

LatrobeCity

RECOVERY SUB PLAN 2018

Recovery Sub Plan 2018





INFORMATION ABOUT THE PLAN:

Due to changes and the implementation of the new Emergency Management Act 2018 this plan will be updated to align with this Act as the changes are gazetted.

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PART ONE: Introduction

1. Introduction

The Latrobe City Municipal Emergency Management Plan (MEMP) 2018 – 2021 details the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in Latrobe City.

This Recovery sub-plan forms part of the Municipal Emergency Management Plan and outlines municipal actions, activities and arrangements in emergency relief and recovery.

Effective response to emergencies affecting the Latrobe City community is achieved through partnerships. These partnerships involve non-government and government organisations, community-based groups, service clubs, churches and the private sector working together with the people and communities affected by the emergency.

This Recovery sub-plan will assist community organisations, service providers, council staff and elected members to work together before, during and after an emergency, including meeting the longer term recovery needs of communities affected by an event.

The Recovery sub-plan is designed to complement or be consistent with the State and Regional Emergency Management and Recovery Plans; and other sub-plans of the Latrobe City MEMP.

Non Major Emergencies

In the case of non-major (previously known as ‘single incident’) emergencies, Latrobe City Council is responsible for the coordination of relief, by identifying needs and referring requests for assistance to appropriate agencies and resources. In addition the Department of Health and Human Services, (DHHS) may provide support for immediate needs within seven days of the incident (following house fires and natural emergency events) and other emergency events at the discretion of the Director Emergency Management.

The Recovery Sub-plan is informed by the:

- Emergency Management Act 1986, (Vic)
- Emergency Management Act 2013, (Vic)
- Emergency Management Manual Victoria (EMMV)
- State Health Response Plan (SHERP) Ed 4 2017
- Gippsland Emergency Response Standard Operating procedures
- Emergency Relief Handbook, 4th Ed 2012
- Relevant guidelines and standard operating procedures from Emergency Management Victoria (EMV)
- Local Government Emergency Management Handbook 2nd Ed 2015
- Latrobe City Municipal Strategic Statement
- Latrobe 2026
- Latrobe City Council Plan 2017-2021
- Latrobe City Municipal Public Health and Wellbeing Plan 2017-2021
- Municipal Emergency Management Plan 2018 -2021

1.1 Background

Recovery is one of the three stages of emergency management during disasters – the other two being relief and response (which also includes immediate relief services). While these three stages are largely sequential, there is significant overlap between response and recovery as the disaster recovery activities should commence as soon as possible after the disaster occurs – which will normally be while response activities are still being undertaken – as shown in Figure 1 below.

Figure 1: Emergency management cycle



Reference: Disaster Recovery Toolkit for Local Government, State Government of Victoria, 2014

Recovery continues long after the disaster to support people to restore their lives - on their own terms. (See figure 2 below for more details on the flow of response and recovery over time.)

At some point, government and other recovery programs and support may cease, however, this does not mean recovery is complete, and this process will continue in affected communities. It should be noted that recovery is not a 'one size fits all' process; activities need to be tailored to the specific situation and the rate and nature of recovery will vary.

Note: Immediate relief services required once the emergency occurs are detailed in the MEMP and the Gippsland Emergency Relief Centre Standard Operating Procedures 2016.

PART ONE: Introduction (CONTINUED)

The model of Emergency Management utilised in Victoria is comprised of the following components:

- **Before - Prevention:** the elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects.
- **During - Response:** the combating of emergencies and the provision of rescue and immediate relief services.
- **After - Recovery:** the assisting of people and communities affected by emergencies to achieve a proper and effective level of functioning.

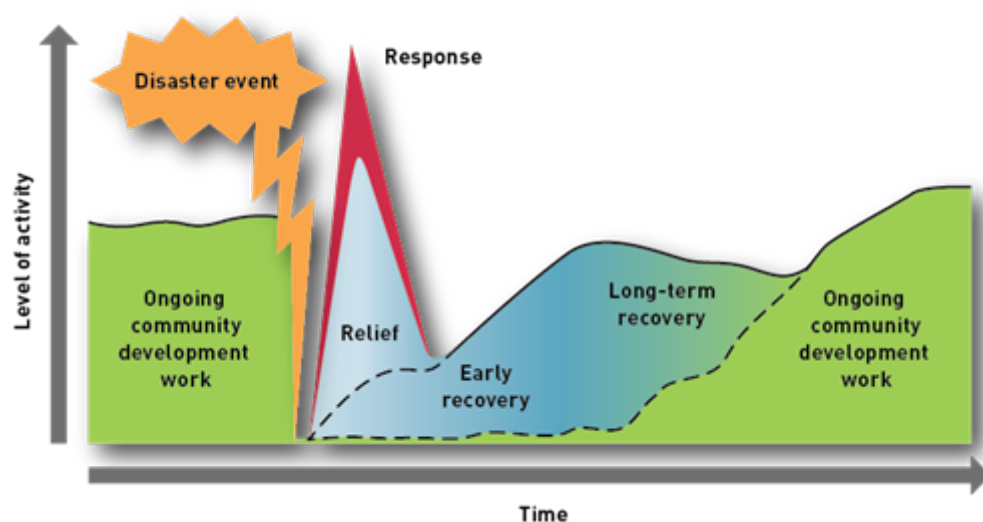
Relief is defined as 'the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency'.

Both relief and recovery begin when an emergency occurs and many response, relief and recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer term process for affected individuals and communities.

Relief and recovery are responsibilities that require collaboration and coordination shared between individuals and communities, nongovernment organisations, businesses and government agencies. This plan is intended to support and guide the work of that broad relief and recovery sector.

The effect of disasters on communities is normally long term, involving months, years and sometimes decades. Figure 2 below illustrates the flow of activity from pre-disaster planning through response, relief and recovery.

Figure 2: Effect of disaster on ongoing community development and interface with relief and recovery



1. Adapted from Part 4 - Emergency Management Manual Victoria – July 2018.

2. Australian Emergency Handbook Series – Handbook 2,- Community Recovery 2018

Prevention, response and recovery are not separate phases or stages of emergency management. The model sees them as clusters of activities. They take place as needed, and do not necessarily occur sequentially.

This plan describes the principles, concepts and management structure adopted by Latrobe City for emergency recovery. It recognises that emergency recovery requires flexible management and broad engagement across Council as part of a number of coordinated actions that rely upon all partner agencies, support organisations and engaged communities working together. Building community cohesion and resilience to future emergencies are core aims.

PART TWO: Overview

2. Overview

2.1 Relief and Recovery Environments and lead agencies

(This section has been adapted from the Emergency Management Manual Victoria – Part 4 – July 2018)

2.1.1 Responsibility for Relief and Recovery

Municipal councils are responsible for relief and recovery coordination at the local level working with local organisations and agencies to establish local arrangements and the DHHS is responsible for regional and state recovery coordination, currently by agreement with the Emergency Management Commissioner.

2.1.2 Approach to Recovery

Consistent with Emergency Management Victoria's Resilient Recovery model and current research, best practice and community expectations, recovery is focused on engaged people and communities leading and managing their own recovery rather than on the intervention of emergency services and recovery agencies. "A resilient recovery supports individuals, families and communities to be healthy and safe, engage in and lead their recovery, to be able to live, work and connect within their community, and to be able to identify opportunities for growth, renewal and innovation." P 5, EMV Resilient Recovery Discussion Paper 2017.

Emergency relief and recovery services and activities aim to supplement and support the personal, family and community systems, structures and networks that have been disrupted by the emergency or disaster. The emphasis is on working in partnership with communities to acknowledge impacts, identify priorities and create a vision and sense of hope for a viable future.

The Emergency Management Manual Victoria defines recovery coordination responsibilities:

Recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses – across four inter-related recovery environments. These are the:

1. Social environment – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities
2. Built environment – the restoration of essential and community infrastructure
3. Economic environment – the revitalisation of the affected economy including agricultural industry
4. Natural environment – the rehabilitation of the affected environment

Recovery initiatives may address specific elements of one recovery environment, or they could operate across multiple environments.

The four environments identified above are closely inter-related with the psycho-social recovery of affected individuals and communities.

Each of these four recovery environments has a lead coordination agency, responsible for the following functions for their environment:

- Coordinating strategic information sharing, to facilitate activities listed under that environment
- Convening state level recovery meetings with relevant departments, agencies and key stakeholders
- Monitoring recovery issues, risks, progress and capacity by working with responsible agencies, and managing issues as required
- Reporting progress to EMV through the Regional Recovery Coordinator, Regional Recovery Manager and State Relief and Recovery Manager .

All responsible agencies are expected to have recovery arrangements, policies and capability in place.

Recovery is a developmental process that could continue for months if not years. Therefore, planning must address short, medium and long-term recovery needs and goals.

2.1.3 Lead Agencies for Recovery Environments

Details of the responsible agencies and scope of each of the four environments at a state level are as follows:

Social environment – Department of Health & Human Services (DHHS)

Built environment – Department of Environment, Land, Water & Planning (DELWP)

Economic environment – Department of Economic Development, Jobs, Transport & Resource (DEDJTR)

Natural environment – Department of Environment, Land, Water & Planning (DELWP)

At a local level, relationships and arrangements developed with other relevant agencies are coordinated through the Municipal Recovery Sub-committee.

For example, in the event of an emergency affecting agricultural and productive land, the Municipal Recovery Sub-committee may establish an Agricultural Working Group, and enlist the support of organisations such as the Victorian Farmers Federation local branch; local agricultural industry groups and peak bodies; the Rural Financial Counselling Service; Stock and Station agents; farm equipment and material suppliers. The pre-event planning process enables capacity building in readiness for an emergency.

PART TWO: Overview (CONTINUED)

2.1.4 Scope of each of the Four Recovery Environments

2.1.4.1 Social environment

The social environment addresses the impact an emergency could have on the health and wellbeing of individuals, families and communities. Social recovery is closely inter-related to the other three recovery environments.

Social environment considerations during emergency recovery include:

- Support for individuals and households (including service coordination and case support)
- Gathering, interpreting and accessing information
- Financial assistance
- Health, wellbeing and personal safety
- Interim and temporary accommodation
- Psychosocial support (including counselling and advocacy)
- Targeted recovery interventions and programs for particular groups such as the bereaved; traditional owners, new arrivals and people from diverse cultures and backgrounds, people of different gender; children and youth; vulnerable groups; and displaced and dispersed people
- Providing specialist services for the needs of diverse and vulnerable groups, including cultural and spiritual diversity and to increase gender equity and reduce harms, especially from family violence
- Spirituality, connection to place and cultural heritage and values
- Community programs
- Community gatherings
- Community engagement (including sponsorship and advocacy)
- Community recovery committees
- Recovery centres (such as locations and staffing)
- Community service hubs (such as locations and staffing)
- Co-ordination of volunteers and donations
-

The following agencies are responsible for coordinating activities in the social recovery environment:

- Local level – Municipal councils
- Regional - DHHS
- State level - EMV.

Refer to the Gippsland Regional Recovery Plan 3.3.1 Social environment.

2.1.4.2 Built environment

The built environment includes power, gas, transport, telecommunications, residential buildings, public buildings and assets, waste and pollution management and water and waste water management.

Built environment considerations during emergency recovery include, but are not limited to:

- Impact assessments
- Assessment of damaged buildings
- Clean up and demolition of damaged structures (including removal, transport and disposal)
- Building advice and information
- Essential utilities and services (including banking, education, and health)
- Critical infrastructure (including water, electricity, gas and telecommunications)
- Communications (including telephone, mobile, radio, internet and cable)
- Roads and transport (including public transport, arterial routes, supply chains and bridges)
- Water and wastewater (including drinking water and sewerage)
- Waste and pollution (including garbage)
- Community and public buildings and assets (including schools, child care, places of spiritual worship, recreation facilities and entertainment venues)

The following agencies are responsible for coordinating activities in the economic recovery environment:

- Local level – Municipal councils
- State level – DELWP and DEDJTR is responsible for coordinating the participation of all agencies to ensure that built environment recovery is facilitated. This may mean that the department convene state agencies to respond to those decisions made at regional level. The responsibilities of agencies at a regional level are specified in regional relief and recovery plans.

Refer to the Gippsland Regional Recovery Plan 3.3.2 Built environment

PART TWO: Overview (CONTINUED)

2.1.4.3 Economic environment

The economic environment addresses the economic impact of an emergency, which may include impacts on individuals and households, small and large businesses including agriculture, industries, tourism and the broader economy.

- Economic environment considerations during emergency recovery include:
- Visiting local businesses as soon as possible after the emergency and maintaining ongoing contact to identify service and support needs and issues
- Ensuring sustainability of the local economy
- Supporting individuals and households
- Supporting businesses (including information and advice)
- Planning for business continuity
- Promoting local employment opportunities
- Supporting local tourism
- Monitoring broader economic impacts and coordinating responses
- Visiting local farmers and properties as soon as possible after the emergency and maintaining ongoing contact to identify service and support needs and issues
- Animal welfare (including livestock, companion animals and wildlife)
- Loss and damage assessment (for Farming, Rural Activity, Rural Conservation and Green Wedges Zones)
- Needs referral and case management
- Emergency fodder
- Restoring damaged fencing (including private, bordering parks and as a result of emergency response)
- Wellbeing and economic recovery of rural communities
- Rehabilitation of productive land

It is the responsibility of individuals and businesses to maintain adequate insurance and establish continuity plans to help reduce the impact of emergencies. The following agencies are responsible for coordinating activities in the economic recovery environment:

- Local level – Municipal councils
- Regional and State level – Department of Economic Development, Jobs, Transport and Resources (DEDJTR).

Refer to the Gippsland Regional Recovery Plan 3.3.3 Economic environment

2.1.4.4 Natural environment

Emergencies have multiple consequences for biodiversity and ecosystem, and economic and social values.

Natural environment considerations during emergency recovery include:

- Protecting water quality and supply
- Controlling and preventing erosion
- Protecting threatened habitats (including controlling the spread of invasive species)
- Surveying and protecting threatened species (including bird, marsupial, aquatic and plant species)
- Surveying and protecting aquatic and terrestrial ecosystems
- Regenerating forests (including for ecological purposes and future timber use)
- Restoring public land (such as walking tracks, fencing, and recreational and visitor facilities)
- Surveying and protecting sites of cultural heritage significance

At a local level municipal councils are responsible for coordination, while DELWP is responsible for coordinating natural environment recovery activities at the regional and state level, by working closely with partner agencies such as Parks Victoria, the EPA, catchment management authorities, and communities. The Code of Practice for Bushfire Management on Public Land (2012) outlines how the DELWP approaches recovery after bushfire, a similar approach is taken for other emergency events.

During the recovery phase, governments and communities work together to assist affected individuals and communities to move towards a healthy, safe and functioning environment.

Refer to the Gippsland Regional Recovery Plan 3.3.4 Natural environment

PART TWO: Overview (CONTINUED)

2.2 Principles of Recovery

There are well established and recognised principles at State and national levels that underpin an effective recovery response. This Recovery Sub Plan aims to embed these principles in Latrobe City's approach and practice.

The EMMV Part 4 Section 7 Recovery assistance states that 'recovery planning must ensure there is a clear understanding of the community context (prior to the emergency) and is based on continuing assessment of impacts and needs.'

The nationally recognised disaster recovery principles that are fundamental for successful recovery involve:

- Understanding the context
- Focusing on the consequences of the emergency
- Recognising complexity
- Being community focused
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity.

Agencies with recovery responsibilities must incorporate these principles into their planning and delivery of services.

3 Emergency Management Manual Victoria, Part 4 Section 7, July 2018

4 Emergency Management Manual Victoria – Part 4 Section 7.1 July 2018

Note: Latrobe City uses Crisisworks to maintain a record of all activations and training for Latrobe City.

2.3 Key Recovery Concepts

The objectives of emergency recovery as detailed in the Emergency Management Manual Victoria – Part 4 – July 2018 are as follows:

‘to support communities to successfully deal with the impacts of an emergency on the social, built, economic, and natural environments. By doing so, they help build cohesion and resilience to future emergencies.

The aim of recovery in Victoria is that it should:

- Empower and engage individuals and communities to promote self-sufficiency and, where possible, meet their own relief and recovery needs
- Be coordinated and collaborative, jointly owned by affected individuals and communities – as well as the non-government organisations, businesses and government agencies that support them
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies and communities
- Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions
- Be able to support the delivery of concurrent community, local, regional and state response, and relief and recovery activities.
- Provide a measured response to the recovery challenge – bringing back order and reasserting normal community aspirations.

This means working with communities and partners in all aspects of disaster recovery (including the preparation stage) to re-establish the conditions that will allow individuals, families, local businesses and community groups to restore their lives and resume a self-reliant and independent life.

The Emergency Management Victoria Disaster Recovery Toolkit for Local Government – Understanding Disaster Recovery, (p17 2014) identifies the Contributors to Recovery Success as being:

Community focus - Recovery is driven by community needs and led by the community members, engaging local people and businesses affected by the event

Leadership and coordination - Recovery is supported by effective management structures and processes to enable the coordination of recovery efforts by all council departments, the community and other stakeholders

Informed decision making - Decisions about recovery action are clearly stated and based the best available information, data and identified community needs

Communication - Recovery is supported by clear, timely and reliable two-way communication with the community and stakeholders

Capacity building - Adequate resources are directed to recovery and personnel within council, the community and other stakeholders are supported to increase their skills and experience to contribute to effective recovery outcomes

PART TWO: Overview (CONTINUED)

In Latrobe City this means:

- Council will engage and support our community in the recovery process; and equally recovery services and programs will respect the community's expectations and rights to lead and manage their own recovery.
- Council will acknowledge and work with the Latrobe Community Emergency Management Forum where possible and practicable
- Council will formulate agreements with agencies not specified in the EMMV who have agreed roles - and work with all organisations and agencies to make sure operational plans are developed detailing the capacity and strategies which will deliver successful recovery arrangements for affected communities
- Council will implement a two-way communication process targeted to the needs of specific stakeholder groups
- Council will maintain high levels of understanding and cooperation with emergency response agencies and other relevant organisations and agencies to enable recovery operations and access to affected areas to occur as soon as possible after the emergency event.
- Council will acknowledge and work with the traditional owners and the appropriate representative organisations in coordinating relief and recovery. The importance of cultural heritage in all its forms and the impact of disasters on people's connection to place and spiritual wellbeing will be respected.
- Council will advocate for the needs of communities, provide relevant and timely information to appropriate bodies and transparently report recovery progress to all stakeholders.

2.4 Community Development Model of Social Recovery

Latrobe City has developed and adopted a community development model of recovery with the following principles:

- Recognition of the strength within existing communities.
- Existing and emerging community leadership and capability will be acknowledged and supported.
- Recognising recovery is a process that will vary for individuals and communities and takes time
- Acknowledgement of the local knowledge, experience and expertise within existing communities.
- Understanding of emerging groups - a collaborative approach will underpin work with local recovery committees and other recovery agencies.
- Recognition of social tensions and inequities that are present both pre-existing prior to the emergency and those that emerge following the event
- Responding to individual's trauma within a community based setting
- Recognition that disasters cause injury to social fabric and that interventions need to rebuild social fabric via communication, coordination and consultation.
- Maximising existing social structures, resources, skