

Local Recovery Plan

April 2016





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Preamble

Recovery is about more than replacing what was.

Recovery is about enabling and supporting community sustainability during and after a disaster. The recovery process must begin during the response phase in order to both identify community needs as affected by the disaster or response activities and to begin planning for the transition from response to recover. Recovery can also provide opportunity to improve community resilience to disaster by “enhancing social infrastructure, natural and built environments, and economies” (Community Recovery Handbook 2 p17)

Effective and lasting recovery occurs when a community works together and recognises the personal, social, financial, health, industry and economic factors that need to be considered and planned for. Comprehensive recovery requires private, health, infrastructure, lifeline services, government and non government sectors to work together as a community is affected and supported at different levels by each of these sectors.

Successful recovery:

- Is based on an understanding of the community context
- Acknowledges the complex and dynamic nature of emergencies and communities
- Is responsive and flexible, engaging communities and empowering them to move forward
- Requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs
- Is built on effective communication with affected communities and other stakeholders
- Recognises, supports and builds upon community, individual and organisational capacity.

(Community Recovery Handbook 2 pp 34-37)



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Western Australian Police Service	
Local Emergency Coordinator - Officer in Charge Esperance Police Station	1
Water Corporation	1
Telstra	1
Horizon Power	1
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Regional Development Commission	1
Chamber of Commerce	1
Australian Red Cross	1

1. Glossary of Terms

Terminology used throughout this Guide is outlined below. In the event that the meaning is not presented, terminology shall have the meaning as described in S. 3 of the Emergency Management Act 2005, (the Act)

District Emergency management Committee (DEMC)

A DEMC is established for each emergency management district. The committees are chaired by Police District Officers, as District Emergency coordinator, with a FESA Regional Director as Deputy Chair. Executive Officer support is provided by FESA Managers nominated by the FESA Chief Executive Officer.

Emergency Risk Management (ERM)

Is a systematic process that produces a range of measures that, on implementation, contributes to the safety and wellbeing of communities and the environment. This process considers the likely effect of hazardous events and the measures by which they can be minimised.

Hazard a situation or condition with potential for loss or harm to the community or the environment.

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

Hazard Management Agency (HMA)

Is an organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources is responsible for ensuring that emergency management activities pertaining to the prevention of, preparedness for, response to and recovery from a specific hazard are undertaken.

Local Emergency Coordinator (LEC)

The Officer in Charge of each Police subdistrict is appointed by the State Emergency Coordinator (the Commissioner of Police) for the local government district in which they are situated [S. 37 (1) of the Act]. The Local Emergency Coordinator provides advice and support to its LEMC in the development and maintenance of Local Emergency Management Arrangements, assists HMA's in the provision of a coordinated response during an emergency in the district and carries out other emergency management arrangements directed by the State Emergency Coordinator S. 37(2) of the Act.

Local Emergency Management Committee (LEMC)

The local government is to establish one or more LEMCs for the local government district, based on local government boundaries. The committee is chaired by a nominee of the local government and the Local Emergency Coordinator is a member. The LEMC is established by the local government to ensure that Local Emergency management Arrangements are written and placed into effect for its district [S. 38 of the Act] The Local Emergency management Committee has no function during emergencies.

Local Emergency Management Arrangements (LEMA)

Local governments are responsible for ensuring the preparation of Local Emergency management Arrangements for the local government district. Arrangements must be consistent with State Emergency Management Policies and Plans and include information stipulated in S. 41) of the Act. Arrangements should be developed in accordance with the comprehensive approach to emergency management (Prevention, Preparedness, Response and Recovery) which contributes to the reduction or elimination of hazards and to reducing the susceptibility or increase in the resilience to hazards of the community or the environment in the local government district

Prevention, Preparedness, Response and Recovery (PPPR)

Makes up a legitimate and valid system of emergency management (ref S. 3 of the Act). Each element represents a dynamic set of actions flowing into the next. Communities are encouraged to take greater responsibility for their own safety, to be more self-reliant and better prepared for the eventualities of emergencies. Activities supporting each of these elements together provide a method for local communities to minimise the impact of emergencies.

Prevention

Activities to eliminate or reduce the probability of occurrence of a specific hazard. They also reduce the degree of injury or damaged likely to be incurred.

Preparedness

Activities that focus on essential emergency response capabilities through the development of plans, procedures the organisation and management of resources, training and public education. These activities support the local community in their preparations for a safer environment.

Response

Activities that combat the effects of the event, provide emergency assistance for casualties, and help reduce further injury or damage and facilitate effective recovery operations for an in the local community.

Recovery

Activities designed to support emergency affected local communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. During recovery operations, actions are taken to minimise the recurrence of the hazard and/or lessen its effects on the community.

Situation Reports (Sitreps)

A brief report that is published and updated periodically during an emergency which outlines the details of the emergency, the needs generated, and the responses undertaken as they become known.

State Emergency Management Committee (SEMS)

The SEMC is established under S. 13 (1) of the Act. S. 13(2) stipulates membership of the SEMC which consists of the Commissioner of Police, as State Emergency Coordinator and Chair of the Chief Executive Officer of the Fire and Emergency Services Authority (FESA) as Deputy Chair. The Executive Director, FESA Strategic Policy and Executive Services Portfolio, is the SEMC 7

Executive officer. Other members include a local government representative and other members as appointed by the Minister.

In accordance with the Act, the SEMC has established six subcommittees whose membership includes those organisations essential to the State's emergency management arrangements. The subcommittees are:

- (1) Emergency Services Subcommittee;
- (2) Public Information Group
- (3) Lifelines Services Subcommittee
- (4) Recovery Services Subcommittee;
- (5) State Mitigation Committee
- (6) Health Services Subcommittee

Local Welfare Plan

The document entitled, Local Emergency Management Plan For The Provision of Welfare Support, as prepared and updated by the Department for Child Protection and Family Support and Local Emergency Management Committees of the Shire of Esperance.



2. Acronyms

DCP	Department for Child Protection and Family Support
DFES	Department Fire & Emergency Services
ECC	Emergency Coordination Centre
EOC	Emergency Operations Centre
IC	Incident Controller
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG	Local Government
LRC	Local Recovery Committee
RC	Recovery Coordinator
RCC	Recovery Coordination Centre
SoE	Shire of Esperance
SRCC	State Recovery Coordinating Committee



3. Introduction

Recovery should be managed and planned for in a structured manner. The broad needs created by the impact of an emergency or disaster on the Shire of Esperance's (SoE) community will only be met through a range of services, provided by both government and non-government organisations.

Recovery is defined as the coordinated process of supporting disaster affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economic and physical well-being.

4. Recovery Planning

4.1. Authority

This Recovery Plan has been prepared under instruction from the SoE's Chief Executive Officer (CEO) and endorsed by the SoE Local Emergency Management Committee (LEMC) and Council. This Recovery Plan has been tabled for information and comment with the Goldfields District Emergency Management Committee. The Emergency Management Act 2005 requires that a Community Recovery Plan is prepared.

The preparation, maintenance and testing of the Recovery Plan is the responsibility of the Shire of Esperance.

4.2. Context

The Shire of Esperance is located on Western Australia's southeast coast about 725 kilometres from Perth by road. Covering 44,336 square kilometres, the SoE extends from Munglinup to Israelite Bay and north to the Daniell rail siding, with a population of almost 14,000, the Shire has one of the lowest population densities to be found anywhere. The SoE includes the following townships Cascade, Condingup, Coomalbidgup, Dalyup, Gibson, Grass Patch, Howick, Merivale, Salmon Gums, Scaddan. The SoE is bounded by the Shire of Ravensthorpe, Shire of Dundas and the Shire of Lake Grace.

Major industries in the Shire of Esperance include agriculture, mining and tourism. The Esperance Port provides infrastructure for the whole region as the entry and exit point for north to south transport. The Esperance region is becoming a year round destination for visitors. Esperance boasts Australia's best beaches, whitest sand and a variety of other unique attractions. Esperance has five (5) National parks in the region which comprise one-fifth of the total Shire area, these parks are managed by the Department of Parks and Wildlife (DPaW).

4.3. Aim

The aim of this document is to detail the community's recovery management arrangements that may be implemented following an emergency 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.

4.4. Purpose

The purpose of providing recovery arrangements and services is to assist the affected community towards management of its own recovery. This can be achieved by providing support to personal, business, environmental, family and community structures disrupted by the event and also to facilitate the restoration of services to meet community expectations.

4.5. Scope

The scope of this Recovery Plan is limited to the boundaries of the SoE. It details the recovery arrangements for the community and does not in any way detail how individual organisations will conduct recovery activities within their core business areas.

This plan is support arrangements to the Shire of Esperance Local Emergency Management Arrangements.

These arrangements are principally a guide to the provision of recovery management within the SoE. The provisions of these recovery arrangements may be amended, supplemented or negated by an emergency situation that requires coordination at a State level.

