of State government agencies through direct representation on the LRCC.

Where the level of recovery is beyond the capacity of the local community, State level support shall be requested as outlined in State Recovery Coordination Plan - WESTPLAN Recovery Coordination.

If an incident is on a large enough scale and recovery appears to be beyond the capability of the Local Government, the HMA in consultation with local government may request the Department of Premier & Cabinet to assume overall recovery management for the incident.

3.10 Stand Down

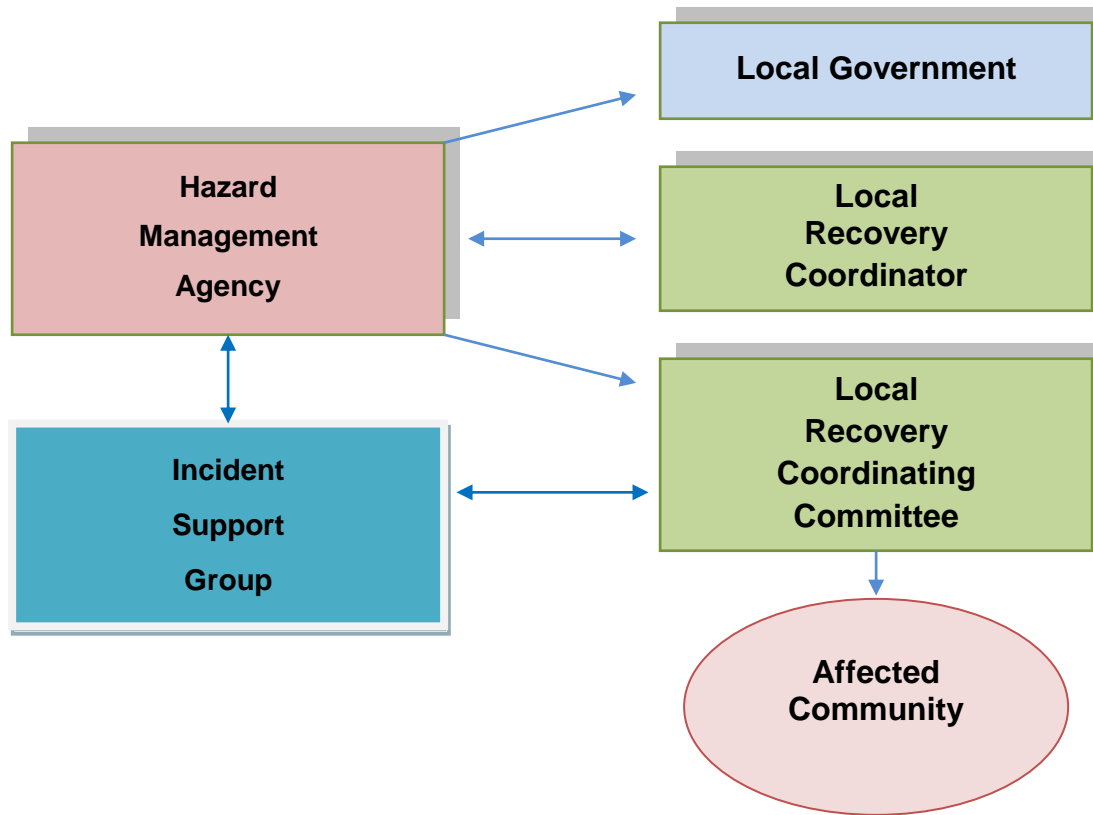
The LRC shall progressively stand down participants and programs when they are no longer required

