Government of **Western Australia**
State Emergency Management Committee

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STATE EMERGENCY MANAGEMENT

A Strategic Framework for Emergency Management in Western Australia.

Responsible Agency

Department of Fire and Emergency Services

APPROVED BY SEMC

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Local Recovery Guideline

AMENDMENT TABLE

AMENDMENT		DETAILS	AMENDED BY: (INITIALS)
NO.	DATE		
1	Dec 2014	Initial issue	SEMC
2	May 2016	Statement of fact amendments	SEMC Secretariat
3	December 2016	Version 01.01 - Amendments approved by SEMC (Resolution Number 60/2016) as per amendments table v1.1	Office of Emergency Management
4	August 2017	Version 01.02 - Amendments approved by SEMC (Resolution Number 29/2017) as per amendments table v1.2	Office of Emergency Management
5	December 2017	Version 01.03 - Amendments approved by SEMC (Resolution Number 58/2017) as per amendments table v01.03	Office of Emergency Management
6	May 2018	Version 01.04 - Amendments approved by SEMC (Resolution Number 22/2018) as per amendments table v01.04	Office of Emergency Management
7	December 2018	Version 2.00 - Amendments approved by SEMC (Resolution Number 90/2018) as per amendments table v02.00	SEMC Business Unit
8	May 2019	Version 02.01 - Amendments approved by SEMC (Resolution Number 41/2019) as per amendments table v02.01	SEMC Business Unit
9	October 2019	Version 02.02 - Amendments approved by SEMC (Resolution Number 91/2019) as per amendments table v02.02	SEMC Business Unit
10	March 2021	Version 3.00 - Comprehensive review. Amendments approved by SEMC (Resolution Number 15/2021) as per amendments table March 2021 Local Recovery Guideline.	DFES Resilience and Recovery

11	December 2022	Version 3.01 - Amendments approved by SEMC Executive Officer (Resolution Number 17/2021). Statement of fact changes and updated hyperlinks to new SEMC website as per amendments table December 2022.	SEMC Business Unit
12	October 2023	Version 3.02 – Consequential amendments approved by SEMC to reflect the change in terminology from 'welfare' to 'emergency relief and support' and related terms (resolution number 77/2023) and statement of fact and accessibility amendments approved by the SEMC Executive Officer (resolution number 17/2021) as outlined in State EM documents amendments table October 2023.	SEMC Business Unit

The SEMC acknowledges the Aboriginal peoples throughout the state of Western Australia as the Traditional Custodians of the lands where we live, work and volunteer. We recognise Aboriginal people's continued connection to land, waters, and community, and pay our respects to Elders both past and present.

All of the State emergency managment legislation and documents can be accessed via the State Emergency Management Framework page of the State Emergency Management Committee website.

Contents

1 Introduction

ABOUT THIS GUIDELINE

This guideline has been developed to assist local governments and communities:

1. prepare a Local Recovery Plan that:

- empowers the community;
- is a dynamic working document; and
- reflects the individuality of the community.

2. manage the recovery process once it has commence.

This document is to be read in conjunction with the following documents:

- Emergency Management Act 2005 (EM Act);
- Emergency Management Regulations 2006 (EM Regulations)
- State Emergency Management Policy (State EM Policy);
- State Emergency Management Plan (State EM Plan);
- State Hazard Plans (Westplans);
- State Support Plans;
- State Emergency Management Procedures (State EM Procedures);
- relevant State Emergency Management Guidelines (State EM Guidelines);
- State Emergency Management Glossary (State EM Glossary); and
- Australian Disaster Resilience Community Recovery Handbook (AIDR 2018).

We value your feedback and comments to help us continually update and improve this guideline. Submit your feedback to semc.policylegislation@dfes.wa.gov.au

Templates and Aide Memoires

To support and guide local governments plan for and manage local recovery, a number of rescources have been provided in the Appendices, which include: the Local Recovery Plan template, Operational Recovery Plan template, Local Recovery Coordinator Aide Memoire and Local Recovery Coordination Group Aide Memoire. These resources are also available on the SEMC website (www.wa.gov.au).)

WHAT IS RECOVERY?

To understand Recovery, it is useful to perceive it in its larger context as one of the four aspects of emergency management - prevention, preparedness, response and recovery (PPRR).

"Emergency management means the management of the adverse effects of an emergency including -

    a. prevention - the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency; and

    b. preparedness - preparation for response to an emergency; and

    c. response - the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and

d. recovery - the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing" (s. 3 EM Act).

Recovery requires a coordinated process to effectively support communities impacted by an emergency across these social, built, economic and environmental recovery categories.

Under section 36(b) of the EM Act, it is a function of local government to manage recovery following an emergency affecting the community in its district.

The extent of recovery activity will, however, depend on the nature and magnitude of the emergency. In some circumstances, it may be necessary for the State Government to have an increased level of involvement.

This higher-level coordination operates only to ensure that the affected community has equitable and appropriate access to available resources. The management of recovery remains the responsibility of the affected local governments.

Local governments are responsible for preparing and maintaining local recovery arrangements, including identifying a Local Recovery Coordinator and ensuring a Local Recovery Plan is included within the Local Emergency Management Arrangements (LEMAs) as detailed in State EM Policy sections 2.5 and 6.3 and State EM Plan sections 6.3 – 6.6. The Local Recovery Plan addresses the restoration of emotional, social, economic and physical wellbeing of a community, the reconstruction of infrastructure and the provision of support services following an emergency.

RECOVERY PRINCIPLES

Recovery forms the fourth element of the PPRR approach to emergency management which is applied in Western Australia. A community's ability to cope with the impact of emergencies depends mainly on whether it, along with the Hazard Management Agencies (HMAs), has prepared plans, arrangements and programs for each of the four components.

Western Australia's recovery activities are underpinned by the National Principles for Disaster Recovery:

Understand the context: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.

Recognise complexity: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

Use community-led approaches: Successful recovery is community-centered, responsive and flexible, engaging with community and supporting them to move forward.

Coordinate all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.

Communicate effectively: Successful recovery is built on effective communication between the affected community and other partners.

Recognise and build capacity: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

For more information on these recovery principles, refer to the Australian Disaster Resilience Community Recovery Handbook (AIDR 2018). Links to additional recovery resources in provided in [Appendix One](#).

Community-led Recovery[1]

Disaster-affected people, households and communities understand their needs better than any of the professional, government, non-government or corporate supporters. They have the right to make their own choices about their own recovery. It is well recognised that the processes used by government and other key recovery agencies to interact with and support communities are critical and can impact either positively or negatively on the capacity of individuals and groups to manage their own recovery process.

Recovery should:

- assist and enable individuals, families and the community to actively participate in their own recovery;
- recognise that individuals and the community may need different levels of support at various times;
- be guided by the communities' priorities;
- channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;
- build collaborative partnerships between the community and those involved in the recovery process;
- recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority;
- recognise that different communities may choose different paths to recovery.

