



Council Management Plan

City of Albany Community Recovery Management Plan

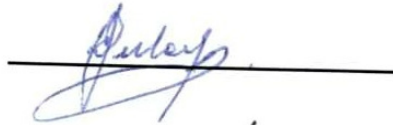
Disclaimer

This Plan has been prepared and endorsed by the City of Albany Local Emergency Management Committee pursuant to Section 41(4) of the Emergency Management Act 2005. It has been tabled for information with the Great Southern District Emergency Management Committee.

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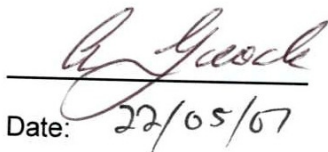
PREFACE

This Plan has been prepared and endorsed by the City of Albany Local Emergency Management Committee pursuant to Section 41(4) of the Emergency Management Act 2005. It has been tabled for information with the Great Southern District Emergency Management Committee, and adopted by the City of Albany Council.




Date: 22/5/07

Councillor Des Wolfe
Chairperson
Albany Local Emergency Management Committee



Date: 22/05/07

Mayor Alison Goode
City of Albany



Date: 22/5/07

Mr Andrew Hammond
Chief Executive Officer
City of Albany

NOTE: This Plan has been implemented with the knowledge that is available at the time, and therefore allowances should be made for external changes that may affect this plan from time to time.

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AMENDMENTS

Suggestions and comments can help improve this document and subsequent amendments. Feedback can include:

- What you do and don't like about the document;
- Unclear or incorrect expression;
- Out of date practices;
- Inadequacies; or
- Errors, omissions or suggested improvements

Photocopy the relevant section, mark your proposed changes and send it to:

Emergency Management Coordinator
CoA
PO Box 484
ALBANY WA 6331.

Amendments promulgated are to be certified in the following table when entered.

Amendment Number	Date	Details	Entered/Amended By
1	9/11/06	DRAFT – Version 1	S Gray
2	16/01/07	DRAFT – Version 2	S Gray
3	7/02/07	Initial Issue	S Gray

DISTRIBUTION LIST

Appointment/Organisation	Copy No.
<u>City of Albany</u>	
LEMC Chairperson	1
Chief Executive Officer	2
Executive Director - Development Services	3
Emergency Management Coordinator (Recovery Coordinator)	5-6
Manager – Community Development (Deputy Recovery Coordinator)	7
City of Albany Emergency Operations Centre	8
Libraries (Albany & Wellstead)	9-10
<u>Fire & Emergency Services Authority</u>	
FESA Regional Director- Great Southern	11
Secretary SEMC	12
<u>Western Australian Police Service</u>	
DEMC Executive Officer	13
Senior Police Officer (LEC & Deputy Chairperson)	14
<u>Albany Local Emergency Management Committee</u>	
Agriculture and Food WA (Department of)	15
Albany Port Authority	16
Albany Regional Hospital	17
Albany State Emergency Service Unit	18
Albany Volunteer Marine Rescue	19
Alinta Network	20
Bureau of Meteorology	21
Chief Bush Fire Control Officer	22
Department for Community Development	23
Department of Education	24
Department of Environment and Conservation	25
Department for Planning and Infrastructure	26
FESA Great Southern	27
Health (Department of)	28
Main Roads WA	29
St John Ambulance Australia	30
Telstra	31
Water Corporation WA	32
Western Power	33
<u>Other</u>	
Emergency Management Australia (Mt Macedon) Library	34
Albany Chamber of Commerce and Industry	35
Great Southern Development Commission	36
TOTAL:	36 copies

DEFINITIONS

HMA - that organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources, is responsible for managing an emergency management aspect pertaining to the prevention of, preparedness for, response to and recovery from, a specific hazard for the area of the State for which they have that responsibility as prescribed by the Emergency Management Regulations.

INSURANCE DISASTER RESPONSE ORGANISATION - the organisation set up by the Insurance Council of Australia to coordinate an effective insurance industry response by providing a single point of contact to assist all insurance policy holders, government and service providers.

ONE STOP SHOP - is a relief service centre established to provide a range of short and intermediate term services. Services provided may include welfare, psychological, counseling, information and insurance services.

WELFARE CENTRE - any centre established to provide emergency welfare services to persons affected by an emergency. It may be an Evacuation Centre, Relief/Recovery Centre "One Stop Shop", or an Accommodation Centre.

PART 1- INTRODUCTION

The success of this plan relies upon member agencies of the Albany Local Emergency Management Committee (LEMC) and the community having an understanding of recovery management. This will be achieved by undertaking training in recovery management, understand and be familiar with State Arrangements dealing with recovery management and reading Emergency Management Australia's (EMA) Recovery manual. The aim of the Plan is to provide information on what to do in the event of an emergency. It is also a reference document for further information. Hence why certain important key actions are highlighted for use during an emergency.

Recovery is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The manner in which recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community is able to exercise a high degree of self-determination.

The purpose of providing recovery services is to assist the affected community towards management of its own recovery. It is a recognition that were a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted.

Recovery activities begin during the response phase of an emergency event. When the response phase is over, recovery co-ordination is required to facilitate the recovery activities happening in the affected communities. When recovery co-ordination is no longer required a managed withdrawal occurs.

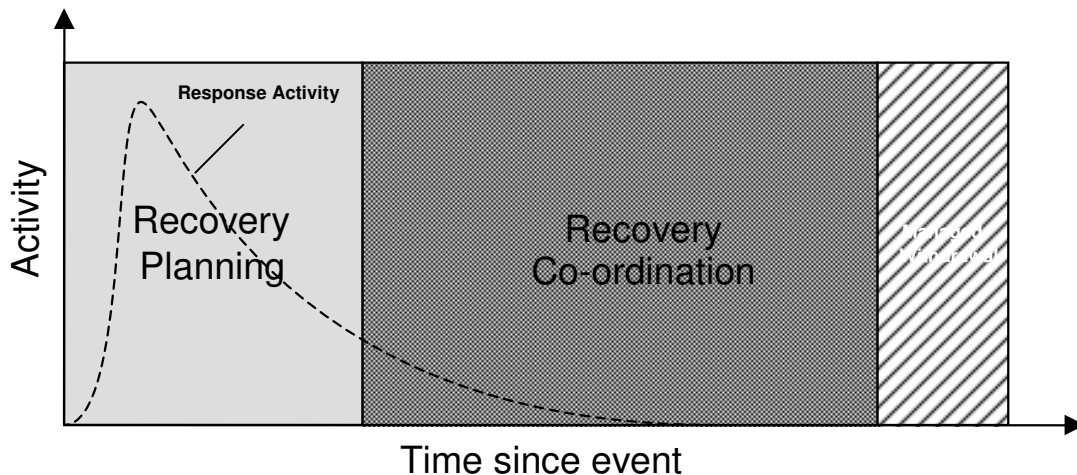


Figure 1. Overview of Recovery Phases

Source: Auckland CDEMG (2005)

RECOVERY MANAGEMENT PRINCIPLES

Recovery from emergencies is most effective when:

- When management arrangements recognise that recovery from disaster is complex, dynamic and protracted process;
- When agreed plans and management arrangements are well understood by the community and all disaster management agencies;
- When recovery agencies are properly integrated into emergency management arrangements;
- When community service and reconstruction have input into key decision-making;
- When conducted with the active participation of the affected community;
- When recovery managers are involved from initial briefings onwards;
- When recovery services are provided in a timely, fair, equitable and flexible manner; and
- When supported by training programs and exercises

(EMA, 2002).

RECOVERY MANAGEMENT CONCEPTS

The following concepts provide the basis for effective recovery management:

- Community involvement – Recovery process is most effective when individuals and communities actively participate in the management of their own recovery.
- Management at the local level – Recovery should be entrusted to the local community.
- Affected area/community approach – The identification of the affected community needs to include all those affected in any significant way whether defined by geographical location or as a dispersed population.
- Differing effects/needs for different communities/individuals – The capacity of individuals, families and communities to restore losses and re-establish normal living patterns following emergencies will vary depending upon their own capacity, the specific circumstances of the emergency and its effect upon them.
- Empowering individuals and communities – Recovery services should empower communities to manage their own recovery through support and maintenance of identity, dignity and autonomy
- Minimum intervention – External recovery services and resources are provided as a support to an affected community, to be used only if the needs of the community are beyond the capacity of existing services and resources within the community. Where possible additional resources provided should be under local management through the network of existing service providers.
- Recognition of resourcefulness – Recognition needs to be given to the level of resourcefulness evident within an affected community and self-help should be encouraged.
- Planned/timely withdrawal – Planned and managed withdrawal of external agencies is essential to avoid gaps in service delivery and the perception of leaving before the task has been completed.

- Responsiveness, flexibility, adaptability and accountability – Recovery services need to be responsive, flexible and adaptable to meet the rapidly changing environment, as well as being accountable.
- Integration of services – Integration of recovery service agencies, as well as with response agencies, is essential to avoid overlapping services and resource wastage.
- Coordination – Recovery management is most effective when coordinated by one agency represented by an identifiable coordinator with the responsibility for the full breadth of recovery activities (EMA, 2002).

PART 2- MANAGEMENT

AUTHORITY FOR THE ARRANGEMENTS

The Albany Community Recovery Management Plan has been prepared and endorsed by the Albany LEMC and City of Albany (CoA), in accordance with Section 41(4) of the Emergency Management Act 2005. They have been tabled for information and comment with the Great Southern District Emergency Management Committee (DEMC), and adopted by the Albany City Council.