3.11 Debriefing/Post Operations Report

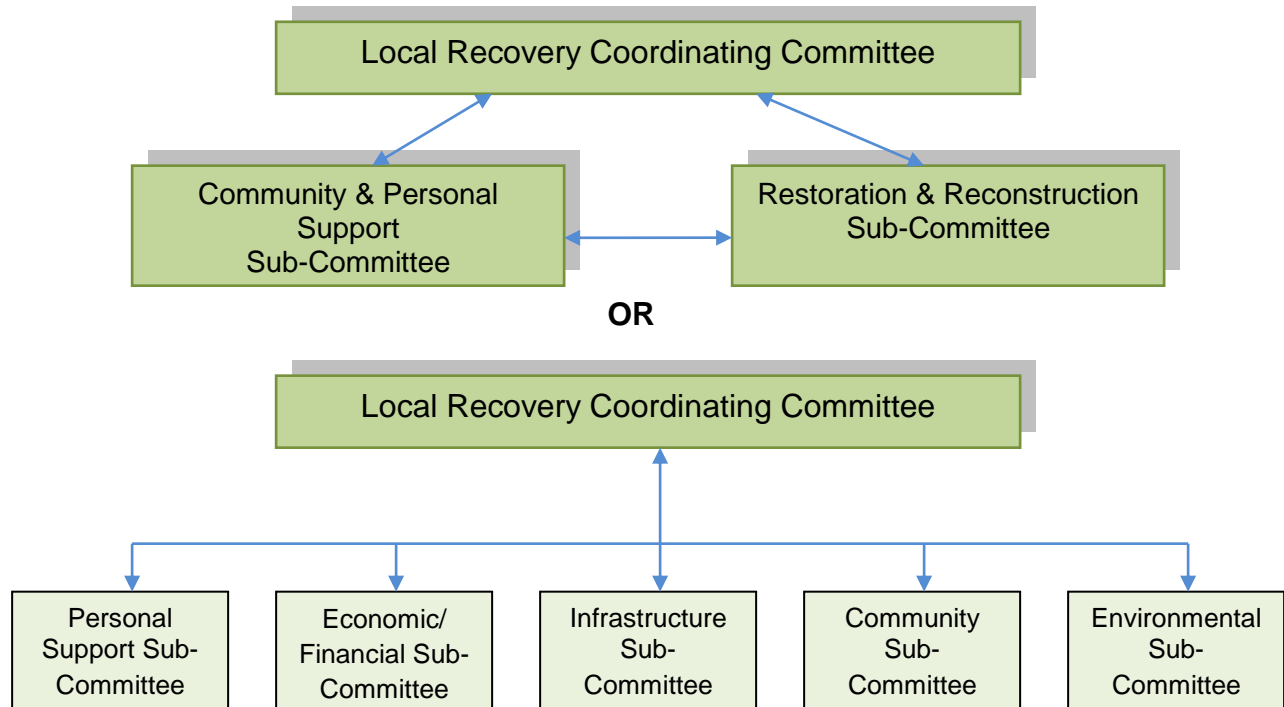
The LRC will arrange to debrief all participants and organisations as soon as possible after stand down and prepare a report to the LEMC for review and update of the Local Recovery Plan. A copy of the report shall also be forwarded to the HMA, the Chairman of the SEMC Recovery Services subcommittee and the DEMC. Refer to **Annex 7** for reporting template and **Annex 8** for Post Incident Analysis Pro forma.

ANNEX 1 LOCAL RECOVERY ORGANISATION

Initial Recovery Management Structure (during response phase)



Recovery Committee Structures (following handover from HMA to LRC) (Depending upon community impact and complexity of event)



ANNEX 2 OPERATIONAL SEQUENCE GUIDE/CHECKLIST

Situation	Organisation/Action	✓
<p>ALERT (Transition) On receipt of advice of an emergency which has the potential to require Local coordination of recovery activities</p>	<p>HMA</p> <ul style="list-style-type: none"> • Ensure that the Local Emergency Coordinator (LEC) and affected local government(s) are advised of the extent of potential recovery support requirements. • Include Local Recovery Coordinators/local governments in briefings/Incident Management Group. <p>LOCAL GOVERNMENT</p> <ul style="list-style-type: none"> • Establish liaison with Local Recovery Coordinator/Committee (LRC) chairperson and appropriate core members to consider possible requirement for Local level coordination of recovery support. • Advise and liaise with LRCC members. 	
<p>ACTIVATION Requirement for Local level coordination of recovery identified/requested</p>	<p>LOCAL GOVERNMENT</p> <ul style="list-style-type: none"> • When requested by or on the advice of the HMA or the Incident Management Group, convene the LRCC and, where required, establish a Reconstruction/Restoration Group and/or Community/Support Services Group or other sub-committees. <p>LRC</p> <ul style="list-style-type: none"> • Arrange for conduct of on-site assessment, if appropriate. • Maintain links with affected organisations for the identification and coordination of the provision of recovery support. 	
<p>STAND DOWN On completion of Local coordinated recovery activities.</p>	<p>LOCAL GOVERNMENT/LRC</p> <ul style="list-style-type: none"> • Ensure handover of responsibility for ongoing recovery activities to a managing agency. • Advise LEC and LRC members of stand-down • Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC Recovery Services Group • Manage the implementation of post operations report recommendations and revision of Local Recovery Emergency Management Plan as required. 	