4.6. Objectives

The objectives of the plan are to:

- Provide an outline of the principles and concepts of emergency recovery management and the emergency management relationships between Local, State and Federal Governments;
- Ensure that the Shire of Esperance Recovery Plan complies with State Emergency Arrangements;
- Establish the recovery roles and responsibilities of the SoE, its staff and other agencies during an emergency;
- Record the services and resources that the Shire and other agencies will provide during the recovery process following an emergency; and
- Comply with the State Emergency Management legislation.

4.7. Recovery Management Principles and Concepts

The arrangements comply with the recovery principles and concepts detailed in the State Emergency Management Plan 'Recovery Coordination' and the Australian Emergency Management Handbook 'Community Recovery'.

As the recovery process involves individuals and communities, the following shall form the basis of recovery decision making and have been incorporated into the recovery management arrangements of this plan:

- The community has a right to be involved in the decision making and management of all aspects of the recovery process
- The community has a 'right to know', as information is an essential part of the recovery process
- Every person has a right to effective assistance until long-term recovery is achieved;
- Both the affected person and the community have a responsibility to account for financial and material resources used
- The community has a right to know the criteria for the determination of financial support and grants; and
- The community has a right to expect the maintenance of family cohesion.

4.8. Title

The title of this plan is the 'Shire of Esperance Local Recovery Plan'



4.9. Interface with Other Plans

The Shire of Esperance Recovery Plan is a plan of the Shire of Esperance Emergency Management Arrangements and as such should not be read in isolation to this plan. They are part of the Shire of Esperance Emergency Risk Management process and interface with other emergency management plans and recovery plans at District and State levels including:

- Department for Child Protection and Family Support Local Welfare Plan
- State Emergency Management Plan for State Level Recovery Coordination, ie. Westplan – Recovery Coordination
- State Public Information Emergency Management Support Plan, ie. Westplan – Public Information
- State Emergency Management Plan For Registration and Reunification, ie. Westplan – Registration and Reunification

5. Management

5.1. Local Recovery Committee

Appointments

The Chief Executive Officer has been appointed as the Local Recovery Coordinator in accordance with the Emergency Management Act 2005, S 41. (4). The Chief Executive Officer will appoint a qualified officer to the role if they are unavailable when an emergency occurs.

The members of the recovery committee will be determined by the Local Recovery Coordinator based on the communities needs following an emergency. Each emergency will be different and may require representation from different organisations.

Training

As a minimum standard the Local Recovery Coordinator and Deputy Local Recovery Coordinator should undertake the 'Introduction to Recovery' (Emergency Management WA) and Recovery Management (Australian Emergency Management Institute).

Local Recovery Committee

The Local Recovery Committee (LRC) is to coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with SEMC policies and the Local Recovery Arrangements.

The Local Recovery Committee is responsible for:

- maintaining the recovery process in accordance with SEMP 4.4 which includes the National Disaster recovery Principles.
- appointment of key positions within the committee and the sub-committees;
- assessing requirements for the restoration of the Social, Infrastructure, Physical, Health, Environmental, and Economic wellbeing of the community;
- establish sub-committees as required;
- ensuring a coordinated multi-agency approach to community recovery;
- developing a recovery plan to coordinate a recovery process that;
- takes account of the Shire of Esperance's long term planning and goals;
- includes an assessment of the recovery needs and determines which recovery functions are still required;
- develops a timetable and identifies responsibilities for completing the major functions;
- considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse people;
- allows full community participation and access;
- allows monitoring of the recovery process;
- facilitating the provision of services, public information, information exchange and resource acquisition;
- negotiating the most effective use of available resources including the support of State and Commonwealth Agencies;
- monitoring the progress of recovery, and receive periodic reports from recovery agencies;
- ensuring a coordinated multi- agency approach to community recovery; and
- making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

An LRC action checklist to assist the LRC in their role is provided within Appendix 1.



Composition of Local Recovery Committee

The LRC will be chaired by the Shire of Esperance President, the Shire of Esperance CEO, or their nominee and have relevant community leaders as its members, including appropriate State Government Agency representatives.

Where a LRC is established a 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.

The following agencies are recognised as integral members of the Shire of Esperance Local Recovery Committee. However it is also recognised that the Local Recovery Committee membership will be dictated by the emergency situation being experienced.

- Shire of Esperance
- Department of Fire and Emergency Services
- Department of Health and or Local Environmental Health Officer
- Department of Agriculture and Food
- Department Parks and Wildlife
- Department for Child Protection and Family Support
- Department Human Services
- Western Australian Police Service (LEC – Officer in Charge Esperance Police Station)
- Water Corporation
- Telstra
- Horizon Power
- Main Roads WA
- Regional Development Commission
- Education/school representative
- Chamber of Commerce
- St John Ambulance
- Insurance representative
- Rotary Club
- Lions Club
- Country Womens Association
- Australian Red Cross
- Community Representative/s; and if established
- Community Groups
- Other persons/organisations as identified

A flow chart of the LRC structure is provided as per Appendix 1.

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.

Functions

The functions of the committee include the following:

- assist the Local Recovery Coordinator prepare, maintain and test the Local Recovery Plan
- following the impact of an event requiring a recovery operation, to develop a tactical recovery plan that:
 - meets the immediate needs of the community;
 - takes account of local government long term planning and goals;
 - includes an assessment of the immediate recovery needs of the community and determines which recovery functions are still required;
 - develops a time table for completing the major functions;
 - considers the needs of youth, aged, the disabled, and non-English speaking people;
 - allows for the monitoring of the progress of recovery;
 - allows full community participation and access;
 - effectively uses the State and Commonwealth agencies;
 - provides for public access to information on the proposed programs, subsequent decisions, actions; and
 - allows consultation with all relevant community groups.

Responsibilities

Appointment of key positions within the committee:

- establishing subcommittees as required;
- assessing requirements for recovery activities relating to the physical, psychological and economic and environmental wellbeing of the community with the assistance of HMA;
- 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; and
- making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness

Responsibility of Participating Organisations

Agreed organisational responsibilities for agencies or groups during the recovery phase are attached at Appendix to this plan.

Local Recovery Committee Sub-Committees

Once the decision has been made to activate the Local Recovery Committee it may be appropriate to consider establishing one or more subcommittees to assist the Local Recovery Coordinator by addressing specific components of the recovery process.

The LRC should consider the following areas when recommending priorities and ensuring work is completed:

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

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

Terms of Reference

A Terms of Reference document including contact register detailing contact details for all agencies or groups with responsibilities under this Plan is attached at Appendix 2 to this Plan.



5.2. Roles & Responsibilities

Shire of Esperance

The Shire of Esperance will undertake the following;

- Nominate a Recovery Coordinator and Deputy Local Recovery Coordinator
- Be responsible for ensuring a coordinated recovery
- Provide executive, communications and media support to the Recovery Committee
- Provide staff and equipment for the Recovery Coordination Centre as required
- Prepare, maintain and test these arrangements
- Ensure the training, education and exercising of organisations and their personnel in the recovery management arrangements;
- Provide financial management support to the Recovery Committee
- Prepare Business Continuity Plan to accommodate a protracted Recovery process.
- Coordinate the promotion of community awareness with respect to the recovery arrangements

Local Recovery Coordinator

The Local Recovery Coordinator has responsibilities as follows:

- in liaison with the Hazard Management Agency, Local Emergency Coordinator and other responsible agencies determine the need to activate the Local Recovery Plan and convene the Local Recovery Committee
- assess the recovery requirements for each event and 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 response;
- contribute to the resolution of community and political problems which emerge during the recovery process;
- ensure maximum community involvement in the recovery process;
- ensure that both the immediate and long-term individual and community needs are met in the recovery process;
- coordinate the local recovery activities in accordance with the plans, strategies and policies determined with the Local Recovery Committee;
- monitor the progress of recovery and provide periodic reports to the Local Recovery Committee
- arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand down and submission of post operations report.
- liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services
- ensure that regular reports are made to the State Recovery Committee on the progress of recovery
- arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand down



Local Recovery Coordinator Tasks

Execution of the above responsibilities may result in the following tasks being undertaken:

- Organise and manage the resources, staff and systems necessary for the immediate and long term recovery;
- Advocate on behalf of the affected community with government departments, voluntary agencies, local government, the wider community, businesses and other organisations involved in the recovery process;
- Liaise, consult and, where necessary, coordinate or direct voluntary agencies, community groups, local government departments in order to achieve the most effective and appropriate recovery;
- Provide information to the government, bureaucracy, community and media;
- Mediate where conflicts occur during the relief and recovery process;
- Develop a close and positive working relationship with the key individuals and groups in the affected community; and
- Be partially distanced from the immediacy of the event and consider the overall recovery process in establishing priorities and anticipating future requirements.

An LRC operations checklist to assist the LRC in their role is provided within Appendix 1.



