Appendix 1

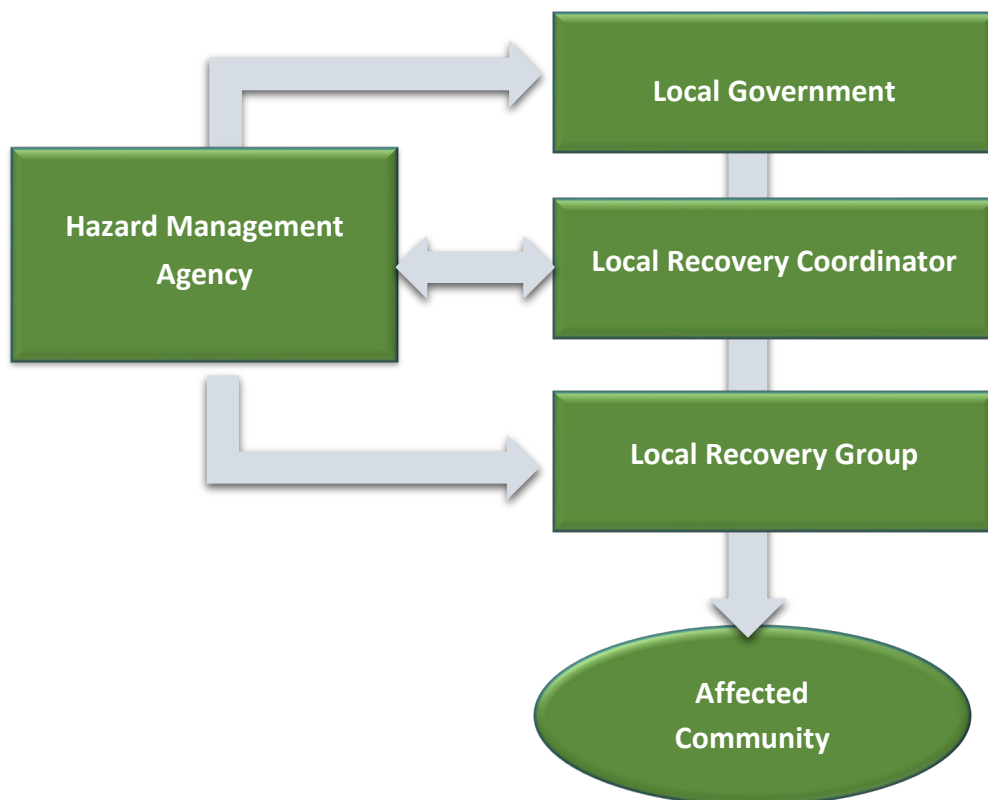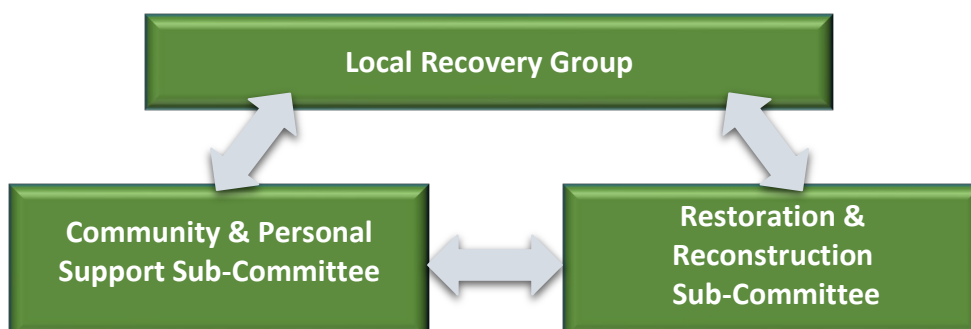## *Local (Shire of Gnowangerup) Recovery Group Management Structure and Functions*

1.1 Initial Recovery Management Structure during Response phase

1.2 Partial Recovery Management Structure – Initial

(Depending on community impact and complexity of event)

1.3 Full Management Structure (Comprehensive/Complex Event)

Chair
CEO

Spokesperson
CEO or delegated

HMA Advisor or/and
DEMA

Local Recovery Coordinator
Deputy CEO

Communications
Corp. Communications

Recovery Support
Admin Staff   X number required

Community & Wellbeing Sub-Committee
Chair - Manager Community Develop.

Examples:
- Manager Environmental Health
- Manager Recreation and Events
- Manager Community Development
- Australian Red Cross
- Salvation Army
- Dept Communities
- CaLD Communities Representative

Specific Issues Working Groups e.g.
- Communications
- Donations
- Recovery Events
- Health & Wellbeing
- Anniversary

Built & Infrastructure Sub-Committee
Exec Manager Infrastructure Assets

Examples:
- Manager Building Service
- Manager Building Assets
- Manager of Operations
- Western Power
- Telstra
- Atco Gas
- Main Roads

Specific Issues Working Groups e.g.
- Bridges
- Roads
- Transport Routes
- Essential Services

Economic & Financial Sub-Committee
Chair – Chief Financial Officer

Examples:
- Manager Corporate Service
- Business Manager
- Manager Marketing
- Chamber Commerce & Industry
- Tourism

Specific Issues Working Groups e.g.
- Business Impacts
- Tourism
- Donated Funds $
- LMDRF Categories

Natural Environment Sub-Committee
Chair – Works Coordinator

Examples:
Manager Tech Serv.
- DPIRD
- DBCA
- Environmental Groups
- Environmental Planning Officer

Specific Issues Working Groups e.g.
- Bushlands
- Pasture lands
- Waterways
- Wildlife

1.4   Local Recovery Group Sub-Committee Functions

Community Wellbeing Sub-Committee

Functions:

Provides advice and guidance to assist in restoration and strengthening of community wellbeing post event

Facilitates understanding of needs of affected community in relation to its wellbeing

Ensures the affected community is informed and involved in recovery processes so actions and programs match its needs

Assesses and recommends medium and long-term priority areas to the Shire of Gnowangerup for consideration to assist with restoration and strengthening of community wellbeing

Assesses the requirement for personal support services in the short, medium and long-term

Facilitates resources (financial and human) as required to complement/assist existing local services

Monitors progress of local personal service providers and receives regular progress reports from agencies involved

Built and Infrastructure Sub-Committee

Functions:

Assesses requirements for restoration of services and facilities with assistance from responsible agencies

Assesses restoration process and reconstruction policies, programmes, and facilitates reconstruction plans where required

Reports progress of restoration and reconstruction process to the Shire's Recovery Group

Assesses and recommends priority infrastructure projects assisting with recovery process in immediate, short, medium and long-term

Economic and Financial Sub-Committee

Functions:

Provides advice and guidance to assist in restoration and strengthening of the Shire's economy after the event

Makes recommendations to LMDRF on the orderly and equitable disbursement of donations and offers of assistance to individuals suffering personal loss and hardship, as a result of the event

Develops eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:

1. Ensure the principles of equity, fairness, simplicity and transparency apply
2. Ensure procedures developed are straightforward and not onerous to individuals seeking assistance
3. Recognise the extent of loss suffered by individuals
4. Complement other forms of relief and assistance provided by government and the private sector
5. Recognise immediate- short- medium- and longer-term needs of affected individuals
6. Ensure the privacy of individuals is protected at all times.

Facilitates disbursement of financial donations from corporate sector to affected individuals, where practical

Natural Environment Sub-Committee

Functions:

Provides advice and guidance to assist with restoration of natural environment post event

Facilitates understanding of needs of affected community in relation to environmental restoration

Assesses and recommends priority areas, projects and community education to assist with recovery process in immediate and short-term regarding restoration of environment including weed management and impacts on wildlife

Assesses and recommends medium and long-term priority areas to the Shire of Gnowangerup for consideration to assist in the restoration of the natural environment in the medium to long-term

Appendix 2

Recovery Roles and Responsibilities Shire of Gnowangerup Staff

LOCAL RECOVERY COORDINATOR

Deputy CEO (HR & Emergency Management Officer in the absence of the DCEO)

- ✓ Forms part of Incident Support Group (ISG) to provide a coordinated response during an emergency

- ✓ Facilitates and coordinates all recovery actions as directed by Local Recovery Group (LRG)

- ✓ Advises and informs the community regarding all aspects of recovery as per communication strategy

- ✓ Assesses community recovery requirements for each emergency in liaison with HMA to:
  1. Provide advice to the CEO on requirements to activate Local Recovery Plan (LRP) and convene the LRG
  2. Provide advice to the LRG

- ✓ Undertakes the functions of the Executive Officer to the LRG

- ✓ Facilitates the acquisition and appropriate application of materials, staff and financial resources

- ✓ Manages resources required for an emergency disaster with assistance from Recovery Centre Coordinator

- ✓ Coordinates local recovery activities, in accordance with plans, strategies and policies determined by the LRG

- ✓ Monitors the progress of recovery and provides periodic reports to the LRG

- ✓ Liaises with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services

- ✓ Ensures regular reports are made to the State Recovery Coordination Group on progress of recovery

- ✓ Arranges a debriefing session for all participating agencies and organisations as soon as possible after stand-down including collating data developed throughout recovery for future reporting

- ✓ Ensures all emergency events and related meetings are minuted and all Emergency Coordination Centre and Recovery Centre records are kept for 7 years for the coronial inquest and legal defence purposes

CHAIR

Local Recovery Group – Shire CEO

- ✓ Provides information to the LEMC Chair on issues that need to be addressed from Authority's and LRG perspective

CHAIR

Local Emergency Management Committee – Shire CEO

- ✓ Identifies any issues that arise from the LRG and communicates to the relevant LEMC member for consideration and action

RECOVERY SUPPORT OFFICER

HR & EM Officer.