AIM

The aim of this recovery management plan (Plan) is to document the arrangements established to restore, as quickly as possible, the quality of life in an affected community, so that they can continue to function as part of the wider community.

OBJECTIVES OF THE RECOVERY MANAGEMENT PLAN

The objectives of this plan are:

1. Prescribe the concepts, organisation responsibilities and policies for the management of recovery from emergencies in the CoA.
2. Establish a basis for the coordination of recovery activities at the local level.
3. Promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery management.
4. Provide a framework for recovery operations.
5. To take advantage of any opportunities to reduce risks for the long-term.

SCOPE

The scope of this Plan is to ensure that appropriate strategies are in place to minimise the adverse effects on the community and ensure the best possible outcomes are delivered for the community in the long term.

EXISTING PLANS AND ARRANGEMENTS

This document covers the key arrangements to enable the delivery of integrated and coordinated recovery management to the CoA area. However, it is not possible in this document to contain all of the existing plans and arrangements or to provide too much detail within this document.

State Support Plans

- WESTPLAN – Health (2004)
- WESTPLAN – Recovery (2003)
- WESTPLAN – Registration (2003)
- WESTPLAN – Welfare (2003)

Local Arrangements

Albany Community Emergency Management Arrangements (2006)

Sub-Plans

Evacuation (to be developed)

Albany Welfare Emergency Management Support Plan (2006)

RESOURCES

The Local Recovery Coordinator (RC) is responsible for the determination of resources required for the recovery process in consultation with the HMA. CoA resources have been identified and listed in the Albany Resources and Contacts Register. Lists of additional resources available to the CoA are also found in this Register that can be found in Part 10 of the Albany Community Emergency Management Arrangements.

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

FINANCIAL ARRANGEMENTS

Guidance on the following financial aspects of recovery is available as follows:

- Natural Disaster Relief Arrangements – refer to Appendix 6 ‘WANDRA’.
- Public Appeals - establishment and administration of – see www.fesa.wa.gov.au (go to “State emergency management”, then “Policy and Planning” and select “State emergency management policies).

LOCAL RECOVERY COMMITTEE (LRC)

Hereafter referred to as the Albany Recovery Committee (ARC).

Role

To coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with State emergency management policy and the Local Recovery Plan.

Responsibilities

The RC is responsible for:

- Appointment of key positions within the committee and, when established, the sub-committees.
- Establishing sub-committees as required.
- Assessing requirements for recovery activities relating to the Psychological, Social, Infrastructure, Physical, Health, Environmental, and Economic wellbeing of the community with the assistance of the responsible agencies where appropriate.
- Developing a strategic plan for the coordination of the recovery process for the event that:
 - takes account of the local government 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 (CALD) people;
 - allows full community participation and access; and
 - allows for the monitoring of the progress of recovery.
- 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.

LOCAL RECOVERY COMMITTEE (LRC) SUB-COMMITTEES (where required)

Reconstruction/Restoration Group (local)

Responsibilities

- Assess requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate.
- Assess the restoration process and the reconstruction policies and programmes and facilitate the reconstruction plans where required.
- Report regularly the progress of the restoration and reconstruction process to the LRC Executive Group.
- Make recommendations to the LRC Executive Group for financial and other assistance as required.

Community and Personal Support Sub-committee (local)

Responsibilities

- Assess the requirement for personal support services in the short, medium and long term.
- Facilitate resources (both human and financial) 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 LRC for additional personal services as required.

LOCAL RECOVERY COORDINATOR (RC)

Responsibilities

- Prepare, maintain and test the Local Recovery Plan.
- Assess the community recovery requirements for each event, in liaison with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies, for:
 - advice to the Mayor and Chief Executive Officer (CEO) on the requirement to activate the Plan and convene the LRC; and
 - initial advice to the LRC if convened.
- Undertake the functions of the Executive Officer to the Local Recovery Coordinating Committee
- Assess for the LRC requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate, including determination of the resources required for the recovery process in consultation with the HMA.

- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRC.
- Monitor the progress of recovery and provide periodic reports to the Local Recovery Coordinating Committee.
- Liaise with the Chair, SRCC or the State Recovery Coordinator where appointed, on issues where State level support is required or where there are problems with services from government agencies locally.
- Ensure that regular reports are made to the State Recovery Coordinating Committee on progress of recovery.
- Arrange for the conduct of a debriefing of all participating agencies and organizations as soon as possible after stand down.
- Be a member of the Albany LEMC.

PART 3 – RECOVERY ARRANGEMENTS

INTRODUCTION

This part of the Plan details issues that apply where an event is assessed as being of sufficient magnitude to require a LRC to be involved in the recovery process.

Under Section 36(b) of the Emergency Management Act, initial and primary responsibility for management of the recovery process lies at the local government level. Therefore the CoA will be responsible for management of the recovery process within the local government area.

Where the level of recovery is beyond the capacity of the local Community, District or State Level Support shall be requested as outlined in state recovery arrangements (WESTPLAN Recovery).

ORGANISATION

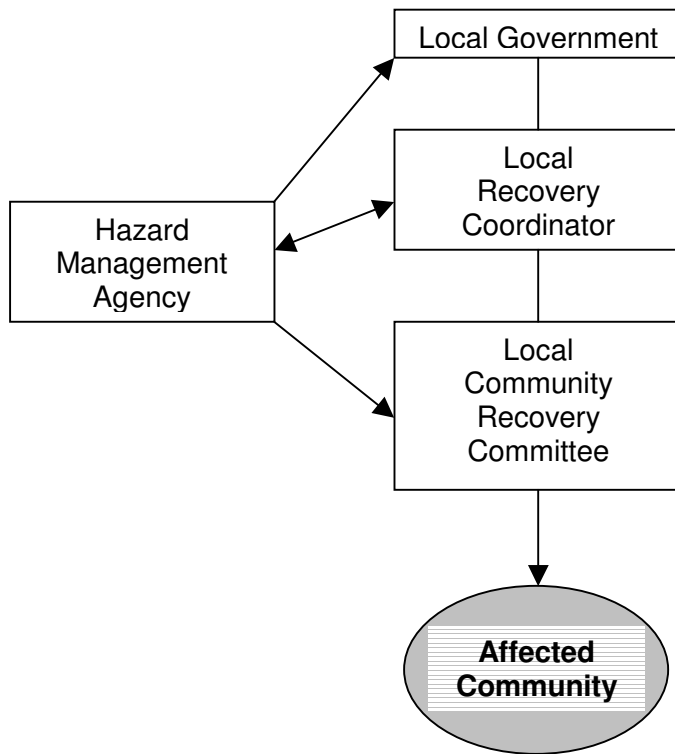
The LRC will be chaired by a Councillor and have relevant community leaders as its members, including appropriate State Government Agency representatives. Where the LRC is established the core group of key stakeholders will be represented on the committee supported by other organisations seconded as required. The membership of the LRC is dynamic and will change with the needs of the community at various stages during the recovery process.

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

Executive:

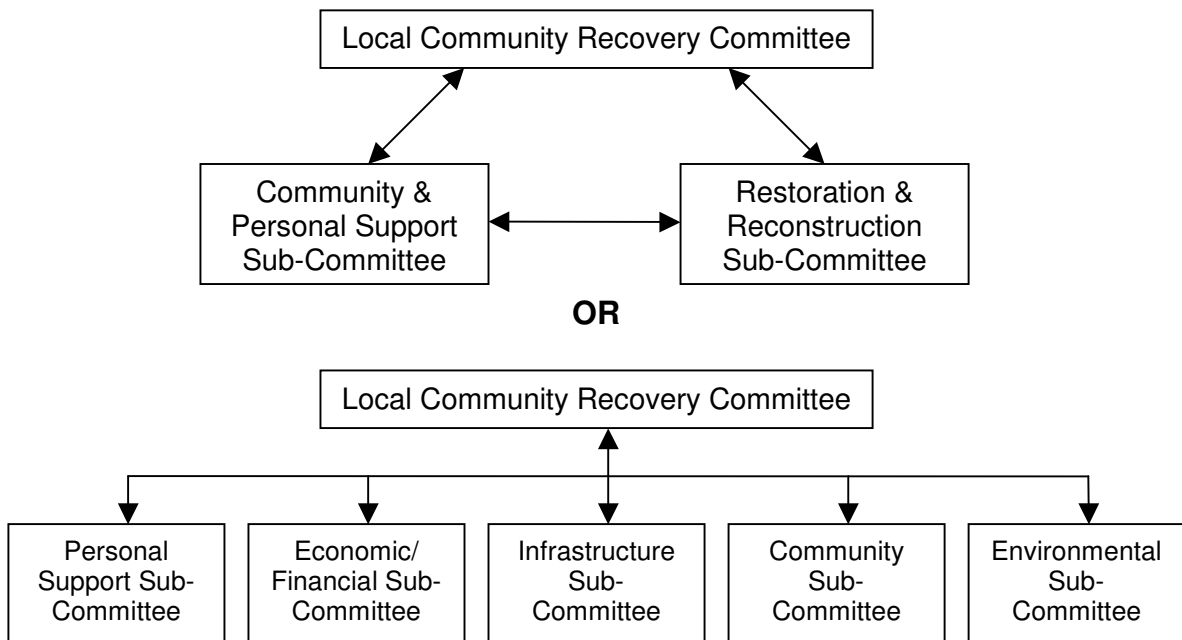
Chairperson	<i>Councillor</i>
Deputy Chairperson	<i>Department for Community Development</i>
RC	<i>City of Albany Emergency Management Coordinator</i>
Deputy RC	<i>To be determined</i>
Secretary	<i>Personal Assistant EDDS</i>

LOCAL RECOVERY ORGANISATION



Alternative Committee Structures

(dependent upon community impact and complexity of event)



ORGANISATIONAL ROLES AND RESPONSIBILITIES

The following agencies are recognised as integral members in the Albany Recovery Committee and sub-committees.