6. Plan Activation

6.1. Activation of the Recovery Committee

The decision to activate this plan will usually be made by the ISG as a result of an assessment of the assistance needed for recovery made by either:

- The ISG
- Through consultation between the HMA, IC and the LEC
- Local Government

The process for the activation of these arrangements is outlined in State Emergency Management Policy 4.4 'State Recovery Coordination' which provides;

"The Controlling Agency with responsibility for the response to an emergency must initiate recovery activity during the response to that emergency.

The Controlling Agency will then liaise with the emergency affected local government to prepare for a transition from response to recovery and at an agreed point will transfer responsibility for the recovery activity to that local government. The "handover" arrangements should be documented.

Where an emergency is assessed by the Controlling Agency as being of sufficient magnitude to require State level recovery coordination, the HMA with the agreement of the affected local government/s, will discuss the transfer of the coordination responsibility to the State with the Chair, Recovery Services Sub-committee."

Activation of this plan is the responsibility of the Chair of the Shire of Esperance Local Recovery Committee in consultation with the Local Recovery Committee. The HMA Incident Controller will advise and brief the Recovery Coordinator who in turn will arrange for the activation of the Local Recovery Committee.

6.2. Recovery Coordination Centre

A Recovery Coordination Centre (RCC) is required to be established if the incident is of a magnitude that necessitates extensive recovery activities. The purpose of the Recovery Coordination Centre is to provide for the bringing together of all agencies involved and the provision of the required logistical support. The RCC would provide for effective cross agency communication and coordination of resources, information and tasks.

Recovery operations shall be managed by the Local Recovery Coordinator from the Local Recovery Coordination Centre.

The RCC would nominally be established within the Shire of Esperance Administration Centre, 77 Windich Street, Esperance WA 6450. In the event that the Shire Administration Centre has been or is likely to be at threat from the actual incident another facility will be chosen by the LRC.

6.3. Transition from Response

Recovery activities should commence immediately following the impact of an event whilst response activities are still in progress. Key decisions made, and activities undertaken during the response may directly influence, shape, and enhance the effectiveness of the recovery process. The Controlling Agency is responsible for commencing the recovery process. As the response to the incident concludes the recovery phase will be handed to the Shire of Esperance. This is to be documented and the form will be used by both parties to affect the handover process.

To ensure appropriate recovery activities can be developed and implemented as soon as possible after the impact of the event, the LRC requires up to date and accurate information on the incident concerned. The HMA Incident Manager is to ensure that the LRC is notified of the incident and is included as a member of the Incident Support Group (ISG).

During the response phase a number of the agencies with recovery roles may be heavily committed, therefore, the inclusion of the LRC on the ISG will ensure:

- The alignment of response and recovery priorities;
- Liaison with the key agencies;
- An awareness of the extent of the likely impacts, and
- Identification of the recovery requirements and priorities as early as possible.

The LRC should be established as soon as possible for a briefing on the incident and resulting impacts, (even during the response phase) to ensure a smooth transition from response to recovery.

Transition from response to recovery shall be formalised by completing of the ‘Response to Recovery Transition Handover’ and through consultation with the Incident Controller. Appendix 3.

Where the decision is taken not to activate the plan or convene the Local Recovery Committee because statutory agencies are coping with the situation, the local Recovery Coordinator will monitor the situation and keep the Local Recovery Committee advised accordingly.

6.4. Impact Assessment

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

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

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

- Controlling Agency
- Department for Child Protection and Family Support to identify persons
- LGA building inspectors and engineers
- Insurance assessors
- Business associations, e.g. local chamber of commerce
- Recovery Needs Assessment and Support Survey Form.

Following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure, and where significant reconstruction and restoration is required, an operational recovery plan should be prepared by the 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. As part of the overall impact assessment to assist in the operational recovery planning it may be appropriate to conduct a survey of people/families affected by the emergency.

Operational Recovery Plan Template is contained in appendix

6.5. Infrastructure

The restoration and reconstruction of essential infrastructure and services (eg roads, transport, water, sewage, electricity, gas and waste disposal) will remain the responsibility of the relevant agency.

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



6.6. 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 SoE Community Support Sub-Committee who shall:

- Link with existing community structures
- Enlist support and advice from respected community leaders who can shape local opinion, exercise public and political influence and promote cohesion and stability.
- Structure the planning process so it is open, encourages participation and is inclusive.
- Recognise the value of local knowledge and use it to identify and shape improvements to the physical and social environment.

Shire of Esperance Local Recovery Committee and the Local Recovery Coordinator should be aware of the challenges involved in working with the community including:

- Weighing up individual versus community good.
- Setting priorities for restoration of the local and regional economy.
- Unrealistic community expectations of the restoration of the community which cannot be matched financially.

6.7. Cultural and Spiritual Factors

Cultural and spiritual symbols provide an essential dimension to the recovery process. They provide a framework for meaning and evaluation of the emergency experience. These need to be managed as an integral part of recovery activities.

The community will present its own symbols and rituals, probably beginning in the immediate aftermath. If these are recognised, supported and coordinated as part of the recovery process, which is owned by the community, they will provide the focus for cultural and spiritual activities.

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

6.8. Stand Down

The Local Recovery Coordinator shall progressively stand down participants and programs when they are no longer required

7. Recovery Strategies

To assist the Local Recovery committee a range of strategies have been developed to provide guidance on how to approach the range of activities that the Local Recovery Committee may have to undertake.

Community Involvement Strategies

Strategies can be utilized to assist in limiting the impact on the local community. Involving community members in the recovery process is important to provide them with a feeling of resilience and ownership. This can be achieved by:

Maximising the use of local resources, groups and individuals	Promote prior community awareness and education	Involve people in their own and their community recovery	Maintain continuous liaison between emergency teams, volunteer groups and community organisations	Create opportunities for local decision making	Ensure self-determination in restoration planning	Maintain a co-operative relationship between volunteers and imported specialists	Use local suppliers	Empower the community as quickly as possible
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Recovery Information Strategies

Provide regular updates on:

current state & extent of the disaster	actual and proposed official response	desired community response	advice to isolated families
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Ensure everybody has an understanding of the situation and the opportunity for personal counselling

Provide for advocacy by agencies and organisations

Information may be made available to the public using a combination of the methods such as:

One Stop Shop	Door Knocks	Information Sheets	Community Newsletters	Public Meetings
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Recovery Assistance Strategies

Provide for special needs of aged, ethnic, children etc	Make food, shelter, clothing, health and emergency finance available immediately.	Deliver services in a simple & caring manner with minimal disruption to existing processes	Ensure welfare centre cater for privacy and individual care	Ensure emergency workers receive ongoing support, debriefing, relief and rest	Maximise financial aid and minimise material aid
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Accountability Strategies

Ensure the affected community is involved in the allocation and distribution of material and financial resources	Assist the community in ensuring there is accountability in the use of resources.
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Strategies for Grants, Loans and Gifts

Ensure there is community involvement in determining criteria	Communicate entitlement criteria for financial support & grants immediately	Alterations to criteria must be communicated clearly to the community	Consider non-English speaking groups in designing information for grants	Maintain confidentiality
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Strategies to Maintain Family Cohesion

Keep families together during evacuation and resettlement	Ensure all policies and processes support the family's ability to recover
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8. Communication of Recovery

In an emergency, communication with stakeholders must adhere to the following principles:

- Timeliness – regularly updating stakeholders on the situation;
- Co-operation – being responsive and considerate to enquiries, deadlines and needs of stakeholders;
- Sensitivity – prioritising stakeholders, guarding sensitive information as needed
- Transparency – remaining honest and open about the situation and the response progress
- Simplicity – ensuring communication is easily understood and consistent;
- Accuracy – sharing only confirmed facts, never making assumptions or giving false information
- Accountability – accepting responsibility if appropriate and reasonable

Management of communication in a crisis is critical. This section has been created to guide Shire of Esperance in approaching crisis communication in a way that is consistent, accurate and effective.

During the response phase, public information is strictly the domain of the HMA. Once the transition between response and recovery has taken place, the responsibility shifts to the local government. This response will be led by the Chair of the Local Recovery Committee (LRC).

Sections 2.8(1) (d), 2.9, 5.34 and 5.41 of the Local Government Act 1995 deal with certain powers of the CEO and Shire President to act on behalf of the local government. These are the only persons, as empowered by the Act, who will comment publicly on behalf of local government.

The Shire of Esperance's Media and Communications Officer can assist in the preparation and distribution of information.

8.1. One Stop Shop

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

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

8.2. Information Services

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

The information provided should advise:

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

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

- leaflets
- posters
- newsletters
- information centre
- recovery centre
- community agencies

- radio
- newspapers
- television
- outreach visitation
- public meetings

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

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

8.3. Public Information

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

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

8.4. Public Meetings

Various forms of public meetings provide an important part of the recovery process. Public meetings may be held soon after an emergency has taken place as a means of communicating information to an affected community regarding such things as the extent of the damage caused by the event and the services available through the range of recovery agencies.