- ✓ Provides administrative support as required to members of the LRC and LRG

SHIRE OF GNOWANGERUP LIAISON OFFICER

Chief Executive Officer

- ✓ Liaises with the HMA and Communication Coordinator
- ✓ Ensures a consistent message is released to the community and internal staff

RECOVERY CENTRE COORDINATOR (RCC)

HR & EM Officer

- ✓ Develops Management Arrangements, including the Local Recovery Plan (LRP)
- ✓ Appoints a deputy
- ✓ Prepares, maintains and exercises Recovery Centre (RC)
- ✓ Monitors and reviews information relating to centres (e.g. location, facilities)
- ✓ Builds and activates a team to open and manage RC.
- ✓ Disseminates information on location, functions and hours of operation to public in conjunction with the Communication Coordinator
- ✓ Accesses and authorises the Shire to commit resources to the centre
- ✓ Coordinates the presence of relevant external agencies
- ✓ Ensures all emergency events and related meetings are minuted and all RC records are kept for 7 years for the coronial inquest and legal defence purposes
- ✓ Works in partnership with HMAs and SEMC Secretariat, during non-disaster periods, to increase recovery awareness and promote recovery planning with key stakeholders

RECOVERY COMMUNICATIONS COORDINATOR

Chief Executive Officer

- ✓ Liaises with other relevant Hazard Management Agencies
- ✓ Ensures communication strategy is in place to share information internally and externally
- ✓ Writes and distributes media statements in line with LG policy
- ✓ Writes, produces and distributes promotional material
- ✓ Advises Management Team on media issues
- ✓ Assists with preparing protocols for dealing with the media
- ✓ Reviews & implements Recovery Communication Plan in consultation with the LRC & LRG

SAFETY OFFICER

Risk Coordinator

- ✓ Provides advice to all sections of the LRG on WHS Risk Management during emergencies
- ✓ Liaises with relevant external services or agencies in relation to WHS practices

INFORMATION TECHNOLOGY SUPPORT OFFICER

Deputy CEO/ IT & Governance officer

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Ensures IT equipment and resources available for Service Units requesting support and equipment

COMMUNITY SERVICES COORDINATOR

HR & EM Officer

- ✓ Liaises with Dept. of Communities (Communities) Evacuation Centre Coordinator
- ✓ Assesses requirements for support services in short, medium and long-term
- ✓ Facilitates resources (financial and human) as required to complement/assist existing local services
- ✓ Monitors local service providers and receives regular progress reports from agencies involved
- ✓ Ensures maximum community involvement
- ✓ Ensures immediate and long-term individual and community needs are met
- ✓ Makes recommendations to the LRG

CHILDREN AND FAMILY SERVICES COORDINATOR

Community Development Officer

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/progress to the LRG on issues affecting Children/Family services

ENGINEER OPERATIONS AND LOGISTICS

Exec Manager Infrastructure & Assets

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies
- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required
- ✓ Reports the progress of the restoration and reconstruction process to the LRG

FIELD COORDINATOR SUPERVISORS

Supervisor of Operations, Facilities and Maintenance

- ✓ Assists with operational response as requested by Engineering Operations Logistics

FINANCIAL RECOVERY COORDINATOR

Chief Financial Officer

- ✓ Acquires, distributes and accounts for funds
- ✓ Liaises with the LRG to identify financial implications of emergency event
- ✓ Committees established to manage donations, appeals, etc.
- ✓ Keeps records of all costs as a result of the emergency (cost centre to track $)
- ✓ Liaises with Communities to gain access of potential emergency funding
- ✓ Liaises with State Officers after declaration made that activates the DRFAWA fund
- ✓ Acts as representative to ensure appropriate recuperation of funds spent

GNOWANGERUP EMERGENCY RESOURCE OFFICERS

Rangers

- ✓ Assists Local Recovery Coordinator (LRC) as required

ECONOMIC RECOVERY COORDINATOR

Chief Financial Officer

- ✓ Liaises with the Financial Recovery Coordinator to ensure funding is available for critical economical infrastructure affecting business operations)
- ✓ Assists businesses with recovery following an incident
- ✓ Liaises with the business community to ensure immediate/urgent needs are addressed
- ✓ Assists with DRFAWA funding arrangements if required
- ✓ Liaises with insurance companies and provides assistance where required to fast track claims from businesses (for example, provide temporary local office space for insurance assessors)

WASTE SERVICES OFFICER

Coordinator Waste Management

- ✓ Ensures waste services continue as the demand potentially increases from an emergency

HEALTH RISK ADVISOR

Environmental Health Services

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/information to the LRG on issues affecting environmental health resulting from the emergency
- ✓ Evaluates/assesses properties affected by the emergency post event
- ✓ Liaises with Dept. of Health as required on behalf of the Authority

SUPERVISOR BUILDING MAINTENANCE

Building Services

- ✓ Evaluates building structures following an emergency
- ✓ Assists with emergency permits
- ✓ Liaises with planning implementation, engineers and building practitioners

BUILDING STRUCTURAL OFFICER

Manager/Senior Officer Development Services/Building

- ✓ Evaluates/assesses building structures following an emergency
- ✓ Provides assistance to residents affected by a disaster with advice and processing of building plans

BUSINESS RISK MANAGEMENT OFFICER

Risk Coordinator

- ✓ Develops a business continuity plan to ensure LG Business continues during and after the emergency/recovery process
- ✓ Advises on Risk Analysis of Recovery Plan and actions

SUPERVISOR PARKS MAINTENANCE

- ✓ Assists with an operational response as requested by LRG and Engineer Operations and Logistics

LOCAL RECOVERY COORDINATOR GROUP

Assessment and Planning

- ✓ Coordinate the assessment of community impacts across all recovery environments.
- ✓ Develop and implement the Local Recovery Plan
- ✓ Set recovery objectives, priorities, and strategies in collaboration with the affected community and stakeholders

Coordination and Liaison

- ✓ Coordinate recovery activities across local government, State agencies, NGOs, and the community.
- ✓ Liaise with the State Recovery Coordinator and relevant functional areas as required
- ✓ Establish and support Recovery Working Groups (e.g., infrastructure, welfare, environmental).

Community Engagement

- ✓ Ensure effective communication and consultation with the affected community
- ✓ Facilitate community participation in the recovery process and decision-making
- ✓ Provide information and referral to support services and resources

Resource Management

- ✓ Identify and mobilise local resources to support
- ✓ Facilitate access to State and Commonwealth disaster relief funding and assistance
- ✓ Support coordination of donations and volunteer efforts (if applicable).

Monitoring and Reporting

- ✓ Monitor the progress of recovery against established objectives and community needs
- ✓ Prepare regular situation reports and a final recovery report for Council and the State Recovery Coordinator
- ✓ Identify lessons learned and contribute to post-incident reviews and continuous improvement

Governance and Administration

- ✓ Ensure all recovery activities are undertaken in accordance with relevant legislation, policies, and guidelines.
- ✓ Maintain appropriate records of decisions, financial expenditure, and community feedback
- ✓ Report to the Local Emergency Management Committee (LEMC) and Council on recovery activities and outcomes.

Appendix 3

SHIRE OF GNOWANGERUP
BORDEN GNOWANGERUP ONGERUP

RECOVERY COMMUNICATIONS PLAN

Contents

Document Control				
Issue	**Rev.**	**Date**	**Author**	**Reviewed**
Draft for comment		Jan 2025	LRW	2025

1. VISION

The Shire of Gnowangerup's (the Shire) vision during an emergency and subsequent recovery is to empower and support the community so it feels an active partner in its recovery.

To have a strategy in place to manage and/or avoid any adverse public actions and/or reactions which relate to the recent emergency.

2. MISSION

The Shire's mission is to provide widespread regular high-quality information to disaster affected community members and the greater community.

To acknowledge the psychological challenges and complexities of communicating with a community that has been affected by the disaster.

To encourage and promote two-way communication to better understand the community's needs and concerns.
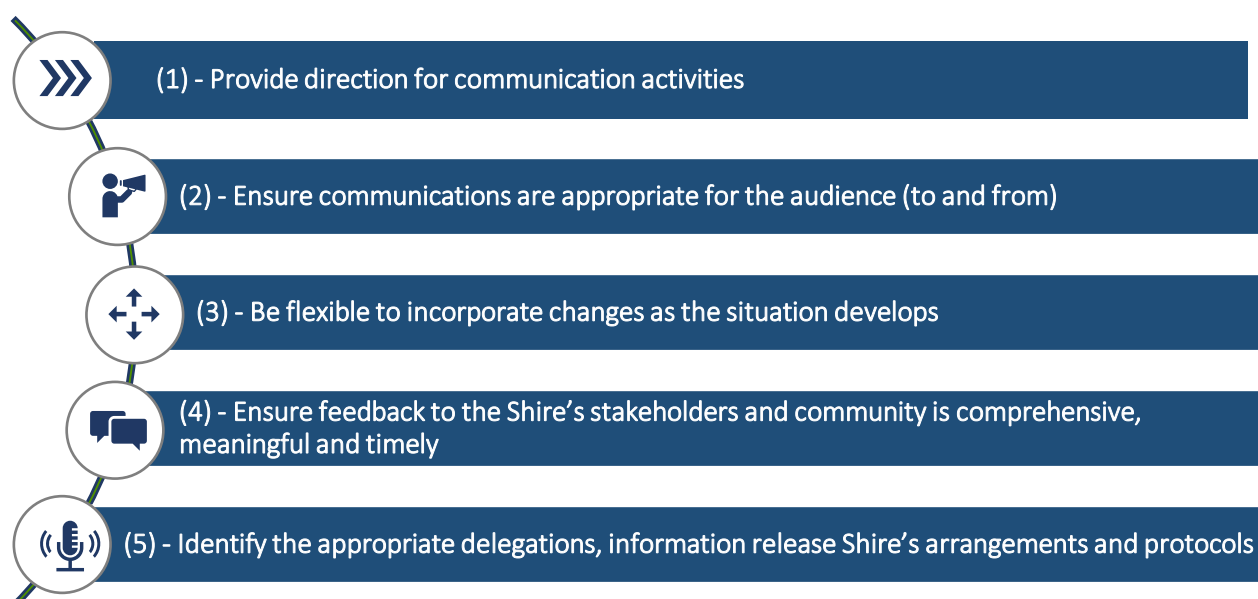
3. BACKGROUND

Brief outline of details of emergency event.