ORGANISATION	ROLE AND RESPONSIBILITY
CoA	<ul style="list-style-type: none"> • Ensure that a Local Recovery Plan for its district is prepared, maintained and tested. • Appoint a RC and a Deputy. • Chair the LRCC. • Provide administrative support to the LRC. • Ensure the restoration/reconstruction of services/facilities normally provided by the local government. • Identify community needs and resources. • Liaise, consult, and negotiate of behalf of effected community. • Health aspects: food sanitation, accommodation conditions. • Coordinate Council functions. • Provide other representatives to the LRCC or its sub-committees, as appropriate to the emergency. • Advise, coordinate, assist and form linkage between groups.
Department for Community Development	<ul style="list-style-type: none"> • Coordinate the welfare component of the recovery process as detailed in the Albany Welfare Emergency Management Support Plan. • Provide a representative who will fill the role of Deputy Chair of the LRC (if available). • Provide welfare coordinator. • Provide emergency welfare services as part of the recovery process (Albany Welfare Emergency Support Plan & WESTPLAN – Welfare). • Manage the provision of the Personal hardship and Distress measures under West Australian Natural Disaster relief Arrangements (WANDRA), including counseling, emergency assistance and temporary accommodation.
FESA	<ul style="list-style-type: none"> • Coordinate provision of assistance under WANDRA. • Provide advice on emergency management issues as they relate to the recovery process.
Department of Food and Agriculture	<ul style="list-style-type: none"> • Provide a representative to the LRC. • Manage the provision of assistance to farmers, particularly to the Primary Producer Package under the WANDRA.
Department of Health	<ul style="list-style-type: none"> • Coordinate the health components of the recovery process as detailed in WESTPLAN – Health. • Psychological counseling and direct health issues • Provide a representative to the LRC.
HMA	<ul style="list-style-type: none"> • Provide advice on the progress of the response phase and on recovery measures in relation to hazard mitigation.
WA Police	<ul style="list-style-type: none"> • Security at welfare/evacuation centres. • Coordination to overall effort.

Lifelines Agencies	<ul style="list-style-type: none"> • Provide a representative to the LRCC. • Assess and report on damage to lifeline services and progress of restoration of services. • Facilitate restoration of priority services as requested by the LRCC. • Provide recovery services in accordance with their statutory responsibilities and/or WESTPLANs.
Representative Organisations	<ul style="list-style-type: none"> • Provide advice on assistance required by specific or special interest groups.
Salvation Army	<ul style="list-style-type: none"> • Manage emergency catering. • Assist with emergency clothing, personal requisites and personal services.
Centrelink	<ul style="list-style-type: none"> • Assist with financial services and personal services. • Employment and providing support allowance funding.
Red Cross	<ul style="list-style-type: none"> • Manage inquiry. • Assist with registration and personal services.
Albany Chamber of Commerce and Industry	<ul style="list-style-type: none"> • Provide a representative to the LRCC. • Survey and report on impact to and specific needs of local small business.
Great Southern Development Commission	<ul style="list-style-type: none"> • Provide a representative to the LRCC. • Assist with the assessment of the impact of the emergency on small business. • Provide advice on and facilitate access to available business support services/funding support.
Department of Education and Training	<ul style="list-style-type: none"> • Provide a representative to the LRCC. • Advice on issues affecting normal operation of schools.
Lord Mayor's Distress Relief Fund	<ul style="list-style-type: none"> • Liaise with LRCC to assess the requirement for public donations and if required initiate "Calls for Public Donations" in accordance with the State Policy on "Appeals and Donations during Emergencies". • As required set up a local appeals committee in conjunction with the LRCC. • Provide advice to the LRCC on criteria for, and assessment of, requests for financial assistance.

ACTIVATION

The decision to activate this Plan will be made by Council on the advice of the RC as a result of an assessment of the assistance needed for recovery made by either:

- the IMG (Incident Management Group), or,
- through consultation between the HMA Incident Manager and the LEC, or
- the CoA

ASSESSMENT AND OPERATIONAL RECOVERY PLANNING

It is essential that an assessment of the recovery and restoration requirements be conducted as soon as possible after the impact of the event. Depending upon the extent of the restoration and reconstruction required, the LRC may develop a specific recovery plan setting out the recovery process to be implemented (See Appendices 1 and 5 for an outline of a recovery plan).

WELFARE AND HEALTH SERVICES

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

The City of Albany coordinates these activities, but does not necessarily provide them.

The following related documents provide further detailed local information:

- Albany Welfare Emergency Support Plan (2006)
- Albany Health Support Plan (To be developed)
- Albany Evacuation Arrangements (To be developed)

PUBLIC INFORMATION

Efficient and effective dissemination of information to the affected community and the community at large in respect to recovery measures and contact points is essential. The method of distribution of information on recovery measures during the recovery phase will depend upon whether or not these Arrangements have been fully activated.

Following an emergency where these Arrangements have been fully activated, the Media Liaison Officer appointed to the LRC will coordinate the dissemination of information on recovery measures/issues.

Agencies or organisations involved in the recovery phase are encouraged to distribute information on their services to the public in the usual manner. However, it is expected that media releases will be provided to the LRC for comment prior to distribution.

The following information distribution methods can be activated for local emergencies.

- CoA website. (www.albany.wa.gov.au)
- CoA libraries.
- Shopping centres and local stores.
- ABC Radio (Albany) 630AM.
- Telephone.

RECOVERY COORDINATION CENTRE

The Local Recovery Coordination Centre will be located at an appropriate site depending on the type and extent of the emergency as soon as possible and publicised it after it is established. The initial Recovery Coordination Centre for Albany will be the City of Albany Administration Centre. The alternative site will be determined at the time and depending on the situation.

INFRASTRUCTURE

The restoration/reconstruction of essential services, e.g. roads, transport, water, sewage, electricity, gas and waste disposal, will remain the responsibility of the agencies with the existing responsibility for the provision of those services, each of which should have a Business Continuity Plan (BCP) in place.

The LRC is responsible for recommending priorities and ensuring work is completed.

STAND DOWN

The RC will stand down participants (of the LRC) when they are no longer required.

DEBRIEFING

The RC will arrange for the debriefing of all participants and organisations as soon as possible after stand-down and the preparation and tabling of a report to the LEMC. A copy of this report will also be forwarded to the HMA and the Chair of the SEMC Recovery Services Subcommittee and the relevant DEMC.

PART 4 – KEY TASKS AND RESPONSIBILITIES

Planning tasks under the following categories will take account of and reflect the recovery priorities:

1. Transition from response
2. Management structure
3. Community involvement
4. Impact assessment
5. Data management
6. State Government involvement
7. Public information
8. Rehabilitation, restoration and assistance
9. Implementation of reduction measures
10. Financial management
11. Reporting
12. Managed withdrawal

4.1 – TRANSITION FROM RESPONSE

LOCAL RESPONSE/RECOVERY COORDINATION INTERFACE

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. The RC is identified in the Albany Emergency Management Arrangements, and should be available to take up the role while the emergency is still being attended to and the Incident Controller (IC) is managing response efforts. Response and recovery activities may overlap and may compete for the same limited resources. Such instances should normally be resolved through negotiation between the HMA's Incident Manager (IM), LEC and the RC. However, where an agreement cannot be achieved, preference is to be given to the response requirements.

During the response phase, many of the agencies with significant recovery roles are already heavily committed. Consequently the RC needs to be involved in key response conferences and briefings as the most efficient way to:

- Align response and recovery priorities
- Connect with key agencies
- Understand key impacts and tasks
- Identify recovery requirements and priorities as early as possible.

The full ARC including sub-committees shall be called together as soon as possible for a briefing of the emergency situation even in the response stage to detail the extent of contingencies to allow for smooth transition from response to recovery.

Transition from response to recovery shall be formalised by completing of the RESPONSE TO RECOVERY TRANSITION HANDOVER form (see appendix 2)

In The Transition From Response:

- IC shall include the RC in critical response briefings
- RC shall ensure the IC is aware of recovery requirements and tasks prior to the termination of the state of emergency
- RC shall ensure that agencies with response and recovery obligations are aware of their continuing role

- ARC shall initiate key recovery arrangements including full ARC sub-committee briefing during the response phase and ensure formalisation of handover takes place

4.2 – MANAGEMENT STRUCTURE

The CoA has responsibility to provide and maintain physical services relevant to recovery. This includes the provision of a range of human and social services to individuals and the community. Recovery planning is undertaken by the Albany Emergency Recovery Committee (ARC) to address the needs of the community.

ARC - Operational Sphere:

- Management of the recovery process at the local level, ensuring that community needs are met, either through local resources or by the acquisition of appropriate resources from the state/district level; and
- Provision by member agencies of a range of specific recovery services, ranging from reconstruction and physical infrastructure issues to personal support services.

In addition, the committee also reports on the progress and ongoing needs of the community to the next highest level of management (SRCC, LEMC, CoA).