Representation of the various recovery agencies at a public meeting also gives the affected community an opportunity to identify those agencies providing services and to clarify important issues. Further public meetings may be held throughout the recovery process as the need arises.

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

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

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

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



8.5. Media

During emergencies the media have a legitimate interest in obtaining prompt and accurate information. If media access to accurate information is restricted, rumour and speculation may be substituted for fact. Consequently, there is nothing to be gained by attempting to restrict media access.

The media are also a vital link between recovery agencies and the public, and provide an effective means of disseminating information. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

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

All media releases prepared by the Recovery Sub-committee will be forwarded to the LRC for release by the Chairperson. If the recovery process is of such a nature that State involvement is involved, reference should be made to WESTPLAN Public Information to ensure appropriate processes are followed and adhered to.

WESTPLAN Recovery notes that State arrangements do not set out to restrict local governments from releasing media statements on recovery matters and issues being dealt with at the local level. However, it is expected that all relevant media releases will be provided to the SRCC for comment prior to the dissemination.



9. Communication Plan

If an emergency arises, a communication plan will be developed that is specific to the situation and will direct the Shire's response. The communication strategy will be prepared by the LRC in collaboration with the Shire President/CEO and Media Officer. All communications (internal and external) will be directed by the strategy to ensure alignment with the LRC response objectives and with the communications policy.

A well-managed and co-ordinated response will ensure the following occurs:

- Stakeholders are arranged in order of priority and addressed accordingly;
- Communication is facilitated only by those authorised to do so;
- Information released is confirmed and accurate;
- Communication is regular, consistent and takes into account sensitivities.

10. Communication Strategy

During recovery, a communication strategy should be developed to ensure that all communication efforts are aligned with emergency response objectives, Shire of Esperance policies and principles outlined above. Two communication tools are Key Messages and Media Releases.

Key Messages

Messages must be completely supported by facts. The document should be updated as more information or facts become known. Messages that are approved by the LRC will form the basis of all communication with stakeholders.

The key messages document is strictly for internal use only and should never be given directly to stakeholders. It should not include any confidential or potentially compromising statements. It is important that legal advice is sought on issues which may have legal or commercial sensitivities before information is released.

Example 1:

- Shire of Esperance is working with (agency) to ensure the safety of our community and care for those (families/employees/communities) impacted.
- Our primary concern is the wellbeing of the people within our community.
- An Evacuation/Support Centre has been established at (insert).

Example 2:

- Shire of Esperance is committed to supporting a complete investigation to avoid reoccurrence of the incident.
- We will conduct reviews internally to focus on operational and emergency response issues.
- We are committed to our community and keeping it safe, so we will endeavour to do whatever possible to avoid a reoccurrence of the incident.

Additional points that may need to be covered dependent to the level of incident and response – who will head the review; when are results likely to be released; who will be part of the review ie will there be community consultation; timeframe for specific information to be confirmed and released.

Whilst it is important to stick to the key messages, media are likely to ask for more information. Never respond, "no comment". Some appropriate responses are below:

- We are currently focused on helping authorities and supporting our community.
- There will be a review into the incident which we will support however possible. It is too early for me to comment on those issues without all of the facts.
- At this stage we are unable to provide any further information, but will provide an update as soon as possible.



Media Releases

During a crisis, information released to the public must be controlled. The approvals/signoff procedure must be adhered to so that all facts are accurate and their release is authorised.

The LRC Chair is responsible for enforcing the following procedure:

- Facts verified internally through update briefings within the LRC
- Information never to be assumed
- Shire of Esperance Media & Communications Officer, in liaison with LRC, to draft document for release to external stakeholders
- LRC Chair must confirm all incident-related facts
- Shire of Esperance Media & Communications Officer to co-ordinate the final sign off from the LRCC and CEO before release.

Guidelines for Media Releases and templates for preparing Key Messages and Media Releases are provided within Appendix 5.

Media Spokesperson

Having one authorised spokesperson during a crisis ensures that communications with the media and audiences is consistent, transparent and controlled. The spokesperson must have the updated facts and be both available and prepared to speak to the media.

The Shire of Esperance Media & Communications Officer will receive media enquiries and work with the LRC, Shire President/CEO to confirm responses and the method for them to be relayed (ie email, phone, in person).

If an incident spans over several days, set times will be in place to update media (ie a media briefing at 8.30am, 12pm and 4pm). Media briefings are to be given at these times, unless the situation changes. This ensures media are updated, with the Shire of Esperance in control of the timing.

10.1. Visiting VIPs

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

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

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

Briefing of any visitors should also include details about the current state of the community, including the various emotions they may be experiencing as a result of the event, as well as identification of any existing sensitivities.

Visitors should have a clear understanding of emergency management arrangements and protocols.

Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular, it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an affected community may reinforce the impact of the event.

In the case of a disaster affecting more than one geographic area, care should be taken to ensure that communities are treated impartially and visits are arranged accordingly.

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

11. Financial Management

11.1. Financial Arrangements during an Emergency Situation

It should be recognised that in the event of an emergency there may be a need for the Shire of Esperance to undertake essential recovery activities during the emergency event, or as soon as possible after the emergency.

On these occasions the Shire will need to act in its capacity as the agency responsible for Recovery without funding allocated within Council's Budget.

Under Section 6.8 of the Local Government Act 1995, the Shire President may approve emergency expenditure where requested by the Chief Executive Officer:

"A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure is–

- *incurred in a financial year before the adoption of the annual budget by the local government;*
- *authorised in advance by resolution*; or*
- *authorised in advance by the Shire President or president in an emergency."*

11.2. Western Australia Natural Disaster Relief and Recovery Arrangements (WANDRRA)

To assist the recovery of communities whose social, financial and economic well-being has been severely affected by a natural disaster, the State Government has established the WANDRRA, providing a range of eligible measures designed to help those within disaster affected communities.

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. Insurable assets such as houses and vehicles will not be eligible under the WANDRRA.

Declaration of Eligible Natural Disasters

Before any WANDRRA relief or recovery measures can be accessed, a disaster must be declared a "natural disaster", in accordance with the criteria specified under the WANDRRA.

The WANDRRA criteria for the declaration of an eligible disaster are as follows:

- must be an eligible event; and
- the anticipated cost to the State of eligible measures must exceed the small disaster criterion, being the amount of \$240,000.

Eligible Events

The WANDRRA ONLY apply for those events resulting from any one, or a combination of, the following natural hazards: Bushfire; Cyclone; Earthquake; Flood; Landslide; Meteorite Strike; Storm; Storm Surge; Tornado or Tsunami.'

Eligible Measures

The WANDRRA comprises a range of eligible measures that have been approved by the State Government. An eligible measure means an act of relief or recovery that is carried out to alleviate damage or distress arising as a direct result of a natural disaster. Measures have been categorised as described below;

- Category A measure is a form of emergency assistance that is given to individuals to alleviate their personal hardship or distress arising as a direct result of a natural disaster.
- Category B measure is for the restoration or replacement of certain essential public assets damaged as a direct result of a natural disaster;
- Specified subsidies or grants to alleviate the financial burden of costs incurred by certain businesses, primary producers, voluntary



non-profit bodies and individuals as a direct result of a natural disaster, or counter disaster operations for the protection of the general public.

- Category C measure is a community recovery package designed to support a holistic approach to the recovery of regions, communities or sectors severely affected by a natural disaster.
- Category D measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances that are 'exceptional'.

Administration and Management of the WANDRRA

The Department of Fire and Emergency Services is responsible for the overall administration of the WANDRRA.

11.3. State Level Assistance

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

Where an emergency is assessed by the Controlling Agency as being of sufficient magnitude to require State level recovery coordination, the Controlling Agency with the agreement of the affected local government/s, will discuss the transfer of the coordination responsibility to the State with the Chair, RSS.

11.4. Lord Mayors Distress Relief Fund

The Lord Mayor's Distress Relief Fund was established in 1961 to provide relief of personal hardship and distress arising from natural disasters occurring within Western Australia. The perpetual fund is a registered charitable body and has approval of the Australian Taxation Office for tax deductibility of contributions. Further information is available via their website : <http://appealswa.org.au/>

Appeals and Donations

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

Donations of Cash

The Local Recovery Committee will encourage the use of the Lord Mayor's Distress Relief Fund for people wanting to make cash donations, although if deemed necessary will open a separate account specifically for cash donations.

Donations of Service and Labour

Any donations of services or labour to assist with the recovery from an emergency will be administered by the Shire of Esperance via the Local Recovery Committee in accordance with the 'Managing Spontaneous Volunteers' section of these arrangements.

Donations of Goods

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

12. Managing Spontaneous Volunteers

Within the first few days of an emergency occurring, the Shire of Esperance may receive numerous offers of voluntary assistance. It is important to harness this enthusiasm so that offers and opportunities are not lost.

The LRC will be responsible for overseeing volunteer activities and if the event dictates the necessity to do so, the LRC will request the activation a Local Volunteer Coordinator (LVC).

There are likely to be two sources of volunteers:

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

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

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

Registration

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

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

Allocation of Tasks

The LRC is responsible for matching volunteers' skills and resources to required tasks, bearing in mind the needs of the community and individuals. Tasks assigned must be meaningful with clearly defined roles and must be recorded against the respective volunteers Volunteer Information Form.

When tasked, the volunteer is to be given a copy of the Volunteer Task Allocation Form to ensure they have a clear understanding of the role to be undertaken.

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

Other

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



13. Conclusion of Recovery

13.1. 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.

13.2. Debriefing/Post Operations Report

The LRC will arrange to debrief all participants and organisations as soon as possible after stand down and prepare a report to the LEMC for review and update of the Local Recovery Plan. A copy of the report shall also be forwarded to the DEMC.

14. Testing the Local Recovery Plan

The Shire of Esperance LEMC recognises that exercises are an essential component of emergency preparedness and should be used by agencies to enhance their capacity and contribute towards continuous improvement.

Exercises will be conducted in accordance with the Shire of Esperance LEMC annual business plan and will be planned. All agencies involved in the delivery of recovery processes should participate in the conduct of the exercise in addition to other agencies represented within the LEMC membership. Key Shire of Esperance staff members should also be invited to participate.

Representatives of community groups and specialist sectors (eg Education, Vulnerable Groups) should also be invited to participate where the exercise scenario would indicate implications for such sectors.

15. Conclusion

The implementation of successful Recovery needs to be managed and planned for in a structured manner. This plan covers how to provide a coordinated approach to the management of supporting disaster affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economic and physical well-being.

Appendices



Appendix 1

LRC Operations Checklist

LRC Flowchart

LRC Action Checklist



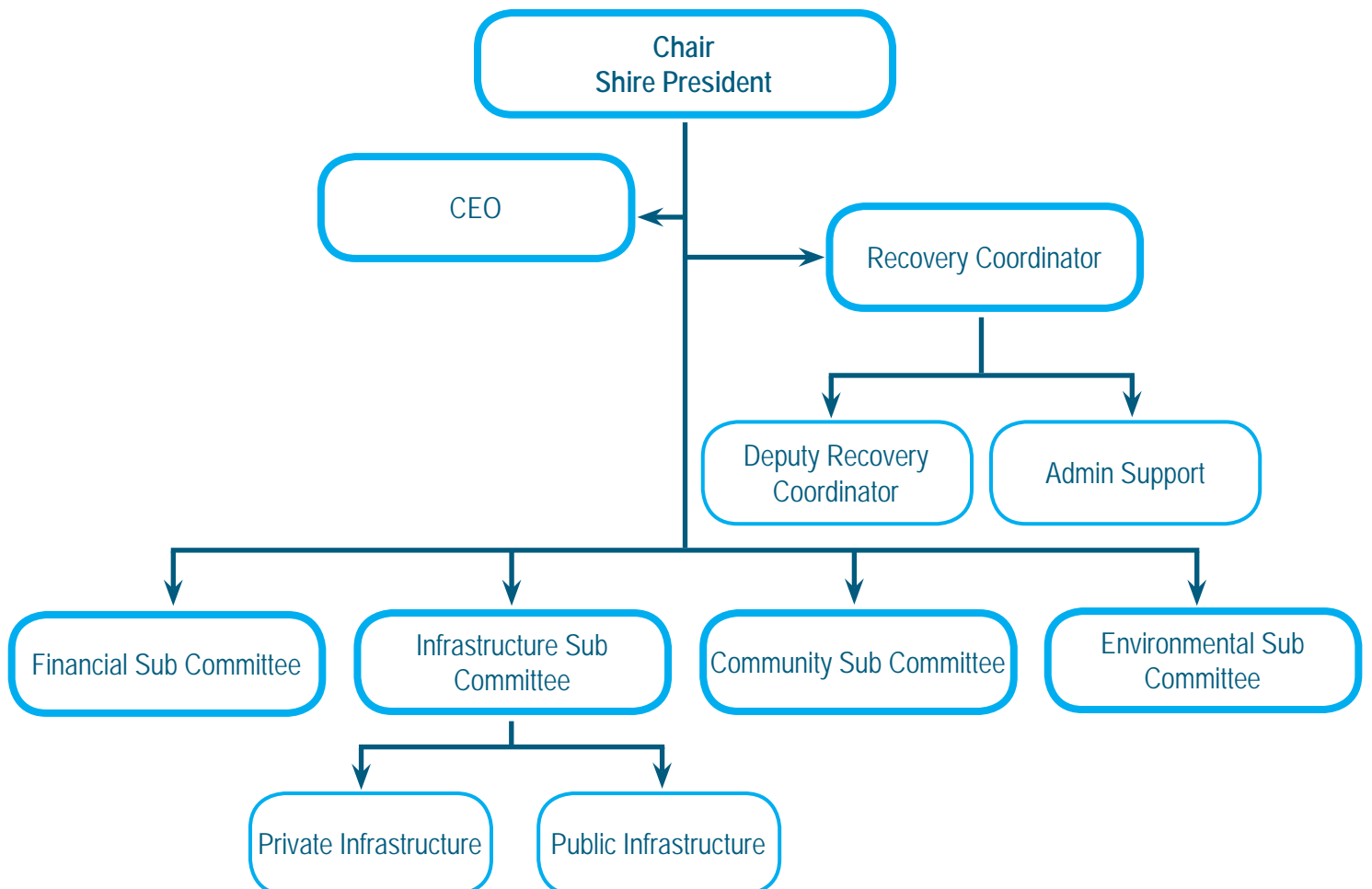
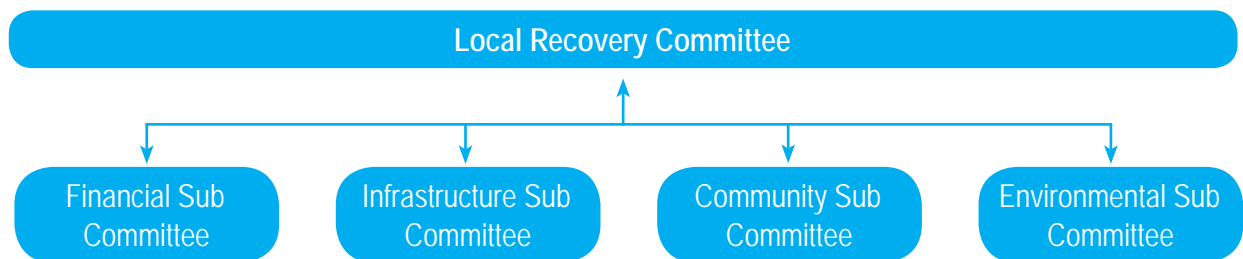
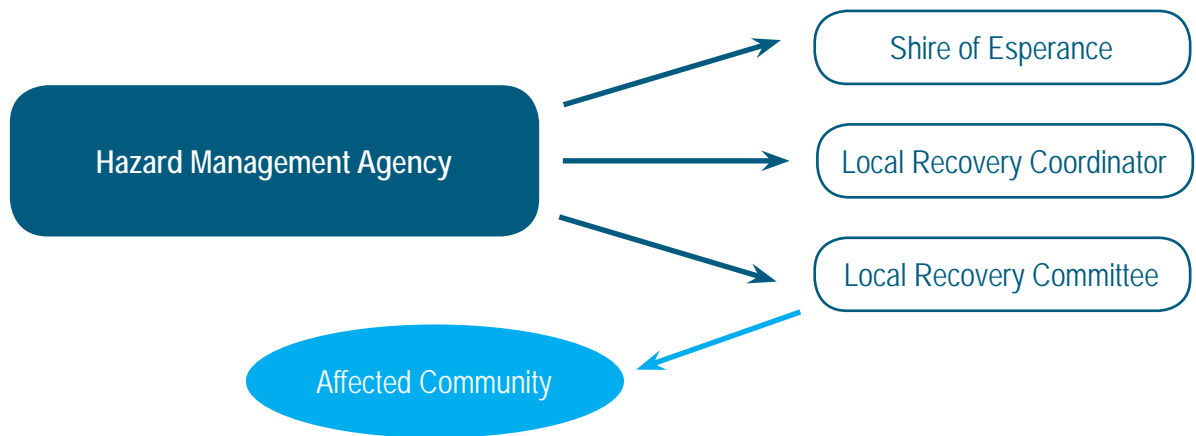
APPENDIX 1

Recovery Coordinator Operational Checklist

Task Description	LRC Initial	Date
Liaise with relevant response agencies regarding location, size, type and potential impact.		
Contact and alert key staff.		
Determine likely human effects.		
Establish if event proclaimed and eligible natural disaster under the WANDRA.		
Contact other relevant response and recovery agencies.		
Activate and brief relevant agency staff.		
Activate appropriate inter-agency liaison mechanisms.		
Locate liaison officer at emergency operations centre (if appropriate).		
Determine immediate short-term needs (e.g. accommodation, financial assistance and personal support).		
Manage offers of assistance, including volunteers, material aid and donated money.		
Assess impact of the event through information/data from local government, geographic data and relevant response agencies.		
Meet with specific agencies involved with recovery operations to determine strategies.		
Report to organisational hierarchy on likely costs/impact of involvement in recovery activities.		
Organise briefing and debriefing processes for staff.		
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.		
Establish a 'on-stop' shop recovery centre to provide the affected community with access to all recovery services.		
Manage restoration of essential infrastructure/utilities.		
Manage the public appear/private donations process.		
Brief medial on the recovery program.		
Assess reports gathered through an outreach program to assess community needs.		
Identify special needs groups or individuals.		
Meet with other recovery 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.		
Activate community (specific) recovery committees, ensuring active participation of members of the affected community.		
Monitor staffing arrangements .		
Review resources and services on an ongoing basis.		
Determine longer-term recovery measures.		
Provide newsletters to the affected community and information to the media as required.		
Continue to monitor agency activities and reduce/withdraw services when appropriate.		
Debrief recovery agencies.		
Recognise agency/staff input.		

APPENDIX 1

Local Recovery Committee Flowchart



APPENDIX 1

Local Recovery Committee Action Checklist

In the Transition from Response:	LRC Initial	Date
The IC shall include the LRC in critical response briefings.		
The LRC shall ensure the IC is aware of recovery requirements and tasks prior to the termination of the state of emergency.		
The LRC shall ensure that agencies with response and recovery obligations are aware of the continuing role.		
The LRC to confirm whether the event has been proclaimed an eligible natural disaster under the WA natural Disaster Relief Arrangements and if so what assistance measures are available.		
The LRC shall initiate key recovery arrangements including full LRC sub-committee briefing during the response phase and ensure formalisation of handover takes place.		
Management Structure – The LRC shall:		
Ensure the appointment of a Recovery Coordinator has occurred.		
Set up an office with administrative support.		
Facilitate representative sub-committees to coordinate and action recovery tasks and disseminate decisions, as required.		
Ensure and facilitate the completion of the impact assessment.		
Assume public information responsibilities from response agency and provide information to the impacted area and to the public and media.		
Facilitate and advise on State/Federal emergency relief funding and facilitate and advise on private aid and funding.		
Activate and coordinate Recovery Coordination Centre if required.		
Prepare oral and written financial and non-financial reports and briefs.		
Promote Community Involvement – The LRC shall:		
Work within existing community organisations.		
Recruit representatives of the affected community into the recovery planning.		
Establish strategies for uniting the community behind agreed objectives.		
Provide a “one-stop shop(s)” for advice, information and assistance during the recovery period.		
Establish mechanisms for the sharing of information and reporting local initiatives (e.g. regular community meetings and local newsletters).		
Impact Assessment (Managerial Issues) – The LRC shall:		
Use intelligence/planning information from the response operation and set up a recovery liaison person in the EOC/ECC.		
Confirm the total area of impact for determination of survey focus.		
Set out the immediate information needs: infrastructure problems and 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 of commercial gain.		

Inspections and Needs Assessments (technical focus) – The LRC 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: <ul style="list-style-type: none"> • How and who will gather the information (single comprehensive survey) • How information will be shared • How information will be 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.		
Data Management – The LRC shall:		
Define who is responsible for which part of the data management task and ensure proper process of relevant data transfer		
Create templates for impact assessment and for tracking assistance provided.		
State Government Involvement – The LRC shall:		
Establish strong relationships with key regional government agency representatives, and appoint them to appropriate LRC sub-committees, as appropriate.		
Gain familiarity with the recovery claim process, relief fund applications, and reduction plan proposals.		
Establish a system for recording all expenditure during recovery, in line with the requirements of the Recovery Plan (includes logging expenditure, keeping receipts and providing timesheets for paid labour).		
Answer requests for information from government agencies.		
Public Information – The LRC 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: <ul style="list-style-type: none"> • Joint information centres • Spokesperson/s • Identifying and adopting key message priorities • Using a single publicised website for all press releases 		
Develop processes for: <ul style="list-style-type: none"> • Media liaison and management (all forms e.g. print and electronic) • Briefing politicians • Alternative means of communication e.g. public meetings, mailbox fliers, advertising • Communicating with community groups • Meeting specialist needs • Formatting press releases • Developing and maintaining a website • Ensuring feedback is sought, integrated and acknowledged 		
Monitor print and broadcast media, and counter misinformation.		

Rehabilitation and Assistance – The LRC 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 in liaison with the DCP.		
Adjust capital works and maintenance programs.		
Implementation of Reduction Measures – The LRC shall plan to:		
Take the opportunity, while doing the risk analysis, to: <ul style="list-style-type: none"> Identify essential services and facilities in high-risk areas. Consider the restoration options in the event of them becoming dysfunctional. 		
Identify options based on research and consultation.		
Financial Management – The LRC shall:		
Review financial strategies.		
Communicate with financial agencies, including insurance companies.		
Keep financial processes transparent.		
Reporting – The LRC shall:		
Provide a simple, flexible and succinct reporting system.		
Provide adequate administrative support.		
Manage Withdrawal – The LRC shall plan to:		
Continually review the recovery management process with a view to withdrawing as the community takes over.		
Identify long term recovery activities and agency responsible for management.		
Establish arrangement for ongoing public information and communications including avenue for reporting and management of unresolved community recovery issues.		
Stage a public event of acknowledgement and community closure.		
Conduct a debrief or participants with community input to identify lessons learnt and strategies for enhancing community recovery arrangements and processes for future events.		

Appendix 2

Terms of Reference



APPENDIX 2

Terms of Reference

Local Recovery Committee

There a Local Recovery Committee is established a core group of stakeholders will be represented on the committee supported by other organisations seconded as required. The membership of the Local Recovery Committee is dynamic and will change with the needs of the community at various stages during the recovery process.

Once the decision has been made to activate the Local Recovery Committee it may be appropriate to consider establishing one or more subcommittees to assist the Local Recovery Committee by addressing specific components of the recovery process.

1. *Responsibility*

The Local Recovery Committee role is recognized across the following four broad areas:

Infrastructure

Restoration of public infrastructure and community facilities together with support for the reconstruction of private property.

Finance

Financial and economic recovery of the Shire. This includes the sectors of commercial, industrial, retail, service, agricultural and tourism industries.

Environment

Environmental matters and environmental health.

Community Support

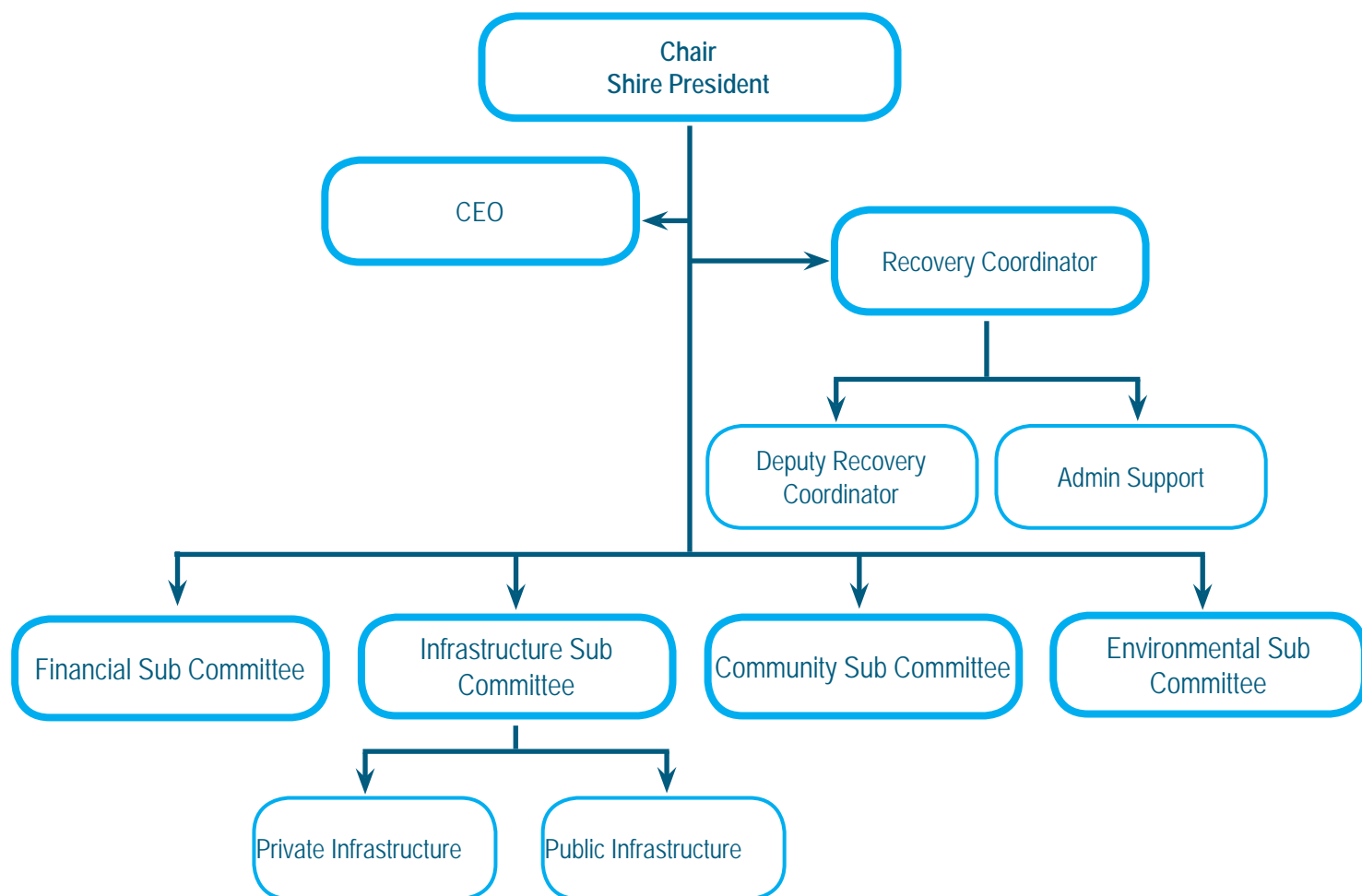
Delivery of community recovery services to individuals, families, sporting clubs, social groups and communities, including counselling and support recovery services.