ANNEX 3 LOCAL RECOVERY COORDINATOR/LRC COMMITTEE

Transition From Response:	OK
IC shall include the LRC in critical response briefings	
LRCC shall ensure the Incident Controller aware of recovery requirements and tasks prior to the termination of the state of emergency	
LRCC shall ensure that agencies with response and recovery obligations are aware of their continuing role	
LRCC to confirm whether the event has been proclaimed an eligible natural disaster under the WA Natural Disaster Relief and Recovery Arrangements and if so what assistance measures are available	
LRC shall initiate key recovery arrangements and ensure formalisation of handover takes place	
Management Structure (the LRCC Shall):	
Ensure the appointment of an LRC has occurred	
Activate a recovery coordination centre if required	
Facilitate representative sub-committees to coordinate and action recovery tasks and disseminate decisions, as required	
Ensure and facilitate the completion of the impact assessment	
Assume public information responsibilities from response agency and provide information to the impacted area and to public and media	
Facilitate and advise on State/Federal disaster relief funding, facilitate and advise on private aid and funding	
Prepare oral and written financial and non-financial reports and briefs	
Promote Community Involvement (the LRCC shall):	
Work within existing community organizations	
Recruit representatives of the affected community into recovery planning	
Establish strategies for uniting the community behind agreed objectives	
Provide information centres for advice, information and assistance during the recovery period	
Establish mechanisms for sharing information and reporting local initiatives (e.g. regular community meetings and local newsletters)	
Impact Assessment -managerial issues (the LRCC shall):	
Use intelligence/planning information from the response operation, and set up a recovery liaison person in the EOC/ECC	
Confirm the total area of impact for determination of survey focus	
Set out the immediate information needs: infrastructure problems & status, damage impact and pattern, and welfare issues	
Link with parallel data-gathering work	
Identify and close information gaps (establish the "big picture")	
Assess the financial and insurance requirements of affected parties	
Gather evidence to support requests for government assistance	
Ensure all relevant information is strictly confidential to avoid use for commercial gain	
Inspections and Needs Assessments - technical focus (the LRCC shall):	
Establish and define the purpose of inspection/assessment and expected outcomes	
Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process)	
Collect and analyse data	
Maintain confidentiality and privacy of assessment data	
Select and brief staff	
Establish a method/process to determine the type of information needed for this recovery operation, defining: <ul style="list-style-type: none"> ➤ how and who will gather the information (single comprehensive survey) ➤ how information will be shared 	

<ul style="list-style-type: none"> ➤ how information will be processed and analysed ➤ how the data will be verified (accuracy, currency and relevance) 	
Manage the process to minimise calling back	
Data Management (the LRCC shall):	
Define who is responsible for which part of the data management task and ensure proper process of relevant data transfer	
Create templates for impact assessment and for tracking assistance provided.	
State Government Involvement (the LRCC shall):	
Establish strong relationships with key regional government agency representatives, and appoint them to appropriate ERC Sub-committees, as appropriate	
Gain familiarity with the recovery claim process, Relief Fund applications, and reduction plan proposals	
Establish a system for recording all expenditure during recovery, in line with the requirements of the Local Recovery Plan (includes logging expenditure, keeping receipts and providing timesheets for paid labour)	
Answer requests for information from government agencies	
Public Information (the LRCC shall):	
Appoint spokespeople to deal with the media	
Manage public information following the handover from response to recovery by the HMA	
Identify priority information needs	
Develop a comprehensive media/communication strategy	
<ul style="list-style-type: none"> ➤ Coordinate public information through: <ul style="list-style-type: none"> ➤ Recovery Coordination centre ➤ spokesperson/s ➤ identifying and adopting key message priorities ➤ using a single publicised website for all press releases 	
Develop processes for: <ul style="list-style-type: none"> ➤ media liaison and management (all forms e.g. print, and electronic) ➤ briefing politicians ➤ alternative means of communication e.g. public meetings, mailbox fliers, advertising ➤ communicating with community groups ➤ meeting specialist needs ➤ formatting press releases ➤ developing and maintaining a website ➤ ensuring feedback is sought, integrated and acknowledged 	
Monitor print and broadcast media, and counter misinformation	
Rehabilitation and Assistance LRCC Shall:	
Establish a mechanism for receiving expert technical advice from lifeline groups	
Monitor and assist rehabilitation of critical infrastructure	
Prioritise recovery assistance	
Prioritise public health to restore health services and infrastructure	
Assist and liaise with businesses to re-establish and reopen	
Restore community and cultural infrastructure (including education facilities)	
Restore basic community amenities for meetings and entertainment	
Facilitate emergency financial assistance through the Department for Child protection	
Adjust capital works and maintenance programs.	
Implementation of Reduction Measures LRC shall plan to:	
Take the opportunity, while doing the hazard analysis, to: <ul style="list-style-type: none"> ➤ identify essential services and facilities in high-risk areas 	