ARC - Roles:

- Prepare and maintain recovery arrangements;
- Meet regularly to maintain liaison between agencies, enhance understanding of roles, update contact arrangements and ensure the currency of local arrangements;
- Review recovery arrangements;
- Conduct, facilitate and encourage exercises and training programs;
- Establish arrangements for the conduct of post-disaster impact assessment, and for the collation, evaluation and use of the information gathered;
- Manage the provision of recovery services at the local level;
- Facilitate the supplementation of CoA resources which may be exhausted by an emergency, e.g. building inspectors, environmental health officers, etc. to ensure an adequate recovery program is provided;
- Formalise links with state/district plans and recovery agencies;
- Consider all aspects of the community's recovery;
- Activate and coordinate service delivery; and
- Identify responsibility for the establishment and maintenance of contact and resource listings.

The RC - Operational Sphere

The RC can be effective only with a support structure designed to facilitate and coordinate relief and recovery efforts. As the RC has no specific powers, it is important to work with agencies and representatives with the authority to accomplish dedicated tasks.

RC - Role:

- Ensure that appropriate strategies are put in place.
- Facilitate the acquisition and appropriate application of material, staff and financial resources necessary to ensure an effective recovery.
- Contribute to the resolution of community and political problems that emerge during the recovery process.
- Ensure the maximum community involvement in the recovery process.
- Ensure that immediate and long-term individual and community needs are met.
- During non-disaster periods, work in partnership with HMA's to increase recovery awareness and promote recovery planning with key stakeholders.

The ARC Shall:

- Ensure the appointment of an RC prior to any event
- Set up an office with administrative support
- Facilitate representative sub-committees to coordinate and action recovery tasks and disseminate decisions
- 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.

4.3 – COMMUNITY INVOLVEMENT

Community involvement is the means whereby those directly affected by a disaster help rebuild their own facilities and services. Community involvement provides a framework for re-establishing the economic, social, emotional and physical well being of the affected population.

Community involvement in recovery shall be enabled by the ARC Community Sub-Committee who shall:

- Link with existing community structures.
- Enlist support and advise by respected community leaders who can shape local opinion, exercise public and political influence and promote cohesion and stability
- Structuring the planning process so it is open and encourages participation
- Recognising the value of local knowledge and using it to identify and shape improvements to the physical and social environment

ARC and RC should be aware of challenges involved in working with the community including:

- Weighing up individual versus community good
- Minimising delays and meeting community expectations for timeliness
- Setting priorities for restoration of the local and regional economy

ARC Community Sub-Committee Shall Promote Community Involvement By:

- Working within existing community organisations
- Recruiting representatives of the community into recovery planning
- Establishing strategies for uniting the community behind agreed objectives
- Facilitating “one-stop shops” for advice, information and assistance during the recovery period
- Establishing mechanisms for sharing information and reporting local initiatives (e.g., regular community meetings and local newsletters).

4.4 – IMPACT ASSESSMENT

Post-disaster assessment is a key process in the response and recovery stages of the emergency management. Immediately after an emergency has affected a community, there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and to return the community to normality. It is the task of the LRC to assess the overall impact of the emergency, identify and prioritise needs and to manage available resources to meet those needs as effectively as possible.

Impact assessment involves gaining early and accurate information about the impact of the event on individuals, the community, and infrastructure. Impact assessment is critical to the management

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of an effective recovery programme and must involve all relevant agencies, working together to exchange information.

Council staff and others working with the RC, could include:

- HMA
- social agencies, to identify people in need of immediate assistance
- insurance inspectors
- environmental health service
- building surveyors
- engineers.

Data-gathering techniques include inspections and surveys but information will also come from self-reporting (to council, insurers, social agencies) and the media. Data collection will begin during the immediate response phase of an emergency and have a short-term focus.

To facilitate best management of data collection and avoid those affected being asked the same questions by numerous survey teams agencies must avoid acting independently and work within the ARC framework and liaison. Information collected must be carefully managed so as to retain client confidentiality as to avoid any use for commercial gain.

It is recognised that various agencies will collect data for their own purposes, however, recovery planning must provide coordination of inspections, and the eventual synthesis of various reports into an overall summary.

Impact Assessment (managerial issues) ARC Shall:

- Use intelligence/planning information from the response operation, and set up a recovery liaison person in the ICC/EOC/ECC
- Confirm the total area of impact for determination of survey focus
- Manage the collection and collation of the required data
- 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 ASSESSMENT (SURVEYS)

Building inspectors, insurance assessors and public health officers are likely to want to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and coverage is completed with efficient use of resources.

Surveys can be used to assist short-term recovery through:

- Determining numbers, locations, circumstances and ethnicity of displaced and/or injured people
- Assessing the safe occupation of buildings and their continued use, especially emergency facilities
- Confirming the state of lifeline utilities
- Assessing the need for temporary works, such as shoring and securing of property
- Protecting property from unnecessary demolition.

Inspections and needs assessments also contribute to longer-term recovery measures through:

- Defining personal and community needs
- Determining aid and resource requirements for permanent recovery
- Estimating the cost of damage
- Acquiring engineering, scientific and insurance data to inform the disaster mitigation process.

Inspections and Needs Assessments (technical focus) ARC 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
- Establish a method/process to determine the type of information needed for this recovery operation, defining:
 - how and who will gather the information
 - (single comprehensive survey)
 - how information will be shared, processed and analysed
 - how the data will be verified (accuracy, currency and relevance)
- Managing the process to minimise “calling back”
- Select and brief staff
- Maintain confidentiality and privacy of assessment data

4.5 – DATA MANAGEMENT

Acknowledgement of data transfer from response agencies and registration of evacuee’s details to the ARC. IC in conjunction with the RC needs to consider the transfer of this responsibility to the agencies continuing to work on disaster assistance.

Key issues are

- Clarity about the information demands that need to be met,
- Adequate definition of who is responsible for which part of the data management task.

Data Management ARC 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.

4.6 – STATE GOVERNMENT INVOLVEMENT

State Government involvement in recovery is outlined in the Western Australia State Recovery Emergency Management Plan (WESTPLAN – Recovery). This details arrangements that apply where an event is assessed as being of sufficient magnitude to require state involvement in the recovery process.

State level assistance will be provided in accordance with existing departmental or agency policies and work within the West Australian National Disaster Relief Arrangements (WANDRA).

Government assistance aims to restore to communities the capacity for self-help. Government assistance will involve ***continuous demands for information*** on problems encountered and progress of recovery.

Government assistance may be in the form of:

- Provision of advice (FESA, DCD, DFAWA))
- HMA to provide on going advice and assistance to link back into prevention and preparedness for future planning
- Provision of assistance, where:
 - there is a statutory requirement for actions, or need to invoke a statute to achieve the ends desired from the recovery process
 - government assistance is essential to or will make a significant contribution to the coordination of the recovery process
 - there are economies of scale.

Most state government involvement and assistance during the recovery of an emergency is delivered through a variety of government agency functions. The ARC shall develop and maintain local contacts within those agencies through the provision of representation on relevant ARC Sub-Committees.

State Government Involvement ARC Shall:

- Establish strong relationships with key regional government agency representatives, and appoint them to appropriate ARC Sub-committees
- Gain familiarity with the recovery claim process, WANDRA, Relief Fund applications, and reduction plan proposals
- Establish a system for recording all expenditure during recovery, in line with the requirements of the Recovery Plan (includes logging expenditure, keeping receipts and providing timesheets for paid labour)
- Answer requests for information from government agencies.

4.7 – PUBLIC INFORMATION

Provision of public information must be deliberate, planned and sustained. Effective information management is 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.

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.

Managing Public Expectations

Those affected – and the public at large – cannot be expected to understand the challenges faced by a RC who, with limited resources and without statutory powers, will be attempting to coordinate the recovery effort. Prior agreements and planned press releases will serve to inform and pre-empt unrealistic expectations.

Coordination of Public Information Messages

Every agency participating in the recovery process will have a responsibility to communicate with their customers. Joint information centres, joint or agreed press releases and agreement on key messages will facilitate the process and provide a better service to those affected. An agreement shall be entered into among agencies as to protocols to be followed.

Role of Politicians

State/Federal politicians and the CoA Mayor will play key communication roles in providing information and participating in briefings. They will also have a role as spokesperson from time to time.

Communicating Change

Where recovery priorities or actions are likely to be controversial, those affected have the right to learn about it firsthand and to participate in the decision-making process. Face-to-face communication will be facilitated at both public meetings and private meetings with impacted residents/organisations.

Managing Media Interest

Media management will be conducted by experienced media personnel working directly with the ARC (see ARC member representation) ensuring delivery of honest, suitable personnel, responsible for timelines, regular press releases, using a pre-appointed spokesperson, coordinating the communication of key messages, and using joint information centres (multi-agency coordination) will all assist with media management.

Electronic media such as websites (hosted by local government and participating agencies) and Internet news sites should be utilised during recovery. Providing answers to frequently asked questions on an advertised website (CoA website would be made available for this) is an excellent public information tool.

Any potential impact on tourism must be acknowledged. Liaison with the Albany Visitor Centre should be maintained.

Public Information ARC Shall:

- 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.

4.8 – REHABILITATION, RESTORATION AND ASSISTANCE

Recovery efforts after an emergency event may not ensure speedy return to normal. The pre-event status quo may not be possible to re-establish and the recovery effort must focus on restoring the *functions* of affected communities. Formal recovery arrangements may be scaled down or terminated as the community regains the means to manage its own affairs, despite some issues remaining to be resolved.