4. COMMUNICATION OBJECTIVES

(1) - Provide direction for communication activities

(2) - Ensure communications are appropriate for the audience (to and from)

(3) - Be flexible to incorporate changes as the situation develops

(4) - Ensure feedback to the Shire's stakeholders and community is comprehensive, meaningful and timely

(5) - Identify the appropriate delegations, information release Shire's arrangements and protocols

5. KEY TARGET AUDIENCE

The following have been identified as the primary target audience for communications.

Primary Target Audience	Description	Actions When/Where
Disaster affected community members	Reach those who have been directly affected and may be seeking assistance. Consider outreach and using this database.	Provide recovery contacts and key information to aid decisions via outreach. Shire's website to be kept updated with recovery information.
Displaced persons	Displaced persons need to remain contactable. Use a variety of networks to reach people.	Maintain master database of affected persons. Agencies to share information to build a clear picture of where people are and their contacts.
Community Shire of Gnowangerup	Reach those who like to be kept up-to-date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided.	· Shire's Website · Recovery Newsletter · Local Paper · Community Radio · TV Interviews · Community Events · Group Gatekeeper Networks
Recovery agency partners	Ensure a coordinated effort and that all messages provided to the community are consistent.	All messages coordinated through Local Recovery Coordinator's office.
Pastoral and outlying community	Reach any rural community that may not have visited recovery centres or attended community meetings and may not know help is available.	Outreach conducted at interval: · Immediately after impact · 6 monthly follow up · 12 monthly follow up Ensure special issue of Recovery News attached to rates notices. Consider phone outreach.
Affected businesses and their employees	Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff.	Liaise with affected businesses. Engage key support agencies that aid the business community and ensure communication is encouraged.

Primary Target Audience	Description	Actions When/Where
Shire of Gnowangerup Community (philanthropists and benefactors)	Reach those who may want to donate cash, supplies/materials or labour.	Official Shire media releases. Website kept updated with latest recovery information. Engage radio and TV to keep the recovery of community positive and transparent.
State and Federal Government	Keep governments informed of Shire's challenges to enlist appropriate assistance.	Ensure key strategies and actions undertaken are communicated to State/Fed. Gov't agencies to ensure common objectives and goals are met and a united front is projected for recovery.
Shire's staff and elected Councillors	Provide information about the challenges to enlist appropriate solutions and provide actions.	Staff newsletter/Intranet information on what is 'happening' in recovery. Customer service information sheet for incoming enquiries. Recovery information is a regular Council agenda item.
Local Recovery Group and Sub-Committees	Provide information to the following committees: · Finance · Social Wellbeing · Infrastructure · Natural Environment	Maintain spreadsheet database of all sub-committee meetings highlighting actions, time schedules, responsibilities and outcomes, which are available across four sub-committees.

The following audiences have been identified as the secondary targets for communication.

Secondary Target Audience	Description	Actions When/Where
Media commentators	Provide information to: · Authorised State and regional newspapers · State and local radio · State and local television	Weekly newspaper updates. Monthly radio interviews updates. Encourage good news recovery stories for TV/Radio. Community events. Develop and manage an agreed reporting rhythm.

| Business community | Keep the business community informed. | Form working groups of affected businesses so they are hubs to distribute information. |
| WA community | Keep the wider community informed. | Encourage wider syndication of good news stories and media releases. |

6. KEY MESSAGES

Messages must be consistent with the overall purpose of the communication and meet the requirements of the Shire, stakeholders and the community.

Key messages to be delivered to both primary and secondary target audiences are:

Message: What do you want your audience to think, feel or do?	Purpose: Does this message meet your communication objective?
✓ All concerns/issues, whether great or small, matter to the Shire and are being addressed.	**Objective 4, 3**
✓ Current situations and information received will be acted upon.	**Objective 2, 4**
✓ The whole community is being informed and kept up to date.	**Objective 4**
✓ The community is an active partner in recovery and is consulted on decisions and activities that are organised.	**Objective 1, 3**
✓ The community is empowered by the information received and is encouraged to be self-sufficient to build capacity.	**Objective 1**

7. ACTIONS

Key Stakeholders	Proposed Consultation/Communication	Medium
Community	Community consultation via a range of mediums to reach appropriate members. Using existing community networks and information conduits to engage and inform. Recovery Community Meetings. Recovery Newsletter. Shire's website.	Face-to-face via Recovery Centre. Community Development team as needed. Weekly first month switching to fortnightly/monthly. Further outreach as needed to maintain contact and get to persons that don't have other forms of communication.
Local Recovery Group members	Implement updates via Shire meetings, email newsletters.	Weekly, via 'FYI' newsletter.
Shire's staff internal and operational	Updates regarding actions and ongoing issues.	Messages disseminated through senior staff via daily/weekly meetings. Agency updates via CEO.
Media	Shire segment updates in local papers. Regular interviews with local radio stations.	Locally read newspaper and possibly West Australian.
Shire of Gnowangerup	Develop and use a protocol to ensure that all information is vetted, factual, suitably endorsed for release.	CEO.

8. RISK MANAGEMENT

Risk	Action/Mitigation
Information overload	✓ Ensure information is fresh, different and interesting, e.g. consider news items found about other affected communities and their recovery. ✓ Ensure all information presented addresses a community need, thus minimising superfluous information.
Material poorly designed and ineffective in communicating key messages	✓ Design material so it is clear, easy to use and written in appropriate language for the chosen audience.
Material and information too late or too infrequent	✓ Have weekly or fortnightly deadlines.
Other agencies sending mixed messages	✓ Make sure all agencies are aligned and messages are consistent.

9. COMMUNICATION AID

Communication Channels	Monitor and Evaluate
Shire's Emergency/Disaster Event Recovery Newsletter	After publication, register any enquiries or comments regarding the content and assess weekly or immediately after publication.
Local Newspaper, Community Bulletins, West Australian Newspaper	After publication, register any enquiries or comments regarding the content and assess weekly.
Shire's website and FAQs	Assess the number of visits to event recovery page. Establish feedback loops through the website to gauge effectiveness of communications.
Radio interviews (spokesperson)	Record interviews for critical analysis.
Staff briefing notes/script	Check regularly to ensure information is up-to-date and updated immediately the situation changes.
Community events and community meetings	Register attendance numbers. Take notes at each event and meeting to gauge interest and relevance of content.
Distributing news through existing community networks	Monitor social media and other community networks.

10. COMMUNICATIONS PLAN REVIEW

The Communication Plan will be reviewed daily/weekly, or as necessary, as determined by Local Recovery Group Chairman and/or CEO Shire of Gnowangerup.

11. COMMUNICATIONS BUDGET

To be determined when actions have been confirmed

12. ATTACHMENTS

Attachment 1:   Recovery Communications Planning Guide

Attachment 2:   (a) Ask a Question   (b) Make a Statement

Attachment 3:   Outreach Needs Assessment and Initial Contact Form

Attachment 4:   Recovery Community Meetings Guidelines

Recovery Communications Planning Template

Recovery Communications Planning Checklist

Action	Y/N	Responsible Person
Communications Governance		
Lead spokesperson selected/ advised		
Message media chosen		
Liaison with CA PIO made		
Message rhythm/frequency decided		
Recovery Message Board locations established		
Internal staff messaging in place		
Outgoing community messaging in place		
Channels for incoming community messages to be received in place		
Communication links with agencies devised		
Messaging		
Regular message format developed		
Recovery branding devised and used		
Physical donations/goods messaging devised and promoted in all messaging		
Spontaneous volunteer management messaging devised and promoted in all messaging (as required)		
Community Outreach Program		
Format and content devised		
Received information management format devised		
Ongoing information access portal/ media devised and established		

Community Message Talking Points

Spokesperson _____ *Position* _____

_____

Message timing

To be delivered at: _____ AM ☐ PM ☐

Media channel/s: _____

Target audience: Internal staff ☐

Community group/s _____

_____

_____

Agency/s _____

Message Body

Intro: Discuss current situation (include 'No physical donations accepted', etc.)

1 *What we know*

2 *What we do not yet know*

3 *What we are doing*

4 *What we want you to do*

Reiterate main and salient points
Next message will be available at: _____

Attachment 2(a) – Listening - Ask a Question

Printed on GREEN paper

Emergency/Disaster Event RECOVERY

ASK A QUESTION

SHIRE OF GNOWANGERUP

If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.

Your name:	Your contact details:

Printed on GREEN paper ✂--

Emergency/Disaster Event RECOVERY

ASK A QUESTION

SHIRE OF GNOWANGERUP

If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.

Your name:	Your contact details:

Attachment 2(b) – Listening - Make a Statement

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Emergency/Disaster Event RECOVERY
MAKE A STATEMENT

Please feel free to provide us with feedback or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.

Your name:	Your contact details if response required:

Printed on YELLOW paper ✂---

Emergency/Disaster Event RECOVERY
MAKE A STATEMENT

Please feel free to provide us with feedback or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.

Your name:	Your contact details if response required:

Attachment 3 – Outreach Impact and Needs Assessment

Date: _____ TEAM No: _____

Hello, my name is _____and I am from Shire/ volunteer/ Aust. Red Cross on behalf of the Shire of Gnowangerup. We are here to (engage/ speak/ check in) with those affected from recent events to see how best we can assist. We're collecting a database of affected people and impact on properties to ensure we deliver up-to-date information and assistance to connect people with appropriate organisations/ agencies/ people depending on assistance you may require.