OBJECTIVES OF RECOVERY

The objectives of recovery activities, as outlined in [State EM Plan](#) section 6 are to:

- assist recovery at the social, built, economic and natural environments;
- ensure that recovery activities are community-led;
- ensure that available government and non-government support to affected communities is targeted;
- assist communities to rebuild in a way that enhances social, built, economic and natural environment values where possible;
- improve resilience of the relevant communities; and
- ensure that lessons learnt through the recovery process are captured and available to managers of future recovery processes.

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1   Information on community-led recovery is from the Australian Disaster Resilience Community Recovery Handbook (AIDR 2018).

UNDERSTANDING THE EFFECTS OF DISASTERS AND EMERGENCIES

Emergencies and disasters have impacts on the social, built, economic and natural environments of a community. It is important that each of these effects is understood and addressed in the local recovery planning.

Social environment

The social environment considers the impact an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security and shelter, health and psychosocial wellbeing.

Emergencies and disasters can cause major societal and personal upheavals, and reactions within a community may be diverse. Common feelings experienced may include shock, fear, anger, helplessness, sadness, guilt and shame. These feelings will affect individual and community behaviour. Effects may be immediate or long term. Recovery plans should include psychological support strategies.

Built environment

The built environment considers the impact that an event may have on essential physical infrastructure – those constructed assets that underpin the functioning of a community. Damage to infrastructure such as communication systems, transport systems, energy supplies, water and sewerage systems, food distribution, health facilities, education facilities and buildings may cause serious disruption to a community and significantly affect their ability to function normally.

Damage to these services will also significantly impact the delivery of recovery services. Recovery plans should include strategies for working with service providers and re-establishing vital infrastructure.

While capturing impacts to the built environment, it is also recommended to assess the amount and types of waste likely to be generated as a result of the emergency and recovery efforts. Capturing the amount of waste likely to be produced will assist in the development of an emergency waste management plan and allow for waste management to be provided in a coordinated manner.

Economic environment

The economic environment considers the impact that an event may have on the economic position of the area and sometimes the broader region affected by an event. The direct economic effects of emergencies and disasters are physical damage to infrastructure, and stock and loss of income through reduced trading.

Natural environment

The natural environment considers the impact that an event may have on a healthy and functioning environment, which underpins the economy and society.

Components of the natural environment include air and water quality; land degradation and contamination; plant and animal damage/loss; and national parks, and cultural and heritage sites.

More information on the social, built, economic and natural environment effects of disasters and emergencies can be obtained from the Australian Disaster Resilience Community Recovery Handbook (AIDR 2018).

2 Preparedness

With regard to preparedness, it is a function of local governments to ensure that effective LEMAs are prepared and maintained for its district (s. 36(a) EM Act).

NOMINATE A LOCAL RECOVERY COORDINATOR

Local governments are required to include the nomination of a Local Recovery Coordinator in their LEMAs. There should be more than one person appointed and trained to undertake the role in case the primary appointee is unavailable when the emergency occurs.

The Local Recovery Coordinator is responsible for:

- developing and implementing recovery arrangements in conjunction with local government including:
  - preparing, maintaining and testing/exercising the Local Recovery Plan; and
  - raising community awareness of the recovery arrangements.
- coordinating local-level recovery activities in conjunction with the Local Recovery Coordination Group (when formed) and in accordance with plans, strategies and policies that it determines; and
- facilitating a coordinated approach with other Local Recovery Coordinators when more than one local government is affected by an emergency.

A Local Recovery Coordinator Aide Memoire (which includes an Action Checklist with approximate timeframes) has been developed to support local governments nominate suitable Local Recovery Coordinators. The aide memoire also outlines roles and functions of Local Recovery Coordinators, with suggestions regarding business continuity and fatigue management throughout the recovery process.

The Local Recovery Coordinator Aide Memoire is available in Appendix Two and on the SEMC website.

CONSIDER MEMBERSHIP OF A LOCAL RECOVERY COORDINATION GROUP

The need for local governments to establish a Local Recovery Coordination Group may arise depending on the nature of the emergency. Therefore, an important aspect of preparedness includes considering the potential membership of a Local Recovery Coordination Group as part of local recovery planning.

A Local Recovery Coordination Group is the strategic decision-making body for recovery. When formed, the Local Recovery Coordination Group coordinates local level recovery activities in conjunction with the Local Recovery Coordinator.

Local Recovery Coordination Groups provide visible and strong leadership and have a key role in restoring confidence to the community through assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

A Local Recovery Coordination Group may comprise of:

- the Local Recovery Coordinator;
- key local government staff and elected members;

- local representatives of participating agencies (government, non-government and private sector) who have the ability to provide specific services, for example local government, Western Australia Police Force (WA Police Force), Department of Communities, essential services (Water Corporation, Western Power/Horizon Power, Alinta Gas, Telstra), and Main Roads WA, and Department of Health (WA Health); and
- members of the community, community groups or leaders from local community groups/associations/committees.

A Local Recovery Coordination Group Aide Memoire (which includes an Action Checklist with approximate timeframes) has been developed to support local governments consider potential membership of the Local Recovery Coordination Group that suits the specific event. The aide memoire also outlines roles and functions of the Local Recovery Coordination Group in coordinating recovery requirements and engaging the community in the recovery process.

The Local Recovery Coordination Group Aide Memoire is available in Appendix Three and on the SEMC website.

LOCAL RECOVERY COORDINATION GROUP SUBCOMMITTEE

Depending on the scale of the incident and recovery impacts, the Local Recovery Coordination Group may want to consider establishing subcommittees across the four recovery environments:

- Social Subcommittee;
- Built Subcommittee;
- Economic Subcommittee;
- Natural Subcommittee.

Membership of these subcommittees should be considered in local recovery planning.

Depending on the nature and scope of the emergency, subcommittees can provide local knowledge and specific services for each recovery environment to aid in the recovery process.

The Potential Recovery Governance Structure (Appendix Seven) illustrates the recovery governance structure and how Local Recovery Coordination Group subcommittees support the recovery process.

DEVELOPING A LOCAL RECOVERY PLAN

A Local Recovery Plan should be practical and easy to use and must be easily accessible by community members and emergency management agencies involved in recovery. The Local Recovery Plan as a part of the LEMA is to be developed in accordance with State EM Preparedness Procedure 8, including undertaking stakeholder consultation with the Local Emergency Management Committee (LEMC) and identified key stakeholders.

The format and contents of individual Local Recovery Plans will vary according to the characteristics of the community for which it is being prepared. The following

information should be used as a guide to assist local governments to prepare their own, area specific Local Recovery Plan.