Assistance begins with the basic necessities of life – food, clothing, shelter, health and hygiene needs. Rehabilitation is about empowering individuals, families and communities to rebuild the social fabric of the local economy.

A return to the normal structures of governance at the local and regional level is a foundation for restoring confidence and provides the mechanism for participation in recovery decision-making. Rehabilitation and restoration priorities should be based on a comprehensive knowledge of the community's expectations and available resources.

Priority Considerations for Rehabilitation

- Restoration of essential services
- Allocation of limited resources
- Aid management
- Ongoing welfare requirements
- Health issues
- Law and order, including security
- Communications
- Transport, including the status of all roads, rail, seaport and airfield
- Utilities
- Business/commercial and rural sector requirements
- Residential property damage
- Social concerns, including psychological impacts and stress symptoms
- Recovery of educational establishments and review of their use during response phase.

Issues Associated with Rehabilitation

- Acceleration of pre-event economic trends – will the community continue to prosper or regress?
- Prioritisation (domestic versus commercial) – population density is likely to capture and determine prioritisation
- Prolonged welfare assistance
- Political will to acknowledge liability or to accord special funding
- The need for clarity with regard to insurance issues
- Difference of expectations between federal, state and local government
- Restoration to what level?
 - Is it affordable?
 - Is it a priority?
 - Is it legal?
- Determining who pays.

Rehabilitation and Assistance ARC 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. (DCD)
- Adjust capital works and maintenance programmes.

4.9 – IMPLEMENTATION OF REDUCTION MEASURES

Measures taken during the risk treatment and preparedness phases can include preparatory work to make the recovery process faster and more effective. Sound risk reduction planning will contribute to recovery as much as it does to response.

Every emergency affords the opportunity to rethink the options for hazard and risk reduction, which may include:

- Suspending or amending capital works programs to reflect recovery priorities for restoration and removal
- Considering present/future pressures
- hazard analysis covering:
 - risk frequency
 - consequences
 - perceptions.

The key issue or challenge will be pressure for rapid reinstatement of services and facilities (by necessity mean replicating the status quo), versus providing for longer-term viability (i.e., not replicating the risk).

Further challenges, during pre-event planning and recovery, can include:

- Political opposition to the active communication of risks because of fear of litigation and land devaluation issues associated with:
 - demolition
 - heritage status
 - insurance considerations (repair/reconstruction/removal).

Implementation of Reduction Measures ARC Shall Plan to:

- Take the opportunity, while doing the hazard analysis, to:
 - identify essential services and facilities in high-risk areas
 - consider the restoration options in the event of their becoming dysfunctional
- Record information within the Recovery Plan on pre-event consent preparation, Business Continuity Plans, and alternative providers
- Identify options based on research and consultation
- Undertake urgent hazard reassessment based on new (event) information
- Adhere to the Albany Emergency Risk Management Plan (to be developed).

4.10 – FINANCIAL MANAGEMENT

Sound financial management is essential for maintaining the momentum of the recovery effort and promoting public and federal/state government confidence in the local recovery effort. The goal should be to facilitate an efficient return to economic and community normality through informed rather than ad hoc or reactionary decision-making.

Financial management in the recovery phase could include acquisition, distribution and *accounting* for funds. It should ensure:

- Streamlining of financial processes
- Cooperation between public and private sectors
- Appropriate levels of financial response.

Acquisition covers all sources of recovery funding and financial assistance (income) relating to:

- Existing (reassigned/reprioritised) budgets
- Savings and reserves
- Insurance payments (LG)
- Federal government financial assistance (received through recovery claim process)
- Grants

Refer to Part 6 – Finance and Part 7 - Insurance , of WESTPLAN - Recovery *which* covers some aspects of relief funding and insurance recovery expenditure, including distribution of relief trust funds, for which ARC is responsible.

Financial management during the recovery phase raises a number of challenges, including providing:

- An emergency financial strategy (a back-up financial plan, retaining rating capacity, and provisions to divert funds)
- Capacity to revisit planning priorities
- Use of reserves
- Establishment of a relief trust fund
- The federal government recovery claim process.

Financial Management ARC Shall to:

- Review financial strategies
- Communicate with financial agencies, including insurance companies
- Keep financial processes transparent.

4.11 – REPORTING

The purposes of reporting are to maintain accountability and transparency, to keep the community informed, gain support and assistance and record an account of recovery efforts, including lessons learnt.

Regular and thorough reporting of an emergency event, and of the recovery phases, will provide the ARC with justification for actions taken and money spent to:

- The community affected by the emergency
- Ratepayers
- Taxpayers
- The public (through the media)
- Federal/state government if there are requests for physical assistance (e.g., from Defence Force) or financial assistance (requests for a donation to a Mayoral Relief Fund, or for recovery funding assistance).

A reporting system needs to cover the emergency event from beginning to the final stages of recovery. Reporting systems must be flexible, simple and succinct and ***have necessary administrative assistance*** when required. As one type of reporting will not fit all situations, reporting systems should be event-specific.

The key people who will need to file regular reports are the IC (while the **state of emergency** is in place), the RC, and the ARC. It is also advisable that someone (CoA finance officer/accountant or similar) keeps track of all expenditure. As well as keeping a precise record of when the state of emergency was declared, and when it is terminated, regular reporting on the state of the following should take place:

- Welfare
- Public health
- Business
- Environment
- Private property damage
- Critical infrastructure
- Communications
- Adequacy of local resources
- External assistance
- Transport

Coordinating production and maintenance of copies of reports (including other agencies) is an important management task. The sum of all the reports will provide a record of the recovery from the event.

Reporting ARC Shall Plan to:

- Provide a simple, flexible and succinct reporting system
- Provide adequate administrative support.

4.12 – MANAGED WITHDRAWAL

The recovery phase must have an end. Organisational arrangements must be wound down and responsibility for completion of outstanding tasks and actions assigned and acknowledged. The recovery phase involves restoring the community to the point where normal social and economic activity may resume.

Managed Withdrawal ARC Shall Plan to:

- Continually review the recovery management process with a view to withdrawing as the community takes over
- Stage a public event of acknowledgement and community closure.

PART 5 – EXERCISING, TRAINING AND REVIEWING

FREQUENCY OF MEETINGS

The ARC has determined that it will meet twice a year as part of its LEMC meetings.

TESTING AND EXERCISING

Exercises play an important role in moulding and adjusting preparedness, response and recovery management and will be undertaken regularly. It is envisaged at least one exercise will be conducted each financial year to test a part of the plan. Exercises also allow plans and SOPs to be tested and potential gaps and overlaps to be identified. Exercises form part of the development process and contribute to improvements in consistency and the identification of best practice.

Exercises may take various forms and should be controlled by a structured exercise management group under the guidance of a trained exercise management practitioner.

Exercise formats:

Discussion Exercise:

- Orientation exercise
- Agency presentation
- Hypothetical
- Syndicate exercise

TRAINING

The following training courses are available in recovery management from FESA EMS and EMA: Introduction to Recovery management, Contribute to the public health emergency management plan, Business Continuity Management, Context of Recovery Management, Community-based Recovery Management, Planning and Managing Recovery, Recovery Services (2 days), and Evacuation and Recovery Centre Management (further details can be found on the Emergency management Australia website: www.ema.gov.au).

REVIEWING THE ARRANGEMENTS

Updates of the arrangements shall occur in October every year. These arrangements will be reviewed following any major multi-agency emergency to ensure the arrangements are sufficient. The Executive Officer of the CoA LEMC shall be responsible for carrying out and distributing these updates.

DOCUMENT REWRITE

A total rewrite of the arrangements will occur every five (5) years, unless directed by the SEMC. The rewrite will be carried out by the Albany LEMC with the Executive Officer as the Chairperson.

APPENDIX 1: OPERATIONAL RECOVERY PLAN

The CoA has prepared local recovery arrangements that encompass all of the elements of WESTPLAN - RECOVERY as a general recovery management plan. However, 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 LRC.

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 following is a guide to those elements that should be included, although it is not intended to be prescriptive.

Title: (Name of Community) LRC

Operational Recovery Plan for << EVENT – DATE>>

Section 1 - Introduction

- *Background on the nature of the emergency or incident.*
- *Aim or purpose of the plan.*
- *Authority for the 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 psychiatric 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 interagency 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 events.*
- *Includes the local government program for community services restoration.*
- *Financial arrangements (assistance programs such as NDRA, insurance, public appeals and donations).*
- *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 – Conclusion

- *Summarises goals, priorities and timetable of plan.*

Signed by

Chairperson, LRC

Date:

Appendix 2: Template for Recovery Action Plan

Emergency:

Date of Emergency:

Districts/Regions Affected:.....

Recovery Manager for Emergency:

Date Recovery Action Plan starts:

Date to Review Recovery Action Plan:

Date(s) identified for transition from response to recovery activity

Date for Transition	Activity	Signed & Dated by National Controller & Recovery Manager

Brief Sitrep

Date	Current Situation

Schedule of meetings

Date	Location	Type of Meeting	Agencies to Attend

Actions outstanding from response phase

Date	Outstanding Actions from Response Phase	Risks Identified? Yes/No If yes, what risks?	Agency Responsible	Date to be Completed	Date Completed

Notes

Key short-term recovery priorities

Date	Short-Term Recovery Priorities	Risks Identified? If yes, what risks?	Agency Responsible	Date to be Completed	Date Completed

Notes

Key medium-term priorities

Date	Medium-term Recovery Priorities	Risks Identified? If yes, what risks?	Agency Responsible	Date to be Completed	Date Completed

Notes

Key long-term priorities

Date	Long-Term Recovery Priorities	Risks Identified? If yes, what risks?	Agency Responsible	Date to be Completed	Date Completed

Notes

Developing an exit strategy

	Activities	Agency Responsible
Identification of assistance required in the longer term		
A transition to business as usual to manage long-term recovery activities		
Planning and reporting in the longer term		
Management of public information and communications		
Opportunities for communities to discuss unresolved issues and continue to participate in their recovery		
Changes to organisational arrangements including need for subcommittees and contact lists		
Learning from the emergency: debriefing and reviewing		

Notes

Source: Auckland CDEMG (2005)

APPENDIX 3: Recovery Committee Standard Reporting

STATE RECOVERY COORDINATING COMMITTEE RECOVERY REPORT – (Emergency Situation)

Agency/Organisation:.....**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, SRCC intervention with priorities.*

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

Recommendations:

Signature

Title

Date

APPENDIX 4: Recovery Assessment and Survey Form

(Modify as required)

This needs assessment is being conducted to gather information about your personal circumstances so we can assist you, provide you with information on particular services, or refer you to organisations who can best assist you with your recovery process.

The survey is designed to gather as much relevant information as possible in one interview to avoid having to repeat some details to a number of interviewers. However please note that further contact may be necessary.

You are not obliged to provide any or all of the information requested. You should be aware that the information you provide may be passed to other agencies involved in the recovery process.

Please note that completion of this survey does not guarantee your specific needs will be met immediately, however every effort will be made to obtain the assistance you need as quickly as possible.

If, after completing this survey, you need specific assistance not identified on these forms, or you wish to make enquires about the survey, please ring this telephone number:- XXXXXX

In terms of privacy should you wish to access, change or amend any information you have given please ring the above telephone number. You can also contact this agency at: (*physical address*).

Interview Conducted at _____
(Place)

_____ (Date) _____ (Time)

By _____
Interviewer (print name)

Tear this page off and give it to the person being interviewed, along with any information sheets/brochures.

NOTES FOR INTERVIEWER

(Please read before commencing the survey)

Introduce yourself to the person being interviewed.

“Hello, I am *name*, I am here on behalf of the *Albany* council/recovery Committee about the recent *emergency event(s)*. I would like to talk with you to see if there is anything we can help you with, or organisations we can refer you to, to assist your recovery.”

- 1 Read through the cover page with the interviewee and complete it. Tear it off and give it to the person being interviewed. It is now their receipt.
- 2 Provide them with the information sheets/brochure.
- 3 Start at section one and continue to work through all sections.
- 4 Texts in grey italic font are prompts for you to note or advise the interviewee on.
- 5 If the interviewee declines to give information, complete known details and return the form with cover intact.

NOTE: some people may take this opportunity to offload any frustrations. Do not take this personally; it is best to listen and then move on to the next question when possible.

Section One: Occupier and Property

1 Principal occupier's name(s):

Family name _____ First name(s) _____

1.2 Total number of people normally residing at this property _____ (number)

1.3 Other people normally resident

Family name _____ First name(s) _____

Family name _____ First name(s) _____

Family name _____ First name(s) _____

Family name _____ First name(s) _____

(Please provide children's ages)

1.4 Have you registered by filling in a Red Cross registration form? (Please circle one)

Yes Go to Question 1.4a

No Go to Question 1.5

You may be required to register to access recovery services. Please ask your interviewer to explain the process to you.

1.4a If yes, what is your registration number _____

1.4b Does anyone in your family have a different registration number? Yes / No (Please circle one)

Write the other number(s) if you know them _____

1.5 Location of affected property

Address of affected property: _____

Phone day/night of affected property: _____

1.5a What is your rates number/valuation number (if known) _____

1.5b Would you like to be considered for rates relief (if available) Yes / No (Please circle one)

1.6 Do you own the property Yes / No (Please circle one)

If **No** please provide contact details of the owner if you know these.

Name: _____

Address: _____

Phone day/night: _____

1.7 Where are you currently living (please tick one)

(✓)

	Living at affected property – go to Section Two
	Temporary accommodation until we can return to property
	Temporary accommodation looking for new permanent accommodation
	In new permanent accommodation

1.8 Current address and contacts (if not living at affected property)

Address: _____

Phone day/night: _____

Section Two: Damage to Dwelling/Contents and Insurance

2.1 Was your house damaged? (Tick one)

(✓)	Yes	Go to Question 2.2
	No	Go to Question 2.3
	Don't know as have not yet seen house	Go to Question 2.3
	Not damaged but not accessible	Go to Question 2.3

2.2 Please tick the list below to indicate damage that occurred

Nature of damage	(✓)	Describe damage if relevant
Water supply not working		
Sewerage not working		
Drainage blocked		
Electricity cut		
Gas cut		
Telephone cut		
Roading access cut or restricted		
Damage to outbuildings on property		
Other (please describe)		

2.2a When was your house damaged? Date: _____

2.2b To the best of your knowledge, what caused this damage?

(✓)

	Cause of damage
	Flood water
	Storm
	Hazardous materials incident
	Earthquake
	Fire
	Other <i>(please detail)</i>

2.2c Has your house been inspected by the council (building inspector)?
Yes / No / Don't know *(Please circle one)*

2.2d Would you like someone to do a check of your house and property to ensure it is safe to move back into? Yes / No *(Please circle one)*

2.2e Is your house insured? *(Please tick one)*

(✓)

	Yes	Go to Question 2.2e
	No	Go to Question 2.3
	Don't own house	Go to Section 3
	I decline to answer this question	Go to Question 2.3

2.2f Have you lodged an insurance claim? Yes / No *(Please circle one)*

2.2g What is the name of your insurance company or agent?

2.2h Has an insurance assessor inspected the property? Yes / No *(Please circle one)*

2.3 Have you experienced damage to contents in your house? *(Please tick one)*

(✓)

	Yes	Go to Question 2.3a
	No	Go to Question 2.4
	Don't know as have not yet seen contents	Go to Question 2.4

2.3a Are your house contents insured? *(Please tick one)*

(✓)

	Yes	Go to Question 2.3b
	No	Go to Section 3
	I decline to answer this question	Go to Question 2.4

2.3b What is the name of your insurance company or agent?

2.3c Has an insurance claim been lodged? Yes / No *(Please circle one)*

2.3d Has an insurance assessor inspected the damage? Yes / No (Please circle one)
circle one

Section Three: Alternative Accommodation

3.1 Do you need assistance to find alternative accommodation? (Please circle one)

Yes Go to Question 3.1a

No Go to Section 4

3.1a What kind of accommodation do you require? (Please tick one)

(✓)

<input checked="" type="checkbox"/>	Temporary (less than a week)
<input type="checkbox"/>	Short-term (1-4 weeks)
<input type="checkbox"/>	Long-term (more than one month) Please estimate number of months ()
<input type="checkbox"/>	Permanent

3.1b The accommodation needed is to house:

Adults _____ (number)

Children _____ (number)

3.1c Do you have any special needs for your accommodation i.e., access for wheelchairs, aged, please provide details: _____

3.1d Do you have pets? Yes / No (Please circle one)

If yes, please detail what kind of pet and how many: _____

Section Four: Health and Welfare

Household

4.1 Do you require any clean-up assistance for your house or property? *(Please circle one)*

Yes Go to Question 4.2a

No Go to Question 4.3

Don't know Go to Question 4.3

4.1a Please provide details of the kind of assistance you would like: _____

(If you have answered yes your details will be passed on to the council who are coordinating clean-up services where available).

4.2 Are you looking after any evacuees at your home? *(Please circle one)*

Yes Go to Question 4.4a

No Go to Question 4.5

4.2a Would you like to receive information about financial support for hosting these evacuees? Yes / No *(Please circle one)*

Personal

4.3 If you have had contents in your home damaged, would you like to be contacted by agencies that are distributing donated goods? *(Please circle one)*

Yes Go to Question 4.1a

No Go to Question 4.2

4.3a What kind of goods do you need? *(Please list)*

4.4 Do you have a need for clothing/toiletries or bedding? *(Please circle one)*

Yes Go to Question 4.5a

No Go to Question 4.6

4.4a What kind of these items do you need? *(Please list)*

4.5 Are there any medications which you or your family use that you are unable to get? *(Please circle one)*

Yes Go to Question 4.6a

No Go to Question 4.7

4.6a If you would like us to help you get medication, please describe the medications in as much detail as possible _____

4.6b Is a prescription required for these medications? Yes / No (*Please circle one*)

4.6c If Yes please provide the name and address of your doctor and pharmacist

4.7 Would you like to find out about support or counselling services for you or a family member?
Yes / No (*Please circle one*)

4.8 Do you have any affiliation to any other groups in the community? Yes / No (*Please circle one*)

If yes please indicate which groups _____

Domestic animals/pets

4.10 Have you got any domestic animals or pets, which are in need of care? (*Please circle one*)
Yes Go to Question 4.9a
No Go to Section 5

4.10a What kind of animals are they? (Please list all your animals)

4.10b Where are they located? (Please provide address/physical location)

4.10c What kind of care do they need? (Please detail)

Section Five: Financial

5.1 Do you require any assistance with income support?

Yes Go to Question 5.1a

No Go to Question 5.2

5.1a Are you already a client of Centrelink? *(Please circle one)*

Yes *Please contact Centrelink directly*

No *Please contact Centrelink through the help line and they can advise you on assistance available*

Note there may be grants available from other sources such as the Red Cross and mayoral relief funds. Applications will need to be filled in for these grants. Please advise those being interviewed about any relief funds that have been established and provide them with application forms if possible.

Documents

5.2 Have you lost, or do you not have access to, any of the following? *(Please tick all those that apply)*

Please indicate who in your house has lost these documents

Document lost or not able to be accessed	Lost	Cannot access	Who in your house has lost this document
Bank books			
Cheque books			
Credit cards			
EFTPOS cards (money cards)			
Community cards			
Passport			
Birth certificate			
Marriage certificate			
Citizenship certificate			
Insurance papers			
<i>Other: Please detail:</i>			

5.3 If you have lost your bank documents do you have access to a branch of your bank?

Yes / No / Does not apply

(Please circle one)

APPENDIX 5: SUB-GROUP CHECKLISTS

OPERATIONAL CHECKLIST

Task Description	OK
Ensure RC is working closely with HMA's & IC	
<ul style="list-style-type: none"> • Liaise with relevant response agencies regarding location, size, type and potential impact of event. 	
<ul style="list-style-type: none"> • Contact and alert key staff. 	
<ul style="list-style-type: none"> • Determine likely human effects. 	
Contact all ARC members (including sub-committee) for initial briefing (even in response stage)	
<ul style="list-style-type: none"> • Determine immediate short-term needs (e.g. accommodation, financial assistance and personal support). 	
<ul style="list-style-type: none"> • Manage offers of assistance, including volunteers, material aid and donated money. 	
<ul style="list-style-type: none"> • Assess impact of the event through information/data from local government, geographic data and relevant response agencies. 	
<ul style="list-style-type: none"> • Meet with specific agencies involved with recovery operations to determine strategies. 	
<ul style="list-style-type: none"> • Report to organisational hierarchy on likely costs/impact of involvement in recovery activities. 	
<ul style="list-style-type: none"> • Organise briefing and debriefing processes for staff. 	
<ul style="list-style-type: none"> • Activate outreach program to meet immediate needs and determine ongoing needs. Issues to be considered should include the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities. 	
<ul style="list-style-type: none"> • Establish a 'one-stop shop' recovery centre to provide the affected community with access to all recovery services. 	
<ul style="list-style-type: none"> • Manage restoration of essential infrastructure/utilities. 	
<ul style="list-style-type: none"> • Manage the public appeal/private donations process. 	
<ul style="list-style-type: none"> • Brief media on the recovery program. 	
<ul style="list-style-type: none"> • Assess reports gathered through an outreach program to assess community needs. 	
<ul style="list-style-type: none"> • Identify special needs groups or individuals. 	
<ul style="list-style-type: none"> • Meet with recovery SUB-COMMITTEES and agencies to consider full assessment of the impact of the event. Determine the best means of involving the affected community and determine action required from specific agencies. 	
<ul style="list-style-type: none"> • Activate community (specific) recovery committees as necessary, ensuring active participation of members of the affected community. 	
<ul style="list-style-type: none"> • Develop a community information process, including consideration of public meetings and newsletters. 	
<ul style="list-style-type: none"> • Monitor staffing arrangements. 	
<ul style="list-style-type: none"> • Review resources and services on an ongoing basis. 	
<ul style="list-style-type: none"> • Determine longer-term recovery measures. 	
<ul style="list-style-type: none"> • Continue to monitor agency activities and reduce/withdraw services when appropriate. 	
<ul style="list-style-type: none"> • Debrief recovery agencies. 	
<ul style="list-style-type: none"> • Consider community event to establish closure and experience sharing 	

COMMUNITY/PERSONAL SUPPORT RECOVERY

	Continue to provide basic needs such as shelter (temporary, medium and long term housing), food and non-food items – clothing, bedding, and medication needs, assess and deploy resources as required.
	Provide financial assistance -assess financial needs – grants, relief funds, emergency payments, and insurance – develop a plan.
	Develop a strategy to avoid excessive or unwanted services (home visits/surveys, etc) by establishing multi-discipline assessment teams encompassing health, building safety, electrical and insurance and coordinate their deployment.
	Activate mechanisms to liaise with community leaders.
	Provide support mechanisms to deal with trauma and stress.
	Provide interpreters to deal with language difficulties.
	Be aware of cultural implications for various groups.
	Establish (with other appropriate task groups) recovery centres.
	Liaise with the recovery office to reestablish primary and secondary school services.
	Provide health care.
	Supply public health advice and resources.
	Provide advice on the provision of clean water and safe food.
	Monitor environmental health – safety, air and water pollution issues.
	Provide disease control.
	Offer advice on noxious or toxic substances, sanitation, and refuse, cleaning and develop a plan to address these.
	Collate information from the inspection teams and provide clearance for reoccupation and reuse of buildings.
	Liaise with relevant agencies over the medium and long term care of foreign national/tourists.

ECONOMIC/FINANCIAL RECOVERY

	<ul style="list-style-type: none"> Assess the impact on key community economic assets (large employers) and develop a plan to prioritised assistance including essential services.
	<ul style="list-style-type: none"> Restore banking and other financial services as soon as possible.
	<ul style="list-style-type: none"> Reopen businesses and restore community services.
	<ul style="list-style-type: none"> Set up a business assistance centre as required.
	<ul style="list-style-type: none"> Assess employment problems.
	<ul style="list-style-type: none"> Establish a communication strategy to support local businesses that remain open.
	<ul style="list-style-type: none"> Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction.
	<ul style="list-style-type: none"> Develop a fast-track insurance processing system and address insurance issues.
	<ul style="list-style-type: none"> Liaise with the recovery office to develop a strategy to maximise use of local resources during reconstruction activities.
	<ul style="list-style-type: none"> Identify transport needs and prioritise reconstruction activities to meet community business and manufacturing continuance requirements.
	<ul style="list-style-type: none"> Facilitate where required, new mutual aid agreements between authorities and contracts with suppliers.
	<ul style="list-style-type: none"> Support small to medium enterprise eg, advice, referral to a business advisor, etc.

INFRASTRUCTURE RECOVERY

Residential Housing/ Commercial/Industrial Property/ Public Building & Assets	
	Coordinate with building safety inspection services and expertise in liaison with public health group.
	Continue to secure damaged buildings and locations – cordon off dangerous structures and areas (if not already completed in response).
	Continue to authorise demolition of unsafe buildings as required – availability of heavy lifting and demolition equipment (if not already completed in response).
	Repair, reconstruct or relocate buildings – obtaining fast-track building and other consents, sufficient builders and materials, coordinating skilled trades people and their work standards.
	Continue to dispose of dangerous/hazardous material (if not already completed in response).
	Continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response).
	Address insurance issues.
	Consider mitigation opportunities in reconstruction.
Rural Farmland Task Group	
	Continue to dispose of dangerous/hazardous material (if not already completed in response).
	Continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response).
	Address insurance issues.
	Consider mitigation opportunities in reconstruction.
	Restore agricultural production.
	Reserve feed supplies unavailable locally – coordination of recovery experts may be necessary.
	Provide technical assistance – e.g. drought recovery strategies.
	Coordinate rural impact assessment.
	Provide advice on animal welfare.
	Coordinate movement of animals and feed.
	Liaise with stakeholders e.g. WA Farmers Federation. May need to adopt a partnership approach to resolving problems relating to stock health and welfare.
	Provide technical assistance where required e.g. drought recovery strategies
	Provide Social Task Group with information on the wellbeing of the rural community.
Lifeline Utilities Task Group	
	Coordinate status and repair of transport systems – road/bridges.
	Coordinate restoration of other lifeline services – water, sewerage. Gas, electricity – liaising with public health sub-group.
	Address insurance issues.
	Main Roads WA
	Consider appointing as the subtask group chair, a person with a solid relevant background in roading management, or at least a good appreciation of the key issues prior to the emergency especially if the majority of lifeline utility damage from an emergency is likely to be roading related.
	Consider mitigation opportunities in reconstruction

ENVIRONMENTAL RECOVERY

	<ul style="list-style-type: none">• Address the difficult task of achieving an appropriate balance between 'economic activities for enjoying comfortable life and considerations for the global environment' by preserving and improving the natural environment and by efficiently using finite energy resources.
	<ul style="list-style-type: none">• Take into account any future plans for additions, expansion, or further activity related to or connected with the area under construction.
	<ul style="list-style-type: none">• List threatened or endangered species known to be on or near the site.
	<ul style="list-style-type: none">• Propose landscaping, use of native plants, or other measures to preserve or enhance vegetation on the site.
	<ul style="list-style-type: none">• Address any water/pollution issues that may negatively affect the natural environment.
	<ul style="list-style-type: none">• Coordinate the preservation of community assets such as parks, reserves and other community amenities.

APPENDIX 6: WA Natural Disaster Relief Arrangements

Introduction

A range of natural disasters affects communities in Western Australia each year. Although significant efforts are undertaken by the emergency services, state and local government agencies, communities and individuals to mitigate the impact of such events it is not possible to prevent such events from occurring and impacting on Western Australian communities.

Whilst primary responsibility for safeguarding and restoring public and private assets affected by natural disasters rests with the owner, who should always plan for the vagaries of nature, the State Government recognises that disaster affected communities do not always have the resources to provide for their own recovery.

Commonwealth Natural Disaster Relief Arrangements

The Commonwealth Natural Disaster Relief Arrangements (NDRA) do not apply directly to disaster affected communities. The Commonwealth NDRA Determination sets down the principles, guidelines, practices and processes under which the Commonwealth provides financial assistance to the States and Territories for the provision of natural disaster relief payments and infrastructure restoration.