➤ consider the restoration options in the event of their becoming dysfunctional	
Identify options based on research and consultation	
Undertake urgent hazard reassessment based on new (event) information adhere to an ERM Plan	
Financial Management LRCC shall to:	
Review financial strategies	
Communicate with financial agencies, including insurance companies	
Keep financial processes transparent	
Reporting LRCC Shall Plan to:	
Provide a simple, flexible and succinct reporting system	
Provide adequate administrative support	
Managed Withdrawal LRCC Shall Plan to:	
Continually review the recovery management process with a view to withdrawing as the community takes over	
Identify long term recovery activities and agency responsible for management	
Establish arrangements for ongoing public information and communications including avenue for reporting and management of unresolved community recovery issues	
Stage a public event of acknowledgement and community closure	
Conduct a debrief of participants with community input to identify lessons learnt and strategies for enhancing community recovery arrangements and processes for future events	

ANNEX 4 IDENTIFICATION CARDS

Name:	Volunteer
Volunteer No.	
Date:	
Work Area:	
LVC Signature:	

Name:	Staff
Agency:	
Date:	
Work Area:	
LRC Signature:	

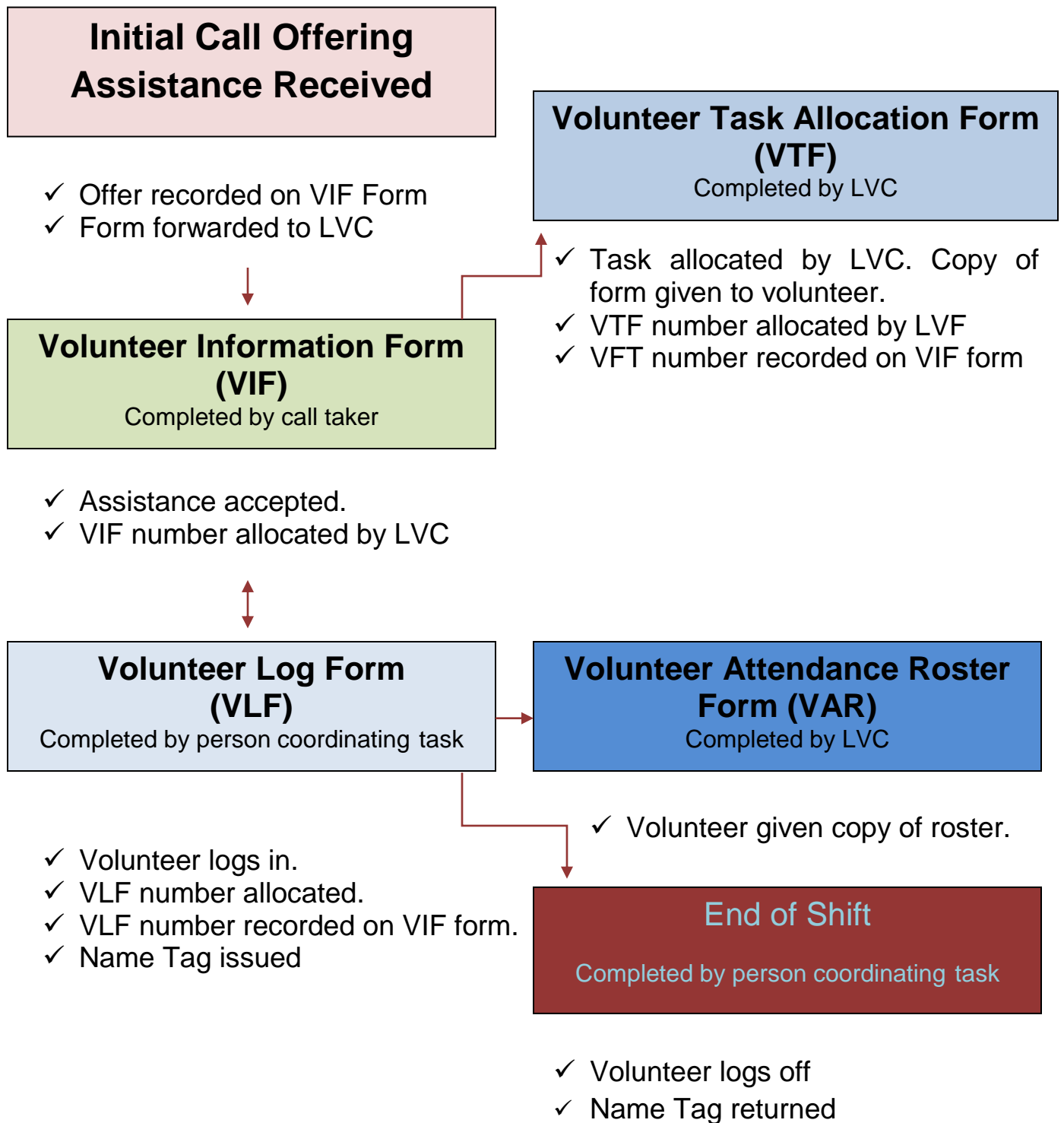
Name:	Media
Agency:	
Date:	
LRC Signature:	

Name:	VIP
Agency:	
Date:	
LRC Signature:	

Name:	RCC
Agency:	
Position:	
Date:	
LRC Signature:	

Name:	Collector Volunteer
Volunteer No.	
Date:	
Ph: 9771 7777	
LVC Signature:	

ANNEX 5 VOLUNTEER TASKING FORM FLOW CHART



ANNEX 6 TRANSITION FROM RESPONSE TO RECOVERY FORM

The purpose of this form is to document the effect the emergency has had on the community at the time of handover from Response to Recovery.

This document will assist the Local Recovery Coordination Committee (LRCC) in the commencement of the recovery process.

The document is also regarded as the official handover from Incident Management Team and the LRCC by the Incident Controller and the Local Recovery Coordinator.

Section 1: Incident details

Incident/Emergency Name:	
Incident/Emergency Number:	
Incident Controller Name & Contact:	
Hazard Management Agency:	
Local Recovery Coordinator Name & Contact:	
Date and Time of Handover Meeting:	
Description of Affected Area:	
Map Attached, Reference:	Y / N
Other Local Government Areas Affected:	

Notes:

Section 2: Impact Assessment

1. Has any **residential** property been damaged or destroyed?

Yes Go to question 1a

No Go to question 2

1a. Record any available information about damage or losses to residential properties.

Number of Residential Properties <u>Damaged</u>:	
Notes:	

Number of Residential Properties <u>Destroyed</u> :	
Notes:	

Include an attachment of any additional damage

2. Has any **commercial or industrial** property been damaged or destroyed?

Yes Go to question 2a

No Go to question 3

2a. Record any available information about damage or losses to commercial or industrial properties.

Number of Commercial or Industrial Properties <u>Damaged</u>:	
Notes:	

Number of Commercial or Industrial Properties <u>Destroyed</u>:	
Notes:	

Include an attachment of any additional damage

3. Has any **rural, pastoral or primary producer** properties been damaged or destroyed?

Yes Go to question 3a

No Go to question 4

3a. Record any available information about damage or losses to **rural, pastoral or primary producer** properties.

Number of Rural, Pastoral or Primary Producer Properties Damaged:	
Notes:	

Number of Rural, Pastoral or Primary Producer Properties Destroyed:	
Notes:	

Include an attachment of any additional damage

4. Have any **essential services** been disrupted?

Yes Go to question 4a

No Go to question 5

4a. Record any available information about damage or losses to essential services.

Service Type	Location	Contact person	Estimated restoration time
Power			
Water			
Roads			
Phone			
Commercial			
Other			

5. Are there any road blocks in place?

6. Is there any other relevant information regarding the disruption of essential services or damage/losses in general?

Notes:

Section 3: Evacuation / Welfare

7. Was an **evacuation** or **relocation** undertaken?

Yes Go to question 7a

No Go to question 11

7a. Has a welfare centre(s) been established?

Yes Go to question 7b

No Go to question 8

7b. Details of welfare centre(s):

Address:

Estimated number of evacuees:

Notes:

8. How many properties were evacuated?

9. When will evacuees be allowed back into the affected area?

10. Is there any other relevant information regarding the evacuation of people within the area?

Section 4: Confirmation

1. Transition report details:

REPORT PREPARED BY:

Name: _____

Date: _____

Time: _____

Signature: _____

HANDED OVER BY:

Incident Controller

Name: _____

Date: _____

Time: _____

Signature: _____

HANDED OVER TO:

Local Recovery Coordinator

Name: _____

Date: _____

Time: _____

Signature: _____

ANNEX 7 LOCAL RECOVERY COMMITTEE STANDARD REPORTING

Shire of Manjimup Local Recovery Coordinating Committee

Action Recovery Plan

Emergency: (*type* *and* *location*)

Date of Emergency:

Section 1

Introduction

- Background on the nature of the emergency or incident
- Aim or purpose of the plan
- Authority for plan

Section 2

Assessment of Recovery Requirements

- Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure)
- Estimates of costs of damage
- Temporary accommodation requirements (includes details of evacuation centres)
- Additional personnel requirements (general and specialist)
- Human services (personal and psychological support) requirements
- Other health issues

Section 3

Organisational Aspects

- Details the composition, structure and reporting lines of the groups/committees and sub-committees set up to manage the recovery process
- Details the inter-agency relationships and responsibilities
- Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Recovery Coordinator.

Section 4

Operational Aspects

- Details resources available and required
- Redevelopment Plans (includes mitigation proposals)
- Reconstruction restoration programme and priorities, (including estimated timeframes)
- Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies
- Includes the local government program for community services restoration
- Financial arrangements (assistance programs (NDRA), insurance, public appeals and donations (see also Section 4 below)
- Public information dissemination.

Section 5

Administrative Arrangements

- Administration of recovery funding and other general financial issues
- Public appeals policy and administration (including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel).

Section 6

Conclusion

Summarises goals, priorities and timetable of plan

Signed by: _____
Chairperson, Local Recovery Coordinating Committee

Date: _____

ANNEX 8 LOCAL RECOVERY COMMITTEE STANDARD REPORTING

LOCAL RECOVERY COORDINATING COMMITTEE

RECOVERY REPORT – *Emergency Situation* _____

Shire of Manjimup Local Recovery Coordinating Committee

Report No:

To: Chairman, SRCC/State Recovery Coordinator

Situation Update: *Should include: full damage report (once only) and estimated amount in \$, work in progress including estimated completion dates, details of difficulties or problems being experienced.*

Proposed Activities: *Should include plans and strategies for resumption of normal services (where appropriate), plans for mitigation works, dates of commencement and completion of reconstruction works, possible disruption of activities of other agencies.*

Special Assistance:

Requirements: *Includes support from other agencies, LRCC intervention with priorities.*

Financial Issues: *May include support from LRCC for additional funding from Treasury.*

Recommendations:

Name & Signature:

Title:

Date:

ANNEX 9 POST INCIDENT ANALYSIS PRO FORMA

ISSUE	✓ or ✗	COMMENT	RECOMENDATIONS
Management			
Was notification/mobilisation satisfactory/appropriate?			
Was the Management/Administration structure effective?			
Reporting relationships clear? <i>(Did you know who to report to?)</i>			
Was the transition from Response Phase to Recovery Phase clearly established?			
Were Recovery Objectives/Actions clearly defined?			
Were Recovery Arrangements useful or require review/upgrade			
Inter-agency liaison Were there any issues working/liaising with other organisations?			
Emergency Management - Recovery Support Arrangements Are relevant Agency/Organisation arrangements established/current?			