A Local Recovery Plan is available in Appendix Five. An editable Local Recovery Plan template is available on the SEMC website. The template is a guide only and some headings and suggested inclusions may be more relevant to your community and your area.

What are Local Recovery Plans?

Western Australia is a diverse state that presents a variety of hazards and risks that differ from one local government area to another. Events that cause disruption and damage to communities may occur at any time and without warning. Individuals and communities can be affected in ways which may impede their normal functioning and their physical environment.

A Local Recovery Plan is developed to clearly identify recovery arrangements and operational considerations. It identifies any agreements that have been made between local governments and/or emergency management agencies and refers to other appropriate documents where necessary.

The process of recovery planning enables a community to anticipate potential problems and identify possible solutions. While not every situation can be anticipated, appropriate arrangements for a range of scenarios can be developed. This will enable a community to react faster and more effectively, especially during the critical hours following an emergency. Knowing information such as responsibilities, coordination centre locations, tasks and available resources can significantly speed up a community's recovery.

Who prepares a Local Recovery Plan?

The Local Recovery Coordinator, in conjunction with the local government, will have responsibility for developing the Local Recovery Plan. The Local Recovery Plan must be endorsed by the Council of the local government. Local governments, however, are ultimately responsible for ensuring an effective LEMA, including a Local Recovery Plan, is prepared and maintained for its district (ss. 36 and 41 EM Act and State EM Policy section 2.5.2).

COMMUNITY ENGAGEMENT IN RECOVERY PLANNING

Community involvement during the development of the Local Recovery Plan is beneficial as it:

- will provide an opportunity for the emergence of new ideas;
- ensure that the Local Recovery plan addresses the needs, issues and concerns of the community;
- may also improve community confidence in recovery;
- generates a sense of ownership for the Local Recovery Plan within the community; and
- is an effective tool in increasing recovery awareness.

The type of communication required to engage with the community is largely dependent on the demography of the local community and the time and resources available. Consideration should be given to preparing a communications strategy. The following table outlines steps for planning and implementing a communication strategy.

Planning and Implementing a Community Strategy

Step	Information
1. Establish target audience	Understand the demographics of the community and investigate existing groups or networks: • the aged; • Aboriginal community and specific organisations (Land and Sea Councils, health services, Corporations); • culturally and linguistically diverse people; • people with a disability and networks; • government agency networks; • non-government organisations; • community groups e.g. sport and recreation clubs, environmental groups, farming groups, community action groups, faith groups, service clubs, schools; chambers of commerce and industry; multicultural groups, and culture and arts groups; • LEMC; • local government networks; • brigades and volunteer groups; and • neighbouring LEMCs.
2. Determine matters to be communicated	Determine what information you need from the community. This may include: • historical emergency events – how has recovery been managed in the past? What could be improved; and • general feedback on the draft Local Recovery Plan. Determine what information you are going to provide the community. This may include: • emergency management awareness; • recovery awareness; and • recovery coordination centre locations.

Step	Information
3. Determine methods of communication	Considering the target audience, determine the most appropriate methods of communication. Different communication methods using different medium may be required to address various audiences. Consider the following methods: • circulars (distributes information within agency networks); • community meetings; • community Kiosks (an informal workshop with displays encouraging small group discussion); • community displays (exhibiting the draft Plan in public areas); • pre-planned meetings (presenting information at existing community group meetings e.g. Rotary); • panels and focus group (establish a group to represent a cross section of the community); • media (utilising local newspapers, radio stations, posters or pamphlets to distribute information and request feedback); • internet/intranet (utilising local websites to distribute information and request feedback); and • email (establish an email address for public enquiries and comments).
4. Develop a communication implementation plan	Record the target audience, matters to be communicated and methods of communication to be used in a communication implementation plan.

Following the development of the Local Recovery Plan, consider securing local media coverage of the approval phase and use that opportunity as an additional method to build public support for the process.

How much community consultation is required?

The amount of community participation required will depend on the number of essential matters to be communicated, both from and to the community (Step 2 above). The extent of consultation will also be based on the diversity and size of the local community and the time and resources available.

FINANCIAL PREPARATION

There are a number of actions which local governments should take to ensure they are financially prepared to undertake recovery activities, should the need arise. These financial arrangements and resources should be considered as part of the planning process and incorporated into the Local Recovery Plan.

These actions include:

- understanding and treating the risks to their community through an appropriate risk management process;
- ensuring assets are adequately insured;
- establishing a cash reserve for the purpose, where it is considered appropriate for the level of risk;
- understanding the use of section 6.8(1)(b) or (c) of the Local Government Act 1995. Under this section expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the mayor or president in an emergency and then reported to the next ordinary meeting of the Council;
- understanding the use of section 6.11(2) of the Local Government Act 1995 to utilise a cash reserve established for another purpose, subject to one month's local public notice being given of the use for another purpose. Local Government (Financial Management) Regulations 1996 – regulation 18(a) provides an exemption from giving local public notice to change the use of money in a reserve where the mayor or president has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed;
- understanding the use of section 6.20(2) of the Local Government Act 1995 to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council;
- ensuring an understanding of the types of assistance that may be available under the Disaster Recovery Funding Arrangements – Western Australia (DRFAWA[2]), and what may be required of local government in order to gain access to this potential assistance. (Refer to Part 3: Preparedness – Financial Assistance for further information regarding DRFAWA); and
- to manage cash flow requirements following a proclaimed disaster under the DRFAWA; local governments can:
  - submit progressive claims for reimbursement; and/or
  - access the Asset Repair Working Capital which provides an advance payment of 20 percent of the approved cost estimate for essential public asset restoration.

(Please note, the DRFAWA has a number of assurance requirements that must be met before costs can be reimbursed. Please ensure you are aware of these requirements, which include, but are not limited to detailed information about damaged essential public assets and their pre-disaster condition and function).

REVIEW

LEMAs, including Local Recovery Plans, are to be reviewed in accordance with State EM Preparedness Procedure 8 and amended and replaced whenever the local

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2   The DRFAWA came into effect on 1 November 2018. Eligible claims for disaster events proclaimed under WANDRRA (up to 30 October 2018) will continue to be administered under the Natural Disaster Relief and Recovery Arrangements until 2021.

government considers it appropriate (s. 42 EM Act). Local Recovery Plans are to be reviewed and amended as follows:

- a review is conducted after an event or incident in which the Local Recovery Plan was implemented;
- an entire review is undertaken every five years, as risks might vary due to climate, environment and population changes; and
- whenever the local government considers it appropriate as circumstances may require more frequent reviews.

BROAD CONSULTATION

When a new Local Recovery Plan is developed, or an existing Local Recovery Plan is amended, it must be distributed for broad consultation in accordance with State EM Preparedness Procedure 8. This includes, but is not limited to:

- the local government's District Emergency Management Committee (DEMC);
- the LEMC members;
- District Emergency Management Advisor;
- all emergency management agencies with responsibilities within the LEMA;
- all support organisations with responsibilities within the LEMA; and
- the public for comment (where appropriate).