Western Australian Natural Disaster Relief Arrangements

To assist the recovery of communities who's social, financial and economic well-being has been severely affected by a natural disaster event the State Government has established a range of relief measures designed to help those within disaster affected communities that do not have the resources to provide for their own recovery.

The various schemes address specific needs that may exist within a stricken community as well as providing a 'safety net' for disaster victims. Assistance is NOT provided as compensation for damage/losses sustained or as a disincentive to self help by way of commercial insurance and/or other appropriate strategies of disaster mitigation.

Eligible Events

The WANDRA only apply for those events resulting from any one, or a combination of the following natural hazards: *Bushfire; Earthquake; Storm; Cyclone; Storm Surge; Landslide; Tsunami; Meteorite Strike or Tornado*

Eligible Measures

The WANDRA comprises a range of measures that have been approved by the State Government. The measures are designed to address the following community impacts:

- Individuals and families
- Business and residential
- Rural industry; and
- Local government.

The individual measures are listed at Annex A together with details of the eligibility criteria and the agency responsible for their management.

Administration and Management of the WANDRA

The Fire and Emergency Services Authority (FESA) is responsible for the overall administration of the WANDRA. FESA is assisted by a number of State Government agencies that manage specific components of the WANDRA (eg Personal Hardship and Distress measures by the Department for Community Development. The responsible agencies are detailed at Annex A.

Declaration of Eligible Disasters

An event must be declared a “Natural Disaster” in accordance with the criteria specified under the WANDRA prior to all relief measures can be accessed. Assistance under Personal Hardship and Distress Categories 1 – Emergency Assistance and 2 – Temporary Accommodation are exempt from this requirement and can be accessed for any eligible event.

The WANDRA criteria for the declaration of a natural disaster are as follows:

- Must be an eligible event; and
- The anticipated cost of the event must exceed \$240 000.

In order to ensure that an event satisfies these criteria FESA will undertake an assessment of the impact of an event through various agencies including Local Government. Local Governments can facilitate this process by notifying FESA of any event that significantly affects their community.

Once it has been confirmed that an event meets the above criteria with the endorsement of the FESA CEO a “*Notice of Declaration of Natural Disaster*” will be issue by FESA to all relevant State Government agencies and affected Local Governments.

Notification to FESA of a Potential Natural Disaster

Local Government can assist in the early identification of a declarable natural disaster, and access to the WANDRA, by notifying FESA of any emergency that significantly affects their community. Notifiable events would include those that impact on one or more of the following components of their community:

- Individuals and families
- Small business
- Rural Industry
- Infrastructure

Advice of an event should be forwarded to “email/phone” and include the following information:

- Type of event
- Date of occurrence
- Area of impact
- Broad assessment of impact

Community Access to WANDRA Assistance.

Community members affected by an emergency will look to their Local Government for advice and assistance. Therefore Local Government is ideally placed to facilitate access to assistance under the WANDRA or through other community recovery strategies.

Where a Local Recovery Committee is established the members will be the first point of referral for activation of specific assistance under the WANDRA. If a local representative of any of the above agencies is not available the Local Government should contact the agency through the number listed at Annex A.

Restoration of Public Assets

In addition to the impact on residences, small business and primary industry emergencies may cause damage to community assets and infrastructure. Such damage may include local roads, community assets and facilities. Through the WANDRA local government can access financial assistance to facilitate the restoration or replacement of damage to community assets.

Reporting of Emergency Expenditure

FESA collects and collates details, from all affected local governments and government agencies of all expenditure on emergencies for the purpose of:

- Seeking reimbursement of eligible costs of an event under the Commonwealth NDRA; and
- To determine the overall cost of emergencies to the State.
- To assist in the collection of the required data FESA will request estimates of damage to be submitted on the *NDRA Eligible Disaster Damage Estimate Summary Form*

COMMUNITY IMPACT	SUPPORT TYPE	SUPPORT DETAILS	AGENCY RESPONSIBLE	CONTACT
INDIVIDUALS and FAMILIES	Personal Hardship & Distress (PHD) Grants – Family Crisis Program	<p><u>Category 1. – Emergency Assistance</u> To help- people affected meet their immediate and basic needs following (and where applicable during) an event. Includes emergency accommodation, food, essential clothing, other personal items including medical and pharmaceutical items, access to communications, essential transport, safety audits (to ensure homes are safe for return) and document replacement costs (eg Birth Certificate). No income and assets testing.</p> <p><u>Category 2. – Temporary Living Expenses</u> Temporary accommodation (up to 3 weeks) of an essential/reasonable standard through to the medium term while the recipients' own accommodation is uninhabitable. This assistance picks up after the immediate emergency assistance ends. No income/assets testing</p> <p><u>Category 3. – Essential Household Contents</u> Provide immediate assistance to those people unable to return to a functioning capacity within their own resources by providing assistance to repair or replace essential household items which sustain people in need either in their own or alternative accommodation. Subject to income and/or assets testing.</p> <p><u>Category 4. – Housing Repairs</u> To assist people without the capacity to repair or replace owner-occupied/principal residences to enable them to return housing to a habitable, safe and secure condition. Subject to income and/or means testing.</p>	DEPARTMENT for COMMUNITY DEVELOPMENT	

COMMUNITY IMPACT	SUPPORT TYPE	SUPPORT DETAILS	AGENCY	CONTACT
LOCAL GOVERNMENT	Restoration/replacement of essential public assets (owned by an eligible public undertaking to the extent necessary to restore the asset to the equivalent of its pre disaster standard).	<p><u>Local Government Rural Road Project Grant</u> Road restoration to local roads where by Main Roads provides 75% towards cost of restoration whilst Local Governments meet 25% of costs.</p> <p><u>Other Road Measures</u> Subject to the nature of the disaster, may include costs of engagement for regional network contracts in relation to green waste/hazard response where fire is involved or at the discretion of the Director General or Minister.</p> <p><u>Restoration or public assets and emergency protection and repair works by Local Government</u> Grants of up to 75% of the cost of approved restoration or replacement works.</p>	<p>MAIN ROADS WESTERN AUSTRALIA</p> <p>FIRE and EMERGENCY SERVICES AUTHORITY</p>	

COMMUNITY IMPACT	SUPPORT TYPE	SUPPORT DETAILS	RESPONSIBLE	CONTACT
RURAL INDUSTRY	Primary Producer Package	<p><u>Professional Advice Grant</u> Grant up to \$1,000 to engage a farm business consultant such as a member of the Australian Association of Agricultural Consultants (WA Inc) or a member of a professional accounting body to provide business options advice directly related to issues arising from the disaster. Subject to eligibility criteria.</p> <p><u>Loan Interest Subsidy Scheme</u> Scheme available for those affected and involves Approved Deposit Taking Institutions. Interest subsidy of 4% provided. Maximum loan of \$150,000 for a period of 10 years. Client may opt to defer principal repayments for the first two years. FESA pays the ADTI subsidy annually in advance based on return submission at anniversary of loan disbursement.</p> <p><u>Freight on Stock Transfer for Agistment Grant – FIRE EVENTS ONLY</u> Grant of 100% on the freight cost for livestock transported during a period of one month from the date of the declared disaster is available. It is only for livestock being transported off the damaged property for agistment. Subject to eligibility criteria.</p> <p><u>Veterinary Costs for assessing condition of fire affected livestock</u></p> <p><u>Other Measures</u> Subject to the nature of the disaster, may include reimbursement of Potato Seed Crop Inspection fees paid, or other arrangements at the discretion of the Director General or Minister.</p>	<p>DEPARTMENT of FOOD & AGRICULTURE (via Rural Business Development Corporation or Farm Business Development Unit)</p>	

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APPENDIX 7: Consultation List

Person	Organisation		Contribution
Nick Barker	Manager – NDRA, FESA Emergency Management Services	2004 - 07	Discussions, review & supply of information
Alan Riley	Manager Policy & Planning, FESA Emergency Management Services	2006 - 07	Discussions and review of draft
Numerous	Emergency Management Australia Institute (Mt Macedon)	2003-06	Discussions, training & supply of information
Lew Winter	Emergency Management Officer, City of Bunbury	2005 - 07	Supply of information, review of draft and discussion
Jim Stephens	Manager, Emergency Mgt Office, City of Auckland	2005 - 06	Supply and use of information
Frank Yates	Fire & Emergency Management Officer, Shire of Augusta-Margaret River	2004-06	Discussions
James Howe	State Manager, RAC Insurance	2006	Discussions
Alan Morris	City of Townsville	2005	Supply of information
Jim Duff	Executive Manager – Technical Services, City of Fremantle	2006	Supply of information and discussion
Angie Laussel	Manager – Community Development, Shire of Macedon Ranges	2006	Supply of information
Andrew Coghlan	National Disaster Recovery Manager – Red Cross	2006	Discussions, supply of information & review of draft
Sarah (Norm) Stuart-Black	Manager - CDEM Specialist Services, Ministry of Civil Defence & Emergency Management	2006	Supply of information
Daniel Highman	DEMO Dept for Community Development Great Southern Region WA	2006	Review
Numerous	City of Albany Planners and Builders	2006	Feedback and discussion

APPENDIX 8: Acknowledgements and References

Acknowledgements

The majority of this Plan is based on the City of Bunbury's 'Recovery Arrangements Sub-Plan' and FESA's Draft 'Guide to Developing your Community's Recovery Management Plan'.

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