PROPERTY DETAILS

Property Location (Lot No, Street Name, Area):

	Nearest Cross Road:	

Property Owner/Occupant Name:

How would you like to be contacted?		**Your preferred time?**	
☐	Phone:	☐	**Morning** (7am – 12noon)
☐	Email:	☐	**Afternoon** (12noon – 5pm)
☐	Post:	☐	**Evening** (After 5pm)

PROPERTY NEEDS

Please provide information on detail for any needs identified

☐	House destroyed/uninhabitable
☐	House damaged
☐	Outbuildings destroyed Total: _____
☐	Rebuilding assistance
☐	Asbestos/Possible asbestos
☐	Water supply affected
☐	Vehicle destroyed/damaged
☐	Animals lost/injured
☐	Utility services affected
☐	Fencing destroyed/damaged
☐	Environmental clean-up required
☐	Other (Please provide details) _____

INFORMATION NEEDS		OTHER ASSISTANCE REQUIRED	
☐	Rubbish collection/Disposal information	☐	Council Services TYPE:
☐	Recovery Information/Newsletter	☐	Referral to Agency WHO:
☐	Financial/Grant assistance	☐	Other (provide details):
☐	Counselling/Wellbeing check		

Would you like someone to contact you?

☐ Immediately	☐ Within the week	☐ In the future

Attachment 4 – Community Recovery Meeting Guidelines

SHIRE OF GNOWANGERUP

Community Recovery Meeting

We promise to listen to you and do our best to answer your questions honestly and tell you exactly what we know. There will be many questions that we don't have answers to yet. Please accept this is our reality and we are doing everything we can to get these questions answered by the responsible agencies.

Unity at Community Meetings – Together we stand

- ✓ Let's keep the right thing at the centre: let's do the very best we can for our recovery as a community

- ✓ Together we are better and stronger: let's keep the spirit of community strong (and your Shire of Gnowangerup workers are part of that community)

- ✓ Treat each other with dignity and respect: everyone's concerns matter and are equally important

- ✓ Keep it as civil as you possibly can: abusive language is not acceptable and is not helpful

- ✓ Listen respectfully to each other and try to understand the other's point of view

- ✓ Only one person to speak at a time… we can only hear one person at a time

- ✓ Say what you need, and ask what you need to know

- ✓ Constructive suggestions are welcomed… everyone can be part of the problem-solving process

- ✓ It is OK to leave the room at any point. We have Councillors here who can help you if you feel overwhelmed
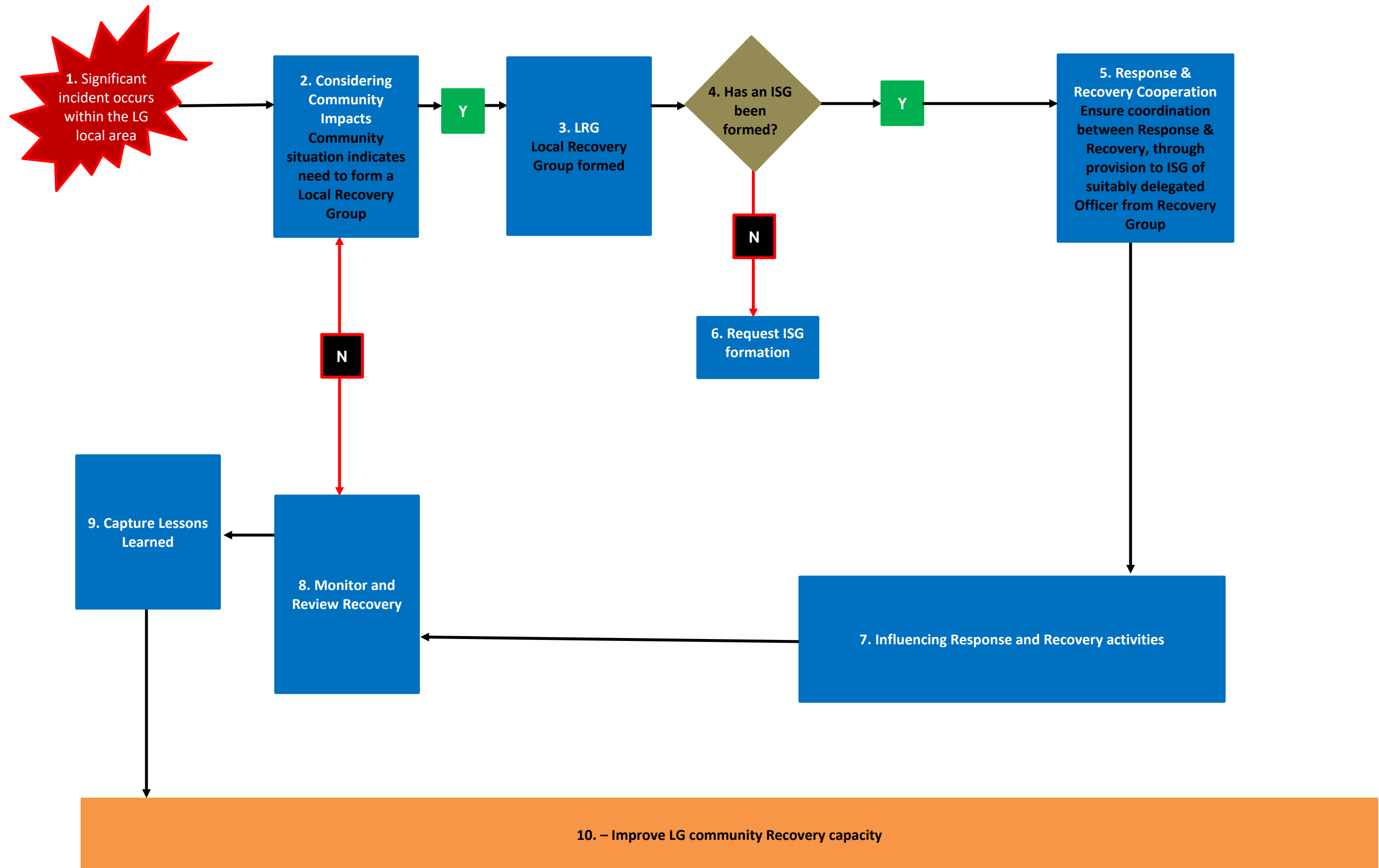
Appendix 4

Recovery Operational Sequence Guide/Checklist

Situation	Organisation/Action
ALERT **(Transition)** Advice of an emergency with potential to require local coordination of recovery activities	**HMA/CONTROLLING AGENCY** ➢ Ensure Local Emergency Coordinator (LEC) and affected Shire of Gnowangerup(s) are advised of extent of potential recovery support requirements. ➢ State EM Policy - *6.2.1 – The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to the four recovery environments (social, built, economic and natural) prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Where required, an Impact Statement must be completed, prior to the transfer of responsibility for management of recovery to the Shire of Gnowangerup(s) affected area.* *6.2.2 – The relevant Controlling Agency with responsibility for the response to an emergency must initiate a range of recovery activities during the response to that emergency, as detailed in the State EM Plan (section 6.4).* ➢ Include Local Recovery Coordinators/ Shire of Gnowangerup's in briefings/Incident Support Group (ISG). **SHIRE OF GNOWANGERUP** ➢ Establish liaison with Local Recovery Coordinator (LRC)/Local Recovery Group chairperson and appropriate core members considering requirement for local level coordination of recovery support. ➢ Advise and liaise with LRG members.
ACTIVATION Requirement for local level coordination of recovery identified/requested	**SHIRE OF GNOWANGERUP** ➢ When requested by, or on the advice of, the HMA or ISG, convene LRG and where required, establish a management structure. **LRC** ➢ Arrange for conduct of on-site assessment, if appropriate. ➢ Maintain links with affected organisations to identify and coordinate the provision of recovery support.
STAND DOWN On completion of local recovery activities.	**SHIRE OF GNOWANGERUP/LRC** ➢ Ensure handover of responsibility for ongoing recovery activities to a managing agency. ➢ Advise LEC (informal) and LRG members of stand-down. ➢ Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC and Chair SEMC Community Resilience and Recovery Sub-Committee (SEMC). ➢ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required.

Appendix 4b

Community Disaster Recovery- *Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart*

1. Significant incident occurs within the LG local area

2. Considering Community Impacts Community situation indicates need to form a Local Recovery Group

Y

3. LRG Local Recovery Group formed

4. Has an ISG been formed?

Y

5. Response & Recovery Cooperation Ensure coordination between Response & Recovery, through provision to ISG of suitably delegated Officer from Recovery Group