The broad consultation process provides an opportunity for these agencies to make recommendations to enhance the effectiveness of the Local Recovery Plan and ensure the Local Recovery Plan complies with the EM Act, State EM Policy and State EM Plan. Exchange of information between local government areas might also be offered through the DEMC. This exchange may provide for best practice local recovery planning in the emergency management district.

The local government should maintain a record of the stakeholder consultation, including comments and actions.

APPROVING THE LOCAL RECOVERY PLAN

As part of the LEMA, the Local Recovery Plan is to be endorsed by the LEMC and tabled to the Council of the local government for approval in accordance with the State EM Preparedness Procedure 8. A copy of the approved Local Recovery Plan is to be forwarded to the LEMC, DEMC and SEMC for noting.

EXERCISES

Exercises are an essential component of preparedness and should be used to enhance capability and contribute to continuous improvement. LEMCs are responsible for liaising with public authorities and emergency management agencies to exercise LEMAs (s. 39(b) EM Act).

Local governments are required to conduct an annual capability analysis against the Capability Framework to identify which exercisable capabilities pose a risk to their capacity to perform their functions under their LEMA (State EM Policy section 4.8.8.1) and invite organisations identified in their LEMA to observe and participate

in exercising and share in the lesson management, as appropriate to the exercise scenario and/or its objective (State EM Policy section 4.8.8.3). Local governments have other exercising responsibilities outlined in State EM Policy section 4.8.8.

Exercising the arrangements during the planning process will allow the LEMC to:

- test the functionality and effectiveness of the local arrangements;
- bring together members of emergency management agencies and give them knowledge of, and confidence in, each other;
- help educate the community about local arrangements and programs thus providing them with confidence in their local government and emergency management agencies;
- allow participating agencies an opportunity of testing their operational procedures and skills in simulated emergency conditions; and
- test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination between them.

For further information on exercising, including preparing for, conducting, evaluating an exercise, refer to the WA Managing Exercises Guideline.

3 Managing Recovery

COMMENCEMENT OF RECOVERY

Controlling Agency

The Controlling Agency with responsibility for the response to an emergency will initiate recovery activity during the response to that emergency. To facilitate recovery, the Controlling Agency will:

- liaise with the Local Recovery Coordinator appointed by the local government where the emergency is occurring and include them in the incident management arrangements including the Incident Support Group (ISG) and Operational Area Support Group (OASG). It is recommended that where the Controlling Agency establishes both an ISG and an OASG for an emergency that a local government rationalise its officers' participation in these meetings e.g. the Local Recovery Coordinator may be best-situated to attend the ISG meetings with a relevant senior manager of the Chief Executive Officer attending the OASG;

- provide known or emerging impacts to the Local Recovery Coordinator and the State Recovery Coordinator, as soon as possible;

- coordinate completion of the Impact Statement prior to the transfer of responsibility for management of recovery to the affected local government(s), in accordance with State EM Recovery Procedure 4, and in consultation with the ISG, all affected local governments and the State Recovery Coordinator; and

- provide risk management advice to the affected community (in consultation with the HMA).

DETERMINATION OF LEVEL OF STATE INVOLVEMENT

The level of state involvement in recovery will be determined after consideration of the emergency's recovery needs. This may lead to the engagement of the State Recovery Coordinator, establishment of a State Recovery Coordination Group and/or the appointment of a State Recovery Controller, as detailed in State EM Plan sections 6.6 and 6.7. A list of criteria to be considered as triggers for escalation of recovery activity are included in Appendix G of the State EM Plan. The capacity of the local government to manage the recovery, the number of local governments affected, and the complexity and length of the recovery are likely to be critical factors.

Assessment and Operational Recovery Planning

It is essential that an assessment of the recovery and restoration requirements be conducted as soon as possible after the impact of the event. This will be based on the information in the Impact Statement provided by the Controlling Agency and the Local Recovery Plan contained in the LEMAs.

Depending upon the extent of the restoration and reconstruction required, the Local Recovery Coordinator and Local Recovery Coordination Group should develop a specific Operational Recovery Plan setting out the recovery process to be implemented. An Operational Recovery Plan template is available in Appendix Six on the SEMC website.

EFFECTIVE COMMUNICATION IN RECOVERY

The effective management of communication following an emergency or disaster can be used to promote and hasten community recovery. It provides an opportunity for the community to have its issues and concerns addressed in the recovery process.

The [Communicating in Recovery Guidelines](#) have been developed to guide local governments on best practice recovery communications.

FINANCIAL ASSISTANCE

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency rests with the owner, who needs to understand the level of risk and have appropriate mitigation strategies in place. However, government recognises that communities and individuals do not always have the resources to provide for their own recovery and financial assistance is available in some circumstances.

Any recommendations for the implementation of assistance measures outside existing policies must be submitted to the Premier for consideration.

Disaster Recovery Funding Arrangements - Western Australia (DRFAWA)

The Western Australian State Government provides a range of relief measures to assist communities to recover from an eligible event including, bushfire, cyclone, earthquake, flood, landslide, meteorite strike, storm, storm surge, tornado, or tsunami or declared terrorist incident.

DFES, as the State Administrator, may activate DRFAWA[3] for an eligible event if the estimated cost to the State of eligible measures is anticipated to exceed the Small Disaster Criterion (currently set at $240,000).

If you have any queries regarding DRFAWA please contact the administrators at: drfawa@dfes.wa.gov.au. Further details are available at: [www.dfes.wa.gov.au/recovery.](http://www.dfes.wa.gov.au/recovery)

Services Australia – Centrelink

In an emergency, Centrelink will ensure that payments to its existing clients in the area affected by the emergency are not disrupted. In addition, Centrelink may provide financial assistance to any person whose livelihood has been affected by the emergency. The Australian Government Disaster Recovery Payment is a government declared payment which may be available to assist people who have been adversely affected by natural disasters in various local government areas. Centrelink is represented on the State Emergency Relief and Support Committee and where possible should be invited to join Local Recovery Coordination Groups.

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3   The DRFAWA came into effect on 1 November 2018. Eligible claims for disaster events proclaimed under WANDRRA (up to 30 October 2018) will continue to be administered under the Natural Disaster Relief and Recovery Arrangements until 2021.

Public Appeals – Lord Mayor's Distress Relief Fund (LMDRF)

State EM Plan section 6.10 and State EM Recovery Procedure 1 outline the arrangements for initiating and managing appeals and donations; including that all donations of cash resulting from a public appeal should be directed to the LMDRF.

Calls for public donations to assist with any emergency recognised by any government or statutory body within Western Australia or Australia in general should be initiated by the Board of the LMDRF. Such calls may be either on the initiative of the Board itself or by the Board in consultation with any Government or statutory body.