A sub-committee will be established to provide support for each grouping together with the internal functional area of financial management and communications



2. Local Recovery Committee Structure

The flow chart below outlines the struture of the Local Recovery Committee, including the relevant sub comitees.



3. *Infrastructure Sub Committee*

The Infrastructure Sub Committee reports to the Local Recovery Committee and is focussed on the restoration of public infrastructure and community facilities while providing support and assistance to individual property owners as required.

3.1. *Private Infrastructure*

Responsibilities

- Provide assistance to ensure properties are safe for families to return
- Provide guidance and information to landowners about safely moving back into damaged homes and properties
- Manage the collection and collation of property data
- Document the immediate needs of property owners – infrastructure issues and status together with damage impact
- Facilitate insurance needs of affected people
- Prioritise recovery assistance

Sub Committee Membership

Elected Member, Shire of Esperance (Chair)

Manager Asset Operations, Shire of Esperance

Environmental Health Officer, Shire of Esperance

WAFF Representative

Community Representatives

3.2. *Public Infrastructure*

Responsibilities

- Confirm total area of impact for determination of surveying
- Obtain expert technical advice from utility groups and reinstate services as soon as possible
- Monitor and assist rehabilitation of critical infrastructure
- Restore community and cultural infrastructure
- Restore educational facilities to become operational
- Restore basic community amenities for meetings and entertainment
- Propose adjustments to capital works and maintenance programs
- Gather evidence to support requests for Government assistance

Sub Committee Membership

Elected Member, Shire of Esperance (Chair)

Manager Asset Operations, Shire of Esperance

Horizon Power

Telstra

Department of Education

Community Representatives

4. *Community Support Sub Committee*

The Community Support Sub Committee reports to the Local Recovery Committee and is focussed on the delivery of welfare and support to individuals, families, fire fighters and Bush Fire Brigade members, support crew, farmers and effected communities through the provision of counselling services and assistance required to support the recovery process.

Responsibilities

- Liaise with support agencies to communicate to the community availability of;
- Personal support services
- Counselling services
- Outreach services
- Financial assistance
- Liaise with support agencies, groups and stakeholders to arrange and coordinate community activities to avoid duplication and activity saturation
- Provide One Stop Shop and ensure communication of accurate and current information
- Adopt a seamless referral process through the One Stop Shop to ensure request for assistance is provided as required.
- Establish one authorised communication source to ensure consistent messaging is received by everyone
- Establish a communication strategy, including multiple mediums to ensure messages are reaching all areas of the community including Newsletters, Media Releases, Social Media / Website and Community Meetings

Sub Committee Membership

Elected Member, Shire of Esperance (Chair)

Local Recovery Coordinator, Shire of Esperance

Community Emergency Services Coordinator, Shire of Esperance

Manager Executive Services, Shire of Esperance

Department Child Protection and Family Services

Red Cross

Centrecare, Esperance

Department of Education Psychology Unit

Esperance Volunteer Resource Centre

Esperance Care Services

Lutheran Church

Esperance Bay & Districts CWA

Community Representatives

5. Finance Sub Committee

The Finance Support Sub Committee reports to the Local Recovery Committee and will be responsible for the financial and economic recovery of affected areas of the community as well as the Shire of Esperance as a whole. This Sub Committee will give consideration to funding opportunities and provide management of donations and appeals.

Responsibilities

- Provide advice on the recovery priorities from an economic perspective.
- Monitor the effects of the incident from a financial and economic perspective
- Assist the Local Recovery Committee to develop strategies to minimise the effects of the incident on individuals and wider community
- Conduct inter agency briefings and feedback sessions on the progress of the economic recovery
- Consult with individual Industry bodies who can offer support i.e Chamber of Commerce, WAFF, SEPWA
- Management of WANDRRA Funding and claims
- Management of Lord Mayor's Distress Fund and claims/allocation criteria
- Management and coordination of additional funding / donations.

Sub Committee Membership

Elected Member, Shire of Esperance (Chair)

Chief Executive Officer, Shire of Esperance

Department Human Services

WA Farmers Federation

Esperance Chamber of Commerce & Industry

Tourism Esperance

Department Child Protection and Family Services

Rotary Club of Esperance

Esperance Bay & Districts CWA

Community Representatives

6. *Environmental Sub Committee*

The Environmental Sub Committee reports to the Local Recovery Committee and will be responsible for addressing environmental health issues such as water supply, hazards as well as external environmental factors such as erosion as well as heritage and cultural issues.

Responsibilities

- Continuous monitoring of the environmental effects of the incident.
- Determine whether additional personnel or technical specialists are required (disposal, wildlife, asbestos etc), and if so, coordinated activation and supervision of these activities
- Involve members of environmental bodies in key decision making
- Liaise with relevant cultural agencies on Native Title considerations
- Conduct inter agency briefings and feedback session, to monitor progress and additional requirements
- Monitor response and recovery activities to ensure compliance with relevant environmental legislation
- Monitor and assess the environmental consequences of the event and clean up.
- Assess and implement rehabilitation considerations

Sub Committee Membership

Elected Member, Shire of Esperance (Chair)

Director External Services, Shire of Esperance

WA Farmers Federation

South Coast NRM

South Coast NRM

Department of Parks and Wildlife

Esperance Regional Forum

Department of Food and Agriculture

Esperance Nyungar Aboriginal Corporation

Esperance Tjaltjraak Native Title Aboriginal Corporation

Department of Environmental Regulation

Community Representatives

Appendix 3

Response to Recovery Transition Handover



Transition from Response to Recovery



The purpose of this form is to document the effect the emergency has had on the community to assist the Local Recovery Coordination Committee in the commencement of the recovery process.

This form should be used by the Local Recovery Coordinator to document all meetings attended with the Incident Management Group.

When the Hazard Management Agency decides to move from the response phase to the recovery phase, the Incident Controller is to sign the final form to confirm the accuracy of the information documented within the form.

INCIDENT DETAILS (PLEASE PRINT IN BLOCK LETTERS)

INCIDENT / EMERGENCY NAME

DATE OF MEETING

TIME OF MEETING

IS THIS THE FINAL MEETING AND THE
OFFICIAL COMMENCEMENT OF THE
RECOVERY PHASE?

☐ YES☐ NO

LOCAL RECOVERY COORDINATOR NAME

LOCAL RECOVERY COORDINATOR PHONE

HAZARD MANAGEMENT AGENCY

INCIDENT CONTROLLERS NAME

INCIDENT CONTROLLERS CONTACT NUMBER

DESCRIPTION OF THE AFFECTED AREA (ESTABLISH THE BOUNDARIES OF THE AFFECTED AREA BY STREET NAMES)

Has a map of the
affected area been
sourced?

☐ YES☐ NO

Has the emergency
involved any other local
governments districts?

☐ YES☐ NO

Which other local
government(s) have
been affected?

IMPACT ASSESSMENT (PLEASE PRINT IN BLOCK LETTERS)

IF COMMERCIAL, INDUSTRIAL OR PRIVATE PROPERTY HAS BEEN DAMAGED OR DESTROYED RECORD ANY AVAILABLE INFORMATION ABOUT THE DAMAGES THAT HAVE OCCURRED ON THE ATTACHED IMPACT ASSESSMENT FORMS.

ESSENTIAL SERVICES (PLEASE PRINT IN BLOCK LETTERS)

HAVE ANY ESSENTIAL SERVICES BEEN DISRUPTED? ☐ YES ☐ NO

RECORD ANY AVAILABLE INFORMATION ABOUT DISRUPTIONS TO THE FOLLOWING ESSENTIAL SERVICES THAT HAVE OCCURRED.

SERVICE TYPE	LOCATION	ESTIMATED RESTORATION TIME
GAS		
PHONE		
POWER		
ROADS		
WATER		
OTHER_____		
OTHER_____		

Transition from Response to Recovery



ESSENTIAL SERVICES (PLEASE PRINT IN BLOCK LETTERS)

ARE THERE ANY ROAD BLOCKS IN PLACE AT THIS TIME? ☐ YES ☐ NO

LOCATION, EXPECTED DURATION & WHO IS MANAGING THESE ROAD BLOCKS?

IS THERE ANY OTHER RELEVANT INFORMATION REGARDING THE DISRUPTION OF ESSENTIAL SERVICES OR DAMAGE/LOSSES IN GENERAL?

EVACUATION / WELFARE (PLEASE PRINT IN BLOCK LETTERS)

WAS AN EVACUATION UNDERTAKEN? ☐ YES ☐ NO HAS A WELFARE CENTRE(S) BEEN ESTABLISHED? ☐ YES ☐ NO

ADDRESS OF WELFARE CENTRE(S)

ESTIMATED NUMBER OF EVACUEES HOW MANY PROPERTIES WHERE EVACUATED? WHEN WILL EVACUEES BE ALLOWED BACK INTO THE AREA?

IS THERE ANY OTHER RELEVANT INFORMATION REGARDING THE EVACUATION OF PEOPLE WITHIN THE AREA?

CONFIRMATION

I confirm that the information contained within this form is accurate to the best of my knowledge at the time of the handover of the emergency for the purpose of finalising the response phase and handing over control of the incident to the responsible recovery organisation.

Hazard Management Agency Incident Controller

Signature

Name

Date/Time

Appendix 4

Operational Recovery Plan Template



APPENDIX 4

Operational Recovery Plan

Local Recovery Committee

Emergency: (Type & Location) **Date of Emergency:**

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 emergency welfare 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 committees and sub-committees set up to manage the recovery process
- Details the inter-agency relationships and responsibilities
- Details the roles, key tasks and responsibilities of the various committees and those appointed to various positions including the Recovery Coordinator.

Section 4 **Operational Aspects**

- Details resources available and required
- Redevelopment Plans (includes mitigation proposals)
- Reconstruction restoration programme and priorities, (including estimated timeframes)
- Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies
- Includes the local government program for community services restoration
- Financial arrangements (assistance programs (WANDRA), insurance, public appeals and donations (see also Section 5 below)
- Public information dissemination

Section 5 **Administrative Arrangements**

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

Section 6 **Conclusion**

- Summaries goals, priorities and timetable of plan

Signed by **Chairperson – Local Recovery Committee**

Date



Appendix 5

Key Messages and Media Releases



Developing Key Messages

Key message 1

Our primary concern continues to be the wellbeing of the people in our community

- Express sympathy on behalf of the Shire of Esperance to all affected by the incident
- The Shire of Esperance, together with <insert relevant organisations> are doing everything possible to care for the families/employees/communities impacted
- Financial support provided
- Counselling support provided
- The Shire's immediate priority will continue to be to support affected employees/families/communities
- Family visits, community debriefs and other actions taken.
- Next stages - what is known.

Key message 2

All efforts are being focused on containing and controlling the incident, reducing further impacts.

- Evacuation process, if undertaken
- Secured areas / road closures
- Assessment of damage to area/infrastructure
- Actions being taken to manage incident
- Investigations being undertaken or planned
- Businesses closed / re-opening
- Known facts of incident and its effects.

Key message 3

Shire of Esperance is cooperating in investigations of <insert relevant> to avoid reoccurrence of the incident

- There will be a full investigation into the incident and we will provide whatever assistance we can to investigators
- The review will be headed by <insert name and organisation>
- Our review will focus on operational and emergency response issues
- The results are expected to be released <insert timeframe>
- Our priority is to avoid reoccurrence of the incident and reduction of impacts on <insert relevant stakeholders>
- Timeframe for specific information to be confirmed and released
- Describe next steps - positives for the Shire's future.



Media Basics - Writing a Media Release

Structuring a media release

- What do you want to say? Try and summarise it in one short statement before you start to expand or develop your ideas.
- Ask yourself what is the most important information for the intended audience and prioritise this
- Write only about the confirmed facts
- Write short sentences. Ideally don't have more than two sentences to a paragraph
- Provide as much Contact information as possible, at the end of the release
- Ensure that you answer the Five Golden Rules: (who, what, where, when, why?)
- Use the 'pyramid' approach to writing your release:

Style and language

- Make sure the first sentence release is effective, as this is most important.
- Avoid excessive use of adjectives, keep language simple
- Include a quote from a person, identifying the person by name and title and putting the comments in quotation marks
- Ensure that the release undergoes a proof and edit and that sign off authority is obtained.



Appendix 6

Responsibilities of Participating Organisations



APPENDIX 6

Responsibilities of Organisations

Local Recovery Committee

The following list details the assigned and/or potential roles and responsibilities of organisations that may be participants in the recovery phase of an emergency affecting your community.

Shire of Esperance

- Ensure that a Local Recovery Plan for its district is prepared, maintained and tested [EM Act s.41(4)].
- Appoint a Recovery Coordinator(s) [EM Act s.41(4)].
- Chair the Local Recovery Committee (LRC)
- Provide secretariat and administrative support to the LRC, as required.
- Provide other representatives to the LRC or its subcommittees, as appropriate to the emergency (e.g. Building Surveyor, Environmental Health Officer, Community Services).
- Ensure the restoration/reconstruction of services/facilities normally provided by the local government.

Hazard Management Agency

- Provide a representative to the LRC;
- Advise the Recovery Coordinator when an event threatens or has impacted the community;
- Initiate the recovery process;
- Participate in the development of the recovery plan; and
- Advise the Recovery Coordinator when withdrawing from the recovery process.

Department for Child Protection and Family Support

- Provide a representative to the LRC.
- Coordinate emergency welfare services as part of the recovery process, including emergency accommodation, catering, clothing and personal effects, personal services, registration and reunification, financial assistance (Westplan – Welfare).
- Manage the provision of the Personal Hardship and Distress measures under the WA Natural Disaster Relief Arrangements, including counselling, emergency assistance and temporary accommodation (Westplan – Recovery and WANDRA)

Department of Agriculture and Food WA

- Provide a representative to the LRC.
- Provide technical support to primary producers and industry groups for recovery from animal or plant pest or disease emergencies
- Manage the provision of assistance to farmers, particularly in relation to the Primary Producer Package under the WANDRA (Westplan-Recovery and WANDRA)

Main Roads Western Australia

- Provide a representative to the LRC.
- Assess and report on damage to State/Federal road infrastructure that may impact on the community.
- In conjunction with the Local Government assist with the assessment of damage to local roads and issue of advice of roads closure/alternate transport route.
- Assist the local government with the reopening and restoration of damage to local roads including providing access to funding where available through the MRWA Flood Damage to Local Roads Special Funding Assistance Program and/or the WANDRRA.

Essentials Services (including Power (Horizon Power), Telecommunications (Telstra), Water (Water Corporation) and Gas.)

- Provide a representative to the LRC (co-opted as required).
- Assess and report on damage to essential services and progress of restoration of services.
- Facilitate restoration of priority services as requested by the LRC.

Regional Development Commission / Business Enterprise Centre / Small Business Development Corporation

- Provide a representative to the LRC (co-opted as required).
- 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, e.g. WANDRA small business support measures.

Department of Education (or School Representative)

- Provide a representative to the LRC (co-opted as required).
- Advice on issues affecting normal operation of schools, e.g. restrictions on student access or damage to school premises.

Department of Health

- Provide a representative to the LRC.
- Advise on health, environmental health and medical issues arising from the emergency.
- Coordinate the local health components of the recovery process.

Department of Environmental Regulation

- Provide advice on environmental protection, clean up and waste management

Lord Mayor's Distress Relief Fund

- Liaise with the LRC 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 LRC.
- Provide advice to the LRCG on criteria for, and assessment of, requests for financial assistance.

For further details on the Local Recovery Plan please contact External Services

Shire of Esperance
Windich Street
Po Box 507
Esperance WA 6450
P: 08 9071 0666
F: 08 9071 0600
E: shire@esperance.wa.gov.au
W: www.esperance.wa.gov.au