N

N

6. Request ISG formation

9. Capture Lessons Learned

8. Monitor and Review Recovery

7. Influencing Response and Recovery activities
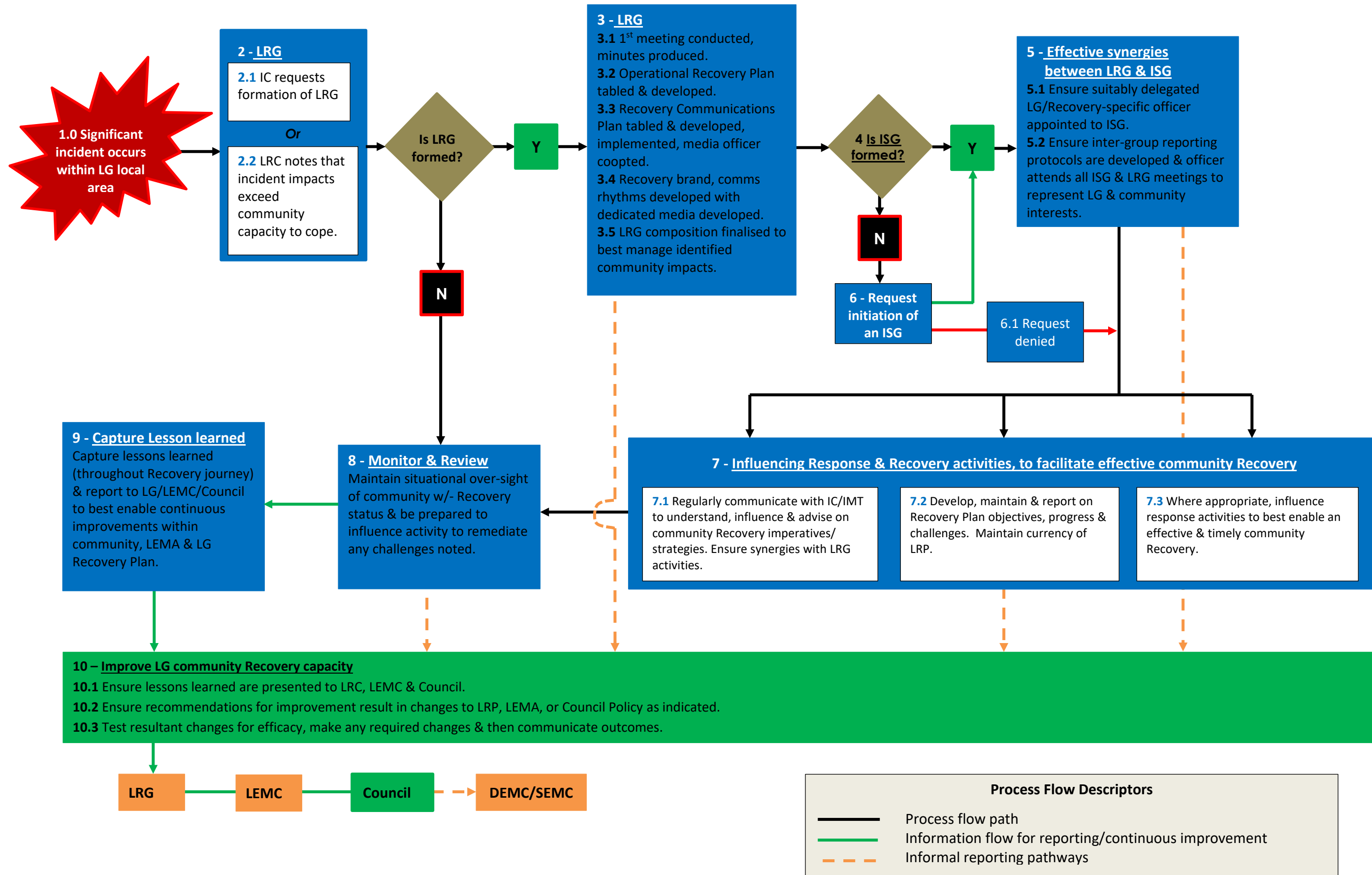
10. – Improve LG community Recovery capacity

Appendix 4b

Community Disaster Recovery- *Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart*

1.0 Significant incident occurs within LG local area

2 - LRG

2.1 IC requests formation of LRG

Or

2.2 LRC notes that incident impacts exceed community capacity to cope.

Is LRG formed?

Y — N

3 - LRG

3.1 1st meeting conducted, minutes produced.
3.2 Operational Recovery Plan tabled & developed.
3.3 Recovery Communications Plan tabled & developed, implemented, media officer coopted.
3.4 Recovery brand, comms rhythms developed with dedicated media developed.
3.5 LRG composition finalised to best manage identified community impacts.

4 Is ISG formed?

Y — N

5 - Effective synergies between LRG & ISG

5.1 Ensure suitably delegated LG/Recovery-specific officer appointed to ISG.
5.2 Ensure inter-group reporting protocols are developed & officer attends all ISG & LRG meetings to represent LG & community interests.

6 - Request initiation of an ISG

6.1 Request denied

7 - Influencing Response & Recovery activities, to facilitate effective community Recovery

7.1 Regularly communicate with IC/IMT to understand, influence & advise on community Recovery imperatives/ strategies. Ensure synergies with LRG activities.

7.2 Develop, maintain & report on Recovery Plan objectives, progress & challenges. Maintain currency of LRP.

7.3 Where appropriate, influence response activities to best enable an effective & timely community Recovery.

8 - Monitor & Review
Maintain situational over-sight of community w/- Recovery status & be prepared to influence activity to remediate any challenges noted.

9 - Capture Lesson learned
Capture lessons learned (throughout Recovery journey) & report to LG/LEMC/Council to best enable continuous improvements within community, LEMA & LG Recovery Plan.

10 – Improve LG community Recovery capacity

10.1 Ensure lessons learned are presented to LRC, LEMC & Council.

10.2 Ensure recommendations for improvement result in changes to LRP, LEMA, or Council Policy as indicated.

10.3 Test resultant changes for efficacy, make any required changes & then communicate outcomes.

LRG — **LEMC** — **Council** — **DEMC/SEMC**

Process Flow Descriptors

———	Process flow path
———	Information flow for reporting/continuous improvement
- - - - -	Informal reporting pathways

Appendix 4b

Community Disaster Recovery- *Responsibility, Accountable, Consulted, Informed (RACI) Matrix - Recovery Actions Flow Chart*
<u>Community Recovery – RACI Matrix</u>

Serial	Incident	LRC	LRG	Mayor/Pres/CEO	Incident Controller	Local Emergency Coordinator	Community
1	**Significant incident occurs within local government area**						
2	**Local Recovery Group (LRG) triggers reached**	R		A	C	C	I
2.1	IC requests establishment of LRG *or*	C	I	C	A	C	I
2.2	Community impacts noted to exist, likely to affect normal community functioning	A	I	C	C	C	
3	**LRG called together to meet**	R	R	A	I	I	I
3.1	Minutes produced and circulated to all stakeholders within this Matrix	A	C	C	I	I	I
3.2	Operational Recovery Plan (ORP) templates tabled and ORP development commenced	A	C	C	I	I	
3.3	Operational Communications Plan (OCP) templates tabled and development implemented – LG communications officer coopted to manage community comms plan.	R	C	A	I	I	C
3.4	Recovery brand developed, communications rhythms decided and dedicated media published.	R	C	A	C	I	I
3.5	Recovery Committee composition finalized w/- community impacts	R	C	A	C	C	
3.6	Ensure that community impact and needs assessment research begins.	A	R	C	I	I	C
4	**Consider benefit of an Incident Support Group (ISG) to Community Recovery**	AR	C	C	C	C	
5	**ISG formed**	C	I	C	AR	C	
5.1	Ensure delegation of suitably enabled LG/Recovery officer to represent Community Recovery effort	C	C	A	C	C	
5.2	Ensure inter-group reporting protocols are developed & officer attends all ISG & LRG meetings to represent LG & community interests.						
6	**If ISG is desired to improve coordination (but not established), seek ISG formation to provide nexus between Response & Recovery activities.**	A	C	C	C	C	C
6.1	If request to establish an ISG is denied, ensure sufficient representation of community needs exists at IMT, to influence a positive community Recovery.	R	C	A	C	C	C
7	**Influence activities (Response & Recovery) to ensure effective community Recovery.**	R	C	A	R	C	C
7.1	Regularly communicate with IC/IMT to understand, influence and advise on Community Recovery imperatives/strategies.	A	C	C	C	C	C
7.2	Develop, maintain & report on Recovery Plan objectives, progress & challenges. Maintain currency of LRP.	A	C	C	C	C	C
7.3	Where appropriate, influence response activities to best enable an effective & timely community Recovery.	R	C	A	C	C	C
8	**Maintain situational over-sight of community w/- Recovery status & be prepared to influence activity to remediate any challenges noted.**	A	C	C	C	C	C
9	**Capture lessons learned (throughout Recovery journey) & report to LG/LEMC/Council to best enable continuous improvements within community, LEMA & LG Recovery Plan.**	A	C	C			C
10	**Improve LG community Recovery capacity**						
10.1	Ensure lessons learned are presented to LRC, LEMC & Council.	A	C	C			
10.2	Ensure recommendations for improvement result in changes to LRP, LEMA, or Council Policy, as indicated.	A	C	C			I
10.3	Test resultant changes for efficacy, make any required changes & then communicate outcomes.	A	C	C			I

<u>Note</u> - Risks identified:

Code		Definition
R	Responsible for action/initiation	Executes the task
A	Accountable to ensure outcomes	Owns outcomes – determines criteria for decisions
C	Consulted	Prior to & during execution
I	Informed	Prior to & post event
RA	Responsible & Accountable	

Appendix 5

Recovery Action Checklist

Checklist: Recovery actions for Local Recovery Group and Local Recovery Coordinator

Transition from Response	✓	IC shall include the LRC in critical response briefings	✓
	✓	LRC shall ensure the IC is aware of recovery requirements and tasks prior to terminating the state of emergency	✓
		LRG shall ensure that agencies with response and recovery obligations are aware of their continuing role	
		LRG to confirm whether the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia and if so, what assistance measures are available	
		LRC shall initiate key recovery arrangements and ensure formalisation of handover takes place	
		Ensure HMA completes an Impact Statement, and it is available for handover	
Management Structure		Ensure the appointment of a Deputy LRC has occurred	
		If required advise Local Recovery Centre Coordinator to activate the Local Recovery Centre	
		Facilitate representative sub-committee to coordinate and action recovery tasks and disseminate decision as required	
		Ensure and facilitate the completion of the Needs and Impact assessment	
		Assume public information responsibilities from response agency and provide information to the Authority's Coordinator Corporate Communications to disseminate to the community	
		Facilitate/advise on State/Federal Disaster Relief Funding, (DPIRD, Centrelink) and facilitate/advise on private aid and funding	
		Prepare oral and written financial and non-financial reports and briefs within Operational Recovery Plan	
		Provide adequate administration support to all recovery functions	
		Provide a succinct reporting system to Shire of Gnowangerup, State RC, LRG, community	
		Recruit and work with representatives of the affected community and include in recovery planning	

	Establish strategies for uniting the community behind agreed objectives (events, meetings)	
	Establish One-Stop-Shop and Recovery Centres providing advice, information and assistance to community during the recovery period	
	Enact Recovery Communication Plan for sharing information and enabling listening	
Impact and Needs Assessment	Use intelligence/planning information from the response operation and ensure LRC is liaising with HMA through response	
	Confirm the total area of impact for determination of survey focus	
	Set out the immediate information needs: infrastructure problems and status, damage impact and patterns, and welfare issues	
	Link with parallel data-gathering work	
	Identify and close information gaps (establish the ''big picture'').	
	Assess the financial and insurance requirements of affected parties	
	Gather evidence to support requests for government assistance	
	Ensure all relevant information is strictly confidential to avoid use for commercial gain	
Inspections and Needs Assessments – Technical	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, interpret and analyse data	
	Establish a method/process to determine the type of information needed for this recovery operation: · How and who will gather the information (single survey) · How information will be shared · How information will be processed and analysed · How the data will be verified (accuracy, currency and relevance)	
	Manage the process to minimise calling back	
	Coordinate, select and brief staff	
	Maintain confidentiality and privacy of assessment data	

Appendix 6

Operational Recovery Plan Template

Operational Recovery Plan

Emergency Event: *(Type and location)*

_____

_____

_____   _____

Date of Emergency: _____

HMA/CA INCIDENT LEVEL: _____ **DECLARED AS:** _____

Section 1

Introduction:

Background on the nature of the emergency or incident	Compile the type of event and basic outline of sequence of events.
Aim or purpose of the plan	Like all management tools think about why you are engaged in recovery and what you hope to achieve overall.
Authority for plan	As a local authority you are charged with the responsibility of recovery under the *Emergency Management Act 2005.*

Section 2

Assessment of Recovery Requirements:

Details of loss and damage	Residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure). Your primary Impact Statement (IS) from HMA will give you an initial overview. This can be added to when subsequent reports are made.
Estimates of costs of damage	You may get indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment.
Temporary accommodation requirements	Include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons.
Additional personnel requirements (general and specialist)	It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads.

Human services (personal and psychological support) requirements	On completion of Outreach Individual Needs Assessment, you would have initial contact with your affected community ascertaining what physical and psychological resources are required in the immediate, short and medium term, understanding the impact on community.
Health issues	Medical/Health personnel and Shire EHOs will assess any significant issues (water, food spoilage, medical supplies or medivac).

Section 3

Organisational Aspects:

Details the composition, structure and reporting lines of the groups, sub-committees and working groups set up to manage the recovery process.

Details the inter-agency relationships and responsibilities.

Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Local Recovery Coordinator.

Section 4

Operational Aspects:

Details resources available and required	Give list of resources deployed and confer with the LRG network for future resources.
Redevelopment Plans (includes mitigation proposals for betterment)	This could be inappropriate in the early stages, however, should be part of the Long-Term Recovery Strategy in future reporting.
Reconstruction restoration programme and priorities	Detail agencies engaged in their specialist fields and estimates for re-establishing lifelines, waste, and restoration.
Includes programs and strategies of government agencies to restore essential services	Consider betterment when engaged in rebuilding.
Includes the local government program for community services restoration	Local events, meetings, coffee get togethers, recreation, breakfast BBQs, etc.
Financial arrangements	Assistance programs DRFAWA, insurance, public appeals, LMDRF, and physical and monetary donations.
Public information dissemination	From the Communication Plan outline what and how your communication is being staged.

Administrative Arrangements:

Administration of recovery funding	General financial issues.
Public appeals policy and administration	Including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel.
Information management processes	How is the management and recording process being undertaken.
Reporting rhythm	Who, when and how is the reporting being undertaken.

Section 5

Conclusion:

Give an overall summary highlighting immediate, short, medium and long-term priorities and timetable.

Signed by: _____

Chairperson Local Recovery Group or Local Recovery Coordinator

Date: _____

Data Management	Allocate responsibility for data management tasks ensuring proper process of relevant data transfer	
	Use templates/spreadsheets for impact assessment and for tracking assistance provided	
State Government Involvement	Establish robust relationships with key regional government agency representatives, and appoint them to appropriate LRG Sub-Committees and RCC, as required	
	Instigate liaison with DPIRD Officers for the recovery claim process	
	Attend ASAP to requests for information from government agencies	
Public Information	Ensure spokesperson available (CEO, delegated) to speak with the media	
	Manage public information in accordance with Recovery Communication Plan	
	Identify priority information needs	
	Monitor social media, and media and counter misinformation	
Rehabilitation and Assistance	Establish a mechanism for receiving expert technical advice from lifeline groups	
	Monitor and assist rehabilitation of critical infrastructure	
	Prioritise recovery assistance in line with community needs	
	Prioritise public health to restore health services and infrastructure	
	Assist and liaise with businesses to re-establish and reopen	
	Restore community and cultural infrastructure (including education facilities)	
	Restore basic community amenities for meetings and entertainment	
	Facilitate emergency financial assistance through the Department for Communities (Communities)	
	Be aware of need to adjust capital works and maintenance programs	

Implementation of Risk Management Measures	While doing the hazard analysis: · Identify essential services and facilities in high-risk areas · Consider the restoration betterment options for essential services	
	Identify betterment options based on research and consultation	
	Undertake urgent hazard reassessment based on new (event) information and relate to the Shire's Emergency Risk Management Plan	
Financial Management	Review financial strategies including use of Budget line items for tracking all recovery expenses	
	Communicate with financial agencies, including insurance companies	
	Keep financial processes transparent, appeal monies, etc.	
	Liaise with LMDRF for process and protocols for managing appeals system	
	Ensure recording of all expenditure during recovery, (expenditure, receipts, timesheets, contractors) for DRFAWA claims	
Reporting	Provide a succinct reporting system to the Shire of Gnowangerup, State RC, LRG, community	
	Provide adequate administration support to all recovery functions	
Recovery Long-Term Strategy *(including Managed Withdrawal***)**	Continually review the Recovery Management process with a view to withdrawing as the community takes over	
	Conduct a Long-Term Recovery Strategy workshop with community representatives and key stakeholder organisations including managed withdrawal strategies	
	Ensure 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	
Recovery Post Analysis Report (Lessons Learnt)	Conduct a debrief and Post Recovery Analysis with key community members and key stakeholder organisations towards preparing a Recovery Lessons Learnt Report	
	Conduct a debrief and Post Recovery Analysis with Shire of Gnowangerup staff and elected members towards preparing a Lessons Learnt Report	

Appendix 7

Local Recovery Centre (RC) Guidelines & Event Guideline

Aim

To assist the impacted community in their medium to long term recovery, by providing coordinated collocation of agencies to attend to psychosocial support in a neutral environment, ensuring people feel safe, welcome and comfortable.

Objectives

The objectives of a Recovery Centre are:

- ✓ To connect people with each other and with agencies and organisations which can assist people in their recovery
- ✓ To identify vulnerable individuals or families that may require immediate assistance from service providers who can address their particular needs and what those needs may be.
- ✓ To promote the importance of wellness and provide practical tools for coping with trauma and grief
- ✓ To provide regular, high-quality information on recovery milestones and other important information related to the recovery and be known as the primary location for up-to-date information
- ✓ To promote and demonstrate disaster preparedness to reduce the anxiety that may be felt within the community due to their experience
- ✓ To acknowledge the psychological challenges and complexities faced by the impacted community

Location:

Ideally the Recovery Centre will be in a central location to the impacted community and to public transport.

Building Features:

Specific features to consider in a potential building include:

- ✓ The building needs to be accessible for disabled persons
- ✓ A reception area and a comfortable place for people to wait
- ✓ Large rooms that will be suitable for office space

- ✓ An interview room for appointments with individuals and families
- ✓ Public toilets
- ✓ A multipurpose function room that has the capacity for meetings and events
- ✓ Storage such as a shed for storing 'new' donated items
- ✓ Kitchen suitable for catering for small events and acting as a staff room
- ✓ Ensure adequate parking is available

Set-up Considerations

Suggestions to consider for physically setting up a Recovery Centre include:

- ✓ Office furniture including desks, chairs, bookshelves, white boards, waiting room couch, meeting room fold-out tables (light easy to move)
- ✓ Office equipment including computers, printer, photocopier, phones
- ✓ Secure disposal of confidential papers
- ✓ Essential Services such as power, phone and internet will need to be connected
- ✓ Signage for the public and visiting stakeholders to locate with ease
- ✓ Children's corner with colouring in books and pencils and small toys
- ✓ Artwork to lighten and brighten the mood

Steps to Establish Recovery Centre:

Not all Local Governments will have the convenience of a spare building that is ready to be occupied. The following options may need to be considered:

- ✓ Rental of lease agreement for building
- ✓ Building modifications
- ✓ Mobile office building (donga)
- ✓ Arrange hire, lease or purchase of office equipment
- ✓ Second-hand furnishing
- ✓ Cleaning and rubbish collection

Record Keeping:

The Emergency Management Act 2005 allows information to be shared between State Agencies and the Shire of Gnowangerup.

It is recommended that LRC keeps a master database based that records:

- ✓ Property address
- ✓ Is it destroyed or damaged
- ✓ Owner contacts (including email, mobile number)
- ✓ Renters contacts (if rental or Dept of Communities)
- ✓ Insured or uninsured
- ✓ Received Centrelink Immediate Payment
- ✓ Received assistance from Department of Communities
- ✓ Applied for LMDRF
- ✓ Email collection for Newsletter and other important information
- ✓ Received Outreach from Australian Red Cross

Management of Recovery Centre (RC):

The following should be considered in the running of RC:

- ✓ All staff at the RC should be wearing identification such as name badges that show the organisation they are working for
- ✓ Beware of and monitor the health and safety issues, paying particular attention to staff stress and security for the staff and building
- ✓ Establish a process for regular operational staff briefing and debriefing

Recovery Events:

RC Staff will likely attend a wide range of recovery events that are located at the RC or within the impacted area.

Natural community desire will be to have social gatherings for their demographics, for example farmers will want to gather with other farmers.

Recovery activities will need to flex with the community's recovery as people's circumstances change. See the attached 'Recovery timeline- short, medium and long term.'

To assist in the management of recovery events see the attached 'Shire of Gnowangerup Recovery Event Planning Template.'

Closing of the Recovery Centre (RC):

The following should be considered in the running of RC:

- ✓ The RC will become an important point of community focus and solidarity. It is not unusual for the centre to open for months or even years
- ✓ Liaise with key stakeholders to establish the appropriate time for the RC to be closed and report to LRG
- ✓ Communicate well in advance with the community that the centre will be closed and on what date
- ✓ Ensure all people who have used the centre are contacted and notified of how they can access services in the future
- ✓ Consider a public function to thank all involved or have an official closing ceremony
- ✓ Consider an article in the local newspaper about the closing of the centre, what its purpose was, what it accomplished, services provided to the community
- ✓ Sync closure of recovery centre with formal cessation of recovery with community celebration.

ATTACHMENT 1

The Recovery Timeline: Short, Medium and Long- term

Short-term recovery (where we've been)

Short-term recovery is also called relief. The aim of relief is to address and support the immediate needs of individuals, businesses and the community affected by the event. Relief often happens while essential services are still being restored to the level where response agencies are no longer required to maintain them.

Relief agencies will usually undertake some form of impact assessment to get a clear idea of the extent of the impacts. This includes understanding the geographical extent of the impacts (i.e. how big), the human impacts (i.e. who is affected and are there casualties), the property and infrastructure impacts (i.e. what is damaged or destroyed), and the environmental impacts (i.e. are there threats to health and sanitation).

Medium-term recovery (where we are now)

The transition from short-term recovery to medium-term recovery happens when response agencies are 'stood down'. Medium-term recovery continues the coordinated process that was established during relief. Affected communities continue to be supported in terms of emotional, social and physical support. During this phase, critical physical infrastructure will be rebuilt, and the restoration of the economy and of the environment will begin.

Long-term recovery (where we're heading)

Recovery can continue for a very long time after an event: often it will take years. The role of the agencies and recovery groups continues to be critically important over these years, and it is best to plan for long-term recovery properly ahead of time, which is why we want to make this long term recovery strategy with you.

One of the key aims of long-term recovery should be to help the community become more resilient and more independent of agency support. This is why community-driven recovery is so important: it enables us to begin as we mean to continue: with community leading the way and with agencies in the supporting role.
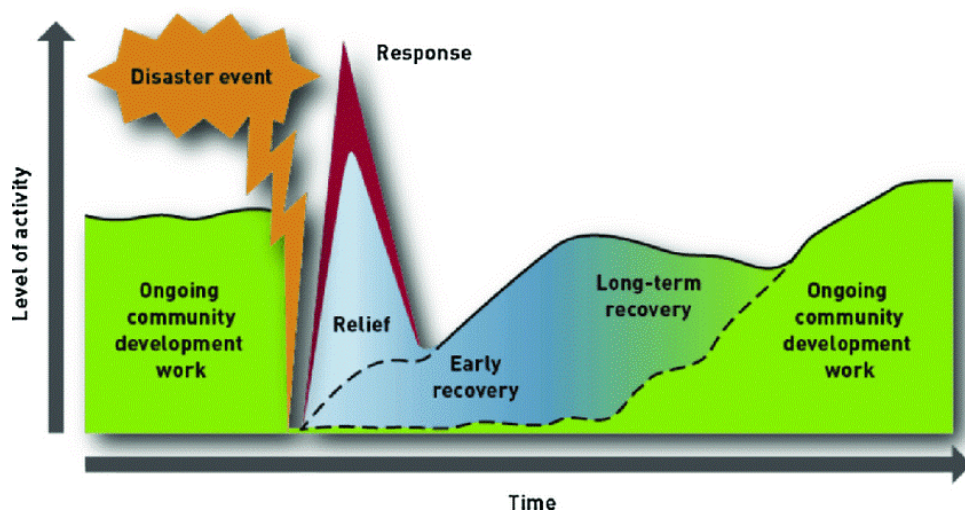
Shire of Gnowangerup Recovery Event Planning Template

ACTION	DESCRIPTION	GOALS

COMMUNITY SUPPORT:	
WHERE HAS CONCEPT / IDEA COME FROM:	
STAKEHOLDERS: Who owns the action?	
OTHER INVOLVEMENT: Who is needed?	
RESOURCES:	
COSTS:	
SPONSORS / FUNDING BODIES:	

HEALTH & WELLBEING RISK:	☐ High ☐ Medium ☐ Low	**SUPPORT REQUIRED:**	☐ Shire Staff ☐ Wellbeing ☐ Other: _____
ENVIRONMENTAL RISK:	☐ High ☐ Medium ☐ Low	**SUPPORT REQUIRED:**	☐ Shire Staff ☐ Other:_____

CATEGORY:	☐ Needs Assessment ☐ Communication ☐ Event ☐ Donations ☐ Wellbeing
RECOVERY VALUE:	☐ High ☐ Moderate ☐ Low ☐ Community Interest
PRIORITY / TIMELINE:	☐ High / Urgent ☐ Important ☐ Medium / Medium Term ☐ Lower / Long Term
DIFFICULTY:	☐ Straightforward ☐ Effort Required ☐ Long Term / Complex
OBJECTIVES:	☐ Promote health & wellbeing ☐ Increase / Enhance understanding of community needs ☐ Provide information / enhance communication ☐ Support Community Recovery through long term programs and projects
EVALUATION:	

Appendix 8

Emergency Relief, Support and Health Services

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

The following link provides related support plans and detailed information: *Emergency Management Support Plans*.

The Shire of Gnowangerup *Local Emergency Relief and Support Plan* provides local contingencies for health, emergency relief and support are to work in conjunction with State Agencies and other Non-Profit Organisations.

Principles:

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

Community and Wellbeing Sub-committee encourages community to participate in community recovery decision-making

The overall needs assessment of individuals and families is evaluated as early as possible

Personal support strategies are integral to overall recovery management process

Measures are taken to mitigate the effects of future emergencies on community

Recovery programs be coordinated to support and enhance community

Strategies:

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

Conceptual:

Encourage emergency service agencies to implement procedures relating to personal support services (e.g. identify potential welfare needs)

Support and promote individuals, families and businesses of the affected community

Support and promote community improvements

Purchase replacement goods and services locally via local businesses and trades people wherever practical

Maintain the integrity of local community groups and experts and their capabilities

Build on existing organisations and networks through activating available systems within the community

Encourage support of local community groups and experts

Encourage agencies to employ local residents

Source government grants, distribution of appeal funds and charitable payments to assist with supporting needs of individuals and families during the recovery process

Avoid duplication of services and identify gaps

Management:

Identify all aspects of community and wellbeing that may be required

Establish liaison between community and wellbeing groups, community and government agencies in the community

Establish Community and Wellbeing Sub-Committee representatives from Health and Wellbeing groups, the community and government agencies

Provide community with information about recovery process and resources available through the Community and Wellbeing Sub-Committee via Communication Plan processes

Ensure community participation in the Community and Wellbeing Sub-Committee

Conduct inter-agency briefings and feedback sessions on effectiveness and progress of welfare recovery process

Identify gaps in Community and Wellbeing services for consideration in risk management processes

Develop risk management assessments aimed at minimising future Health and Wellbeing requirements

Service Delivery:

Ensure service delivery personnel is aware of the range of services available and appropriate referral processes

Ensure service delivery personnel is aware of the local welfare circumstances pre- and post-emergency

Ensure service delivery personnel has good interpersonal skills and understanding of the local community

Provide community and wellbeing services in a timely, fair, equitable and flexible manner; ensure services and/or information is coordinated and provided by a variety of means

Ensure availability and accessibility to community and wellbeing and recovery information and services

Appendix 9

Local Recovery Plan – Action Items

Activation of Recovery

➢ Approached by HMA/CA IC to initiate
➢ LRC advises the Shire's CEO of recovery activation
➢ Assessment of assistance determined
➢ LRP is implemented

Response to Recovery transition of event responsibilities

➢ Recovery initiated while response still in progress
➢ LRC to attend ISG meetings and liaison with Incident Controller
➢ LRG gathered and briefed ensuring coordinated transition
➢ CEO to sign off response to recovery handover with HMA/CA with Impact Statement developed and agreed by Combat Agency Incident Controller

Impact Statement and Needs Assessment

➢ Recovery initiated while response still in progress
➢ LRC to attend ISG meetings and liaise with Incident Controller
➢ LRG gathered and briefed ensuring coordinated transition
➢ CEO to sign off response to recovery handover with HMA/CA. Impact Statement is provided
➢ LRG Outreach Needs Assessment will be carried out ASAP, when safe, after event
➢ Aust. Red Cross contacted ASAP to establish agreed partnership in recovery activities

Operational Recovery Plan

➢ LRC to prepare Operational Recovery Plan where significant reconstruction and restoration is required

Strategic Long-Term Recovery Plan

➢ The Shire to develop a collaborative, comprehensive and inclusive long-term recovery strategy for the community, including objectives and timelines

Managed Withdrawal

➢ The Shire will communicate via the LRG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area

➢ The Shire to identify potential partnerships with existing community organisations and services and ascertain their capacity to support the recovery process in the medium and long-term

➢ LRG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to the community to continue

Establishing LRG Management Structure

➢ The Shire will establish the LRG management structure relevant to event size and complexity

➢ LRG will establish membership from Shire staff, supporting agencies and community members

➢ LRG will operate within recognised functions and relevant sub-committee structure

➢ LRG will actively encourage and invite community participation within the LRG

➢ LRG will actively engage with State Government to maximise recovery resources

Financial Management

➢ All invoicing and costs associated with the emergency event to be allocated against the Shire's emergency event cost centre

➢ On advice emergency is an eligible event and significant resources have been expended, LRC will direct the Shire to contact DRFAWA Officers (DFES) for advice and guidance

➢ CEO and/or nominated senior officer have authority to expend funds on emergency event

➢ In an eligible major disaster LRC will assist affected individuals connect with Centrelink for assistance payments

Appeals and Donations

➢ On advice of eligibility following a disaster, LRC will direct the Shire officers to LMDRF for advice and guidance

➢ Spokesperson will advise that the Shire **will not** accept donations of goods

➢ All financial donations will be direct through the LMDRF

➢ Offers of assistance will be directed to LRG

Spontaneous Volunteers

➢ The Shire's LRG will refer spontaneous volunteers to local service clubs and support agencies to manage
➢ Consider contacting and utilising the services of *Disaster Relief Australia*

Recovery Coordination Centre and One-Stop-Shop

➢ LRC/LRG to determine location for Recovery Centre and establish as soon as possible
➢ One-Stop-Shop to be established immediately following event and located appropriately

STAFF – Shire of Gnowangerup

➢ Shire staff to be regularly briefed on current situation and activities within recovery
➢ Stress and fatigue of Shire staff to be monitored and assisted where appropriate
➢ As soon as possible determine staffing level increase to meet demands

Shire of Gnowangerup Staff – Recovery Roles and Responsibilities

➢ All Shire staff could be engaged in various stages of disaster recovery
➢ Specific Shire staff identified in this Plan should be very familiar with the roles and responsibilities involved with disaster recovery
➢ External agencies/ organisations are to be engaged and used wherever possible

Disaster Event Recovery Communication Plan

➢ The Recovery Communication Plan will provide guidance when distributing public information and communications

Debriefing and Evaluation

➢ The LRG will hold a formal Post Incident Analysis to evaluate the process and apply lessons learnt
➢ A formal debrief will be held for Shire staff to evaluate the process and apply lessons learnt
➢ Assistance will be made available through EAP for any staff working in the recovery process
➢ LRC will compile a formal report for Council and State Recovery Coordinator
➢ LRP amended (as required) to incorporate lessons learned for continuous improvement

Appendix 10(a)

Local Recovery Group Standard Reporting

LOCAL RECOVERY GROUP – RECOVERY REPORT

<Insert Emergency Situation Here>

Shire of Gnowangerup Recovery Group
Report No: …………

To: Chairperson, SRG/ State Recovery Coordinator

Situation Update:

Should include full damage report (once only) and estimated amount in dollars, work in progress including estimated completion dates, details of difficulties or problems being experienced.

Proposed Activities:

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

Special Assistance:

Requirements:

Includes support from other agencies, LRG intervention with priorities.

Financial Issues:

May include support from LRG for additional funding from Treasury.

Recommendations:

Name & Signature:	_____
Position:	_____
Date:	_____

Appendix 10(b)

Post Incident Analysis – Emergency and Recovery Management

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

Appendix 11

Emergency Relief Organisations and Spontaneous Volunteers

Australian Red Cross

The Australian Red Cross has over `100 years' experience of dealing with people in crisis.

A wide range of helpful resources can be found on the Australian Red Cross website to help communities prepare for, respond to and recover from disasters.

Disaster Relief Australia

Disaster Relief Australia (DRA) unites the skills and experiences of Australian Defence Force Veterans, Emergency Responders and motivated civilians to deploy Disaster Relief Teams throughout Australia. DRA operates nationally at disaster relief and recovery operations. When deployed, DRA integrates into existing emergency management arrangements.

DRA can operate independently or as part of an integrated task force offering capabilities and services:

✓ Work order management	✓ Home repairs
✓ Spontaneous volunteer management	✓ Route clearance and property access
✓ Incident management	✓ Medical & health support to vulnerable communities
✓ Damage and impact assessments	✓ Aerial damage assessment and mapping
✓ Debris management and restoring access	✓ Resilience and capacity building
✓ Logistics management & humanitarian aid	

For further information on how DRA can support and enhance community recovery activities for local governments, following an emergency, contact Annette Turner Duggan, Disaster Relief Team Manager WA, at Annette.Turner-Duggan@disasterreliefaus.org or 0411 252 388.

Rapid Relief Team

Rapid Relief Team (RRT) delivers hope and relief to people across the globe. Whether it be fire, flood or humanitarian need, RRT expands their support services to meet the need at hand. Their mission is to serve people with care and compassion in their time of need.

Contact details: action.au@rrtglobal.org
Website address: https://www.rrtglobal.org

Emergency Volunteers WA.
(Spontaneous Volunteers)

Emergency Volunteer WA (managed by Volunteering WA) is the peak body for volunteering in Western Australia. Their role is to connect people to community groups who need help outside of formal frontline emergency services roles.

Volunteering WA is a member of the State Emergency Relief and Support Committee (SERSC).

During times of crisis, Volunteering WA may be activated dependant of the Dept. of Communities needs to support the community, by recruiting volunteers and directing offers of gratuitous support from the community.

For more information and registration contact at: emergency.volunteer.org.au

BlazeAid

BlazeAid is a volunteer-based organisation that works with families and individuals in rural Australia after natural disasters such as fires, cyclones, droughts and floods.

BlazeAid works alongside the rural families; our volunteers help to rebuild fences and other structures that have been damaged or destroyed due to a disaster..

For more information and registration visit www.blazeaid.com.au

F.A.W.N.A

FAWNA Inc. (Fostering and Assistance for Wildlife Needing Aid) was founded in 1984 in Busselton, Western Australia, to support wildlife rehabilitators caring for orphaned, injured, or abandoned animals. Over the years, FAWNA's membership has expanded from Mandurah to Albany, covering the Swan Coastal Plain and Great Southern regions—areas known for their rich biodiversity, including a globally recognised biodiversity hotspot and significant RAMSAR wetland.

For more information and registration visit FAWNA Inc. | Western Australia Wildlife Rescue & Rehabilitation

Appendix 12

Principles Of Conflict Resolution

Recovery Principles and Values Alignment

P	Recovery Principles
P1	Context
P2	Complexity
P3	Community-Led
P4	Coordination
P5	Communication
P6	Capacity Building (Resilience)
V	**Recovery Values**
V1	Do No Harm
V2	Leadership
V3	Collaboration
V4	Empowering
V5	Act quickly, plan for long term (long term recovery strategy)
V6	Transition (Exit)
V7	Capture Lessons (debrief)

1. Think Before Reacting

The tendency in a conflict situation is to react immediately. After all, if we do not react we may lose our opportunity. To resolve conflict successfully it is important to *think* before we react– consider the options, weigh the possibilities. The same reaction is not appropriate for every conflict.
Principles and Values – P1, P3, P5, V1, V2, V3

2. Listen Actively

Listening is the most important part of communication. If we do not hear what the other parties are communicating, we cannot resolve a conflict. Active listening means not only listening to what another person is saying with words, but also to what is said by intonation and body language. The active listening process also involves letting the speaker know that they have been heard. For example, "What I heard you say is……", in other words, paraphrase and confirm understandings.
Principles and Values – P1, P4, V1, V2, V4

3. Assure a Fair Process

The process for resolving a conflict is often as critical as the conflict itself. It is important to assure that the resolution methods chosen, as well as the process for affecting that method is **fair to all parties** to the conflict. Even the perception of unfairness can destroy the chances of a resolution.
Principles and Values – P2, P3, P4, V2, V3

4. Attack the Problem

Conflict can be very emotional. When emotions are high it is much easier to begin attacking the person on the other side, than it is to solve the problem. The only way conflicts get resolved is when we **attack the problem and not each other**. What is the problem that lies behind the emotion? Focus on what are the causes of the conflict, not the symptoms?
Principles and Values – P2, P4, P5, V1, V2, V3

5. Accept Responsibility

Every conflict can have many sides and there is enough responsibility for everyone. Attempting to place blame only creates resentment and anger that heightens any existing conflict. In order to resolve a conflict, we must be prepared to **accept our share of the responsibility** and eliminate the concept of blame.
Principles and Values – P2, P5, V1, V2, V5

6. Use Direct Communication

Say what we mean and mean what we say. Avoid hiding the ball by talking around a problem. The best way to accomplish this is to use "I-Messages". With an **"I-Message"** we *express our own wants, needs or concerns to the listener*. "I-Messages" are clear and non-threatening way of telling others what we want and how we feel. A **"you-message"** blames or criticizes the listener. It suggests that the person is at fault.
Principles and Values – P5, V2, V4

7. Look for Interests

Positions are usually easy to understand because we are taught to verbalize what we want. However, if we are going to resolve conflict successfully, we must uncover why we want something and what is really important about the issue in conflict. Remember to look for the **true interests of the all the parties** to the conflict.
Principles and Values – P2, P3, V2, V3,

8. Focus on the Future

In order to understand the conflict, it is important to understand the dynamics of the relationship including the history of the relationship. However, in order to resolve the conflict, we must focus on the future. ***What do we want to do differently tomorrow***?
Principles and Values – P2, P6, V5, V6

9. Options for Mutual Gain

Look for ways to assure that we are all better off tomorrow than we are today. Our gain at the expense of someone else only prolongs conflict and prevents resolution.
Principles and Values – P2, P3, P5, V1, V2, V3

10. Timeframes for Consideration

Be prepared to preface any planning discussions with the likely requirement for staged planning. Some things can be resolved in the short term, while some matters may need more careful planning and decision making, into the median and longer terms. Not all matters can or should be decided immediately. Manage that expectation and provide examples of why this may be important (i.e., Marysville Recreation Centre)

Principles and Values – P3, P4, P5, V1, V2, V5