The commencement of an appeal fund does not override the statutory obligations, on the part of various government agencies, to provide emergency relief and support, relief and reconstruction assistance to those affected by emergencies.

Non-Government Organisations (NGOs)

In some circumstances, NGOs can provide assistance by way of emergency relief funds, shelter, accommodation or household supplies. Where possible, all offers of, or requests for, assistance should be coordinated through the Local Recovery Coordination Groups to avoid duplication of effort and confusion.

Appeals for donations of physical items such as food and furniture should be discouraged unless specifically requested through the Local Recovery Coordination Group.

EVALUATION OF RECOVERY

The evaluation of recovery activities is essential to maximise lessons learnt and identify where improvements can be made.

The evaluation can involve:

- community and stakeholder surveys;
- interviews;
- workshops; and
- assessment of key project outcomes.

Completing an evaluation of the effectiveness of recovery activities by the Local Recovery Coordinator, in conjunction with the local government, within 12 months of the event is recommended; and a copy provided to the State Recovery Coordinator and the SEMC.

TRANSITIONING TO MAINSTREAM SERVICES

The planning process for the transition from a full-scale recovery operation, back to the usual level of government involvement in a community, needs to commence very early in the recovery journey. This allows roles and functions to return to normal as quickly as possible without leaving the community feeling abandoned or creating expectations of ongoing government services that cannot be maintained. Systems and processes implemented to facilitate recovery require flexibility to adapt to evolving circumstances, and should be implemented in a way that helps affected

communities to build capacity to manage their own longer-term recovery, rather than creating dependencies on new and temporary arrangements.

Clear terms of reference enable the Local Recovery Coordination Group, subcommittees and other governance bodies to determine whether they have fulfilled their designated function and are able to disband. Recovery activities which are implemented as programs or projects will have defined budgets, deliverables and timeframes which clarify expectations for the community.

Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.

Appendices

Appendix One: Recovery Resources

Further information about recovery can be found at the following websites:

[Department of Fire and Emergency Services - WANDRRA and DRFAWA](#)

[State Emergency Management Committee](#)

[Australian Red Cross – Resources to help you](#)

[Disaster Assist – financial assistance](#)

[Australian Disaster Resilience Community Recovery Handbook (AIDR 2018)](#)

[Communicating in Recovery Guidelines](#)

Appendix Two: Local Recovery Coordinator Aide Memoire

Local Recovery Coordinator Aide Memoire

Local governments are to nominate a suitably skilled Local Recovery Coordinator in their Local Emergency Management Arrangements. More than one person should be appointed and trained in case the primary Local Recovery Coordinator is unavailable during an event.

ROLE

The Local Recovery Coordinator is responsible for the development and implementation of recovery arrangements for the local government, in conjunction with the Local Recovery Coordination Group (LRCG).

FUNCTIONS

Pre-Event

- Prepare, maintain and test the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the local government;
- Ensure community engagement in recovery arrangements and increase community involvement in recovery preparedness, awareness and resilience;
- Identify at risk groups within the community such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people;
- Consider potential membership of the LRCG prior to an event occurring;

During Event

- Consult with the Controlling Agency regarding attending appropriate response meetings such as: Incident Management Team, Incident Support Group (ISG) and Operational Area Support Group meetings;
- Ensure local government actively participates in ISG meetings and provides advice to the HMA and Supporting Organisations relating to the LEMA;
- Consider membership of the LRCG, during an emergency, that is event specific, based on the four recovery environments: social, built, economic and natural, or as required;
- Ensure the Controlling Agency with responsibility for the response to an emergency, starts recovery activities during that emergency;
- Consult with the Controlling Agency on completing the Impact Statement prior to transfer of responsibility for recovery to the affected local government(s);

Post-Event

- Provide advice to the Mayor/Shire President and Chief Executive Officer (CEO) on the need to convene the LRCG and provide advice to the LRCG, if established;
- Ensure the local government provides LRCG with Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping;
- Determine the required resources for effective recovery in consultation with the LRCG;
- Coordinate local level recovery activities for the event, according to the plans, strategies and policies determined by the LRCG;
- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established;
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally;
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended;
- Arrange an evaluation of the effectiveness of recovery activities, within 12 months of the emergency, to ensure lessons are captured and available for future managers; and
- Provide recovery evaluations to the State Recovery Coordinator and the State Emergency Management Committee (SEMC).

MEMBERSHIP

The Local Recovery Coordinator is to consider potential membership of the LRCG prior to an event occurring. During an emergency, consider membership of the LRCG that is event specific. The following agencies and organisations may have a role on the LRCG.

Core Members

- Local Recovery Coordinator;
- key local government staff and elected members;
- Community Recovery Coordinator and/or Community Liaison Officer;
- Controlling Agency;
- District Emergency Management Advisor; and
- local government networks, community members and community groups/associations /committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry, etc.

Potential Members – Event Specific

- Australian Red Cross;
- Chamber of Commerce and Industry WA / Small Business Development Corporation;
- Department of Biodiversity, Conservation and Attractions;
- Department of Communities;
- Department of Education (or Local School Representative);
- Department of Fire and Emergency Services (DFES);
- Department of Health (or Local Health Services Provider/Officer);
- Department of Local Government, Sport and Cultural Industries;
- Department of Planning, Lands and Heritage;
- Department of Primary Industries and Regional Development;
- Department of Water and Environmental Regulation;
- Essential Services Network Operators Reference Group representative;
- Essential Services such as:
  — Alinta Gas;
  — Telstra Corporation;
  — Water Corporation; and
  — Western Power/Horizon Power.
- Insurance Council Australia;
- Main Roads Western Australia;
- Public Information Reference Group representative;
- Volunteering WA;
- Western Australia Police Force; and
- Western Australian Local Government Association.

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement; State Recovery Cadre; Disaster Recovery Funding Arrangements Western Australia; Public Donations criteria for financial assistance; etc.:

- State Recovery (DFES); and
- Lord Mayor's Distress Relief Fund (City of Perth).

LOCAL RECOVERY COORDINATOR ACTION CHECKLIST

(Please note this listing is a guide only and is not exhaustive)

(Timeframes are approximate only)

Task Description	
Prior to Emergency	
Promote community awareness and engagement in recovery planning including involvement in development of Local Recovery Plan.	
Prepare, maintain and test Local Recovery Plan in conjunction with local government for endorsement by the Council.	
Ensure the completed Local Recovery Plan clarifies any recovery and operational agreements made between local governments (i.e. Memorandums of Understanding, loan staff, equipment sharing); roles and responsibilities; and records of all recovery expenditure.	
Identify at risk groups such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people, and isolated and transient people.	
Consider potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring based on the social, built, economic and natural environments, or as required.	
Within 48 hours	
Contact and alert key local contacts.	
Liaise with Controlling Agency and participate (or nominate a suitable local government representative i.e. Local Recovery Coordinator, executive staff or CEO) in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate.	
Where more than one local government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators and supported by the State Recovery Coordinator, as required.	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Consult the Department of Primary Industries and Regional Development on specific arrangements to manage the welfare of wildlife, livestock and companion animals.	
Ensure Controlling Agency starts recovery activities during the response to that emergency.	
Provide advice to the Mayor/Shire President and CEO on the requirement to convene the LRCG and provide advice to the LRCG if convened.	
During an event, consider membership of the LRCG that is event specific, based on the social, built, economic and natural environments, or as required.	
Consider support required such as resources to maintain records, including a record/log of events, actions and decisions.	
Ensure the local government provides LRCG with an Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies.	
Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	

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Within 1 week	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Consult with Controlling Agency on completing the Impact Statement before the transfer of responsibility for management of recovery to the local government.	
In conjunction with the Controlling Agency and other responsible agencies, assess the community's recovery requirements. Coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the community.	
Liaise and meet with specific emergency management agencies involved with recovery operations to determine priority actions.	
Assess for the LRCG, the requirements for the restoration of services and facilities with assistance of the responsible agencies, where appropriate.	
Contact the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) Officers to determine if the event is eligible under the DRFAWA, and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Report on likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider establishing a call centre with prepared responses for frequently asked questions.	
Determine level of State involvement in conjunction with the local government and the State Recovery Coordinator.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 to 12 months (or longer-term recovery)	
Monitor the progress of recovery and provide periodic reports throughout the recovery effort to the LRCG and State Recovery Coordination Group, if established.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Arrange for an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended.	
Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers.	
Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes.	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	

Appendix Three: Local Recovery Coordination Group Aide Memoire

Local Recovery Coordination Group Aide Memoire

Local government may establish a Local Recovery Coordination Group (LRCG) as the strategic decision-making body for recovery during an emergency within its district.

ROLE

The LRCG is to coordinate and support local management of the recovery processes by assessing the consequences of the event and coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments within the community during an emergency event.

FUNCTIONS

- Assess the Impact Statement for recovery requirements based on the social, built, economic and natural wellbeing of the community with assistance of the Controlling Agency where appropriate;
- Monitor known or emerging impacts using existing incident reports e.g. Impact Statement, Incident Support Group/Operational Area Support Group/Rapid damage assessment reports, HAZMAT reports, etc.
- Report on likely costs and impacts of recovery activities and establish a system for recording all recovery expenditure;
- Confirm whether the event has been declared an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) and, if so, what assistance measures are available;
- Understand the State and Commonwealth relief programs such as, DRFAWA, Centrelink and the Lord Mayor's Distress Relief Fund if activated;
- Establish subcommittees that consider the four recovery environments social, built, economic and natural, or as required;
- Prepare a Communications Plan where appropriate;
- Depending on the extent of damage, develop an event specific Operational Recovery Plan which allows full community participation and access, as well as:
  - taking account of the local government's long term planning and goals; and
  - assessing which recovery functions are still required, timeframes and responsibilities for completing them.
- Consider the needs of youth, the aged, people with disabilities, Aboriginal people, isolated groups or individuals and culturally and linguistically diverse people;
- Oversee projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted;
- Provide advice to the State and local government to ensure that recovery programs and services meet the needs of the community;
- Negotiate most effective use of State and Commonwealth agencies' resources;
- Monitor the progress of recovery and request periodic reports from recovery agencies;
- Provide recovery public information, information exchange and resource acquisition;
- Coordinate offers of assistance, including volunteers, services and donated money;
- Coordinate a multi agency approach to community recovery by providing a central point of communication and coordination for recovery services and projects;
- Make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness;
- Ensure the local government's existing Local Recovery Plan is reviewed and amended after an event in which the Local Recovery Plan was implemented.

MEMBERSHIP

Core Members

- Local Recovery Coordinator;
- key local government staff and elected members;
- Community Recovery Coordinator and/or Community Liaison Officer;
- Controlling Agency;
- District Emergency Management Advisor; and
- local government networks, community members and community groups/associations /committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry, etc.

Potential Members – Event Specific

Appropriate membership for the LRCG must be determined for the specific emergency event. The following agencies and organisations may have a role on the LRCG:

- Australian Red Cross;
- Chamber of Commerce and Industry WA / Small Business Development Corporation;
- Department of Biodiversity, Conservation and Attractions;
- Department of Communities;
- Department of Education (or Local School Representative);
- Department of Fire and Emergency Services (DFES);
- Department of Health (or Local Health Services Provider/Officer);
- Department of Local Government, Sport and Cultural Industries;
- Department of Planning, Lands and Heritage;
- Department of Primary Industries and Regional Development;
- Department of Water and Environmental Regulation;
- Essential Services Network Operators Reference Group representative;
- Essential Services such as:
  - Alinta Gas;
  - Telstra Corporation;
  - Water Corporation; and
  - Western Power/Horizon Power.
- Insurance Council Australia;
- Main Roads Western Australia;
- Public Information Reference Group representative;
- Volunteering WA;
- Western Australia Police Force; and
- Western Australian Local Government Association.

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement, State Recovery Cadre, Disaster Recovery Funding Arrangements Western Australia, Public Donations criteria for financial assistance etc.:

- State Recovery (DFES); and
- Lord Mayor's Distress Relief Fund (City of Perth).

LOCAL RECOVERY COORDINATION GROUP ACTION CHECKLIST

(Please note this listing is a guide only and is not exhaustive)

(Timeframes are approximate only)

Task Description	
Within 1 week	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Determine priority recovery actions from Impact Statement and consult with specific agencies involved with recovery operations.	
District Emergency Management Advisor(s) to be included on Local Recovery Coordination Group to provide recovery advice and support to the Group throughout recovery, as required.	
Assess recovery requirements and coordinate activities to rebuild and restore the social, built, economic, natural and psychosocial wellbeing of the affected community.	
Determine need to establish subcommittees based on the four recovery environments: social, built, economic and natural, as required. Determine functions and membership as needed.	
Report likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider recovery information and arrangements for at risk groups and individuals such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people; and isolated and transient people.	
Brief media on the recovery program throughout recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 month	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Confirm if the event has been proclaimed an eligible natural disaster event under the Disaster Recovery Funding Arrangements Western Australia and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Consider establishing a call centre with prepared responses for frequently asked questions.	
Develop an Operational Recovery Plan which determines the recovery objectives and requirements, governance arrangements, resources and priorities.	
Establish a 'one-stop shop' recovery centre to provide the affected community with access to recovery services, information and assistance.	
Coordinate all offers of assistance from non-government organisations, volunteers, material aid, appeals and donated money to avoid duplication of effort.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation and financial assistance (liaise with the Department of Communities).	
Manage restoration of essential infrastructure.	

Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Monitor the progress of recovery and receive periodic reports from recovery agencies.	
Within 12 months (or longer-term recovery)	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Implement transitioning to mainstream services.	

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.

Local government

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

Department of Communities

- Provide a representative to the LRCG;
- Coordinate emergency relief and support services as part of the recovery process, including emergency accommodation, emergency food, clothing and personal requisites, personal support services, registration and reunification, financial assistance (State EM Plan section 5.5.4 and State Support Plan - Emergency Relief and Support; and
- Manage the provision of the Personal Hardship and Distress measures under DRFAWA, including counselling, emergency assistance and temporary accommodation (State EM Plan section 6.10 and DRFAWA).

Department of Primary Industries and Regional Development

- Provide a representative to the LRCG;
- Provide technical support to primary producers and industry groups for recovery from animal or plant pest or disease emergencies; and
- Manage the provision of assistance measures to primary producers, particularly in relation to eligible financial services or reimbursements under DRFAWA (State EM Plan section 6.10 an DRFAWA).

Main Roads Western Australia

- Provide a representative to the LRCG;
- Assess and report on damage to State/Federal road infrastructure that may impact on the community;
- Issue of advice of roads closure/alternate transport route; and
- Provide advice and support to local governments involved in reopening and restoring damaged local roads. Main Roads WA is responsible for processing all local government road infrastructure claims under WANDRRA[4]. Under the DRFAWA, DFES Disaster Recovery Funding Officers will be processing all local government road infrastructure claims directly under the DRFAWA.

Essential Services (Including Power, Telecommunications, Water and Gas Western Power/Horizon Power, Telstra, Corporation, Alinta Gas)

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

Commission/Business Enterprise Centre (if available)/ Small Business Development Corporation

- Provide a representative to the LRCG (co-opted as required); and
- Assist with the assessment of the impact of the emergency on small business;

Department Of Education (Or Local School Representative)

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

Local Health Services Provider (Department Of Health or Local Health Officer)

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

Department of Water and Environmental Regulation

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

Lord Mayor's Distress Relief Fund

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

Local Recovery Plan Template

In developing the Local Recovery Plan, it is important to ensure alignment with the National Principles for Disaster Recovery.

The Local Recovery Plan addresses the restoration of emotional, social, economic and physical wellbeing of a community, the reconstruction of infrastructure and the provision of support services following an emergency.

This Local Recovery Plan template has been developed to assist local governments and communities prepare a plan that:
- empowers the community;
- is a dynamic working document; and
- reflects the individuality of the community.

The following template should be used as a **guide only** (some headings and suggested inclusions may be more relevant to your community and your area) to assist local governments to prepare their own area specific Local Recovery Plan.

<Name of Local Government>

<Date of Plan>

Table of contents

1. PART ONE: INTRODUCTION
1.1. Authority
The Local Recovery Plan has been prepared in accordance with section 41(4) of the *Emergency Management Act 2005* (EM Act) and forms a part of the Local Emergency Management Arrangements for the <local government>. This plan has been endorsed by the <insert name> Local Emergency Management Committee and has been tabled for information and comment with the <insert name> District Emergency Management Committee. This plan has been approved by the <name of local government>.

1.2. Purpose
The purpose of the Local Recovery Plan is to describe the arrangements for effectively managing recovery at a local level, including accountability and responsibility.

1.3. Objectives
The objectives of the Plan are to:
Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the <name of local government:>
- Establish a basis for the coordination of recovery activities at the local level;
- Promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery; and
- Provide a framework for recovery operations.

1.4. Scope
The scope of this recovery plan is limited to the boundaries of <name of local government> and forms a part of its Local Emergency Management Arrangements. It details the local recovery arrangements for the community.

2. PART TWO: RELATED DOCUMENTS AND ARRANGEMENTS

The following documents are related to this Plan:

<Any relevant plans and arrangements that exist for the area should be listed for reference purposes. For example, HMA recovery plans, unique local government policies, local emergency management arrangements, support plans, airport procedures etc.>

2.1. Agreements, Understandings and Commitments

The following agreements (Memorandums of Understanding) are in place between <name of local government> and other local governments, organisations or industries in relation to the provision of additional resources in recovery.

<The following information should be provided as a minimum and may be included in an attachment:
- Who the agreements are with;
- What obligations do these agreements impose on the local government;
- Any specific considerations; and
- Reference details for the agreements.>

3. PART THREE: RESOURCES

The resources available and contact details for recovery have been identified and are included in **ATTACHMENT 1**.

<Resources may include local government staff and volunteers, Elected members, emergency management agencies, subject matter experts and contacts, local government facilities, resources available through a resource sharing agreement, plant and equipment, transport vehicles and volunteers and community groups.

It is important to update the contact details at least once every year>

The following table identifies suitable Local Recovery Coordination Centres in the local government area:

Centre Name	Address	Capacity and Available Resources	Contacts

3.1. Financial Arrangements

The <name of local government> has arrangements in place to insure its assets. Details of these arrangements are attached <include in attachment>

The following arrangements have been made to fund recovery activities if necessary:
- <identify cash reserves>;and
- <detail planned expenditure arrangements including access to cash reserves established for another purpose or borrowing arrangements under *Local Government Act 1995* sections 6.8(1)(b) and (c), 6.1(2) and 6.20(2).>

The *State Emergency Management Policy* section 6 and *State Emergency Management Plan* section 6 outlines the States recovery funding arrangements. Relief programs include:
- [Disaster Recovery Funding Arrangements Western Australia](#) (DRFAWA)

- [Services Australia (Centrelink)](#); and
- [Lord Mayor's Distress Relief Fund](#) (LMDRF).

4. PART FOUR: ROLES AND RESPONSIBILITIES
The role and responsibilities of those involved in recovery are outlined below.

4.1. Local Recovery Coordinator
The <Position Title> has been appointed as the Local Recovery Coordinator in accordance with the EM Act s. 41(4). The <Position Title> will act in the role when the primary appointee is unavailable when an emergency occurs.

The Local Recovery Coordinator is responsible for the development and implementation of the recovery arrangements for the local government.

The functions of the Local Recovery Coordinator are:
<A *suggested* role and functions can be found on the **Recovery Toolbox** under the [Aide Memoire – Local Recovery Coordinator](#)>.

ATTACHMENT 2 of this Plan provides a **Local Recovery Coordinator Action Checklist**.

4.2. The Local Recovery Coordination Group
The Local Recovery Coordination Group comprises a core membership of <insert number of titles/agencies represented>.

The role of the Local Recovery Coordination Group is to coordinate and support local management of the recovery processes within the community.

The functions of the Local Recovery Coordination Group are:
<A *suggested* role and functions can be found on the **Recovery Toolbox** under [Aide Memoire – Local Recovery Coordination Group](#)>.

ATTACHMENT 3 of this Plan provides a **Local Recovery Coordination Group Action Checklist**.

*4.3. Local recovery **Coordination Group subcommittees** (where required)*
It may be appropriate to consider establishing one or more subcommittees to assist the Local Recovery Coordinator and Coordination Group by addressing specific components of the recovery process.

Consideration will be given to establishing the following subcommittees, across the four environments (social, built, economic and natural), depending on the nature and extent of the recovery:
1. <**Social** Subcommittee>
2. <**Built** Subcommittee>
3. <**Economic** Subcommittee>
4. <**Natural** Subcommittee>

<Suggested roles and functions for the subcommittees can be found on the **Recovery Toolbox**>

4.4. Communication Plan
Key groups who need to receive recovery information, the methods available and potential locations where information can be provided are detailed below:

WHO needs information?	WHAT communication methods and how they will be used?	WHERE will the information be provided?
<Community Recovery workers At Risk Groups>	<Types of Social media available Website>	<Potential public meeting venues Potential one-stop-shop locations>

ATTACHMENT 1.

Recovery Resource and Contact Listing

This listing was last updated on <date>.

Name	Resource type (role, service, volunteer, equipment, community group etc)	Organisation / Location	Contact Details	Other relevant details

ATTACHMENT 2.

| **LOCAL RECOVERY COORDINATOR ACTION CHECKLIST** |
(Please note this listing is a guide only and is not exhaustive)
(Timeframes are approximate only)

Task Description	
Prior to Emergency	
Promote community awareness and engagement in recovery planning including involvement in development of Local Recovery Plan.	
Prepare, maintain and test Local Recovery Plan in conjunction with local government for endorsement by the Council.	
Ensure the completed Local Recovery Plan clarifies any recovery and operational agreements made between local governments (i.e. Memorandums of Understanding, loan staff, equipment sharing); roles and responsibilities; and records of all recovery expenditure.	
Identify at risk groups such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people, and isolated and transient people.	
Consider potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring based on the social, built, economic and natural environments, or as required.	
Within 48 hours	
Contact and alert key local contacts.	
Liaise with Controlling Agency and participate (or nominate a suitable local government representative i.e. Local Recovery Coordinator, executive staff or CEO) in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate.	
Where more than one local government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators and supported by the State Recovery Coordinator, as required.	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Consult the Department of Primary Industries and Regional Development on specific arrangements to manage the welfare of wildlife, livestock and companion animals.	
Ensure Controlling Agency starts recovery activities during the response to that emergency.	
Provide advice to the Mayor/Shire President and CEO on the requirement to convene the LRCG and provide advice to the LRCG if convened.	
During an event, consider membership of the LRCG that is event specific, based on the social, built, economic and natural environments, or as required.	
Consider support required such as resources to maintain records, including a record/log of events, actions and decisions.	
Ensure the local government provides LRCG with an Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies.	
Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of spokesperson and the local government's internal communication processes.	

Within 1 week	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Consult with Controlling Agency on completing the Impact Statement before the transfer of responsibility for management of recovery to the local government.	
In conjunction with the Controlling Agency and other responsible agencies, assess the community's recovery requirements. Coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the community.	
Liaise and meet with specific emergency management agencies involved with recovery operations to determine priority actions.	
Assess for the LRCG, the requirements for the restoration of services and facilities with assistance of the responsible agencies, where appropriate.	
Contact the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) Officers to determine if the event is eligible under the DRFAWA, and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Report on likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider establishing a call centre with prepared responses for frequently asked questions.	
Determine level of State involvement in conjunction with the local government and the State Recovery Coordinator.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 to 12 months (or longer-term recovery)	
Monitor the progress of recovery and provide periodic reports throughout the recovery effort to the LRCG and State Recovery Coordination Group, if established.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Arrange for an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended.	
Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers.	
Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes.	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	

LOCAL RECOVERY COORDINATION GROUP ACTION CHECKLIST

(Please note this listing is a guide only and is not exhaustive)
(Timeframes are approximate only)

Task Description	
Within 1 week	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Determine priority recovery actions from Impact Statement and consult with specific agencies involved with recovery operations.	
Assess recovery requirements and coordinate activities to rebuild and restore the social, built, economic, natural and psychosocial wellbeing of the affected community.	
Determine need to establish subcommittees based on the four recovery environments: social, built, economic and natural, as required. Determine functions and membership as needed.	
Report likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider recovery information and arrangements for at risk groups and individuals such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people; and isolated and transient people.	
Brief media on the recovery program throughout recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 month	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Confirm if the event has been proclaimed an eligible natural disaster event under the Disaster Recovery Funding Arrangements Western Australia and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Consider establishing a call centre with prepared responses for frequently asked questions.	
Develop an Operational Recovery Plan which determines the recovery objectives and requirements, governance arrangements, resources and priorities.	
Establish a 'one-stop shop' recovery centre to provide the affected community with access to recovery services, information and assistance.	
Coordinate all offers of assistance from non-government organisations, volunteers, material aid, appeals and donated money to avoid duplication of effort.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation and financial assistance (liaise with the Department of Communities).	
Manage restoration of essential infrastructure.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Monitor the progress of recovery and receive periodic reports from recovery agencies.	

Within 12 months (or longer-term recovery)	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Implement transitioning to mainstream services.	

Operational Recovery Plan – Template

The following template should be used as a <u>guide only</u> (some headings and suggested inclusions may be more relevant to your community and your area) to assist local governments to prepare their own area specific Operational Recovery Plan.

OPERATIONAL RECOVERY PLAN

(Name of community) Local Recovery Coordination Group

Operational Recovery Plan

Emergency: (type and location)

Date of Emergency:

Section 1 Introduction
- Background on the nature of the emergency or incident;
- Aim or purpose of the plan; and
- Authority for plan.

Section 2 Assessment of Recovery Requirements
- Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including State and Local Government infrastructure) which may be sourced from the Impact Statement;
- Estimates of costs of damage;
- Temporary accommodation requirements (includes details of evacuation centres);
- Additional personnel requirements (general and specialist);
- Human services (personal and psychological support) requirements; and
- Other health issues (e.g. fatigue management).

Section 3 Organisational Aspects
- Details the composition, structure and reporting lines of the groups/committees and subcommittees set up to manage the recovery process;
- Details the inter-agency relationships and responsibilities; and
- 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;
- 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 such as the Disaster Recovery Funding Arrangements Western Australia, insurance, Lord Mayor's Distress Relief Fund, public appeals and donations); and
- Public information dissemination.

Section 5 Administrative Arrangements
- Administration of recovery funding and other general financial issues;
- Public appeals policy and administration (including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel).

Section 6 Conclusion
Summarises goals, priorities and timetable of plan.

Signed by

Chair, Local Recovery Coordination Group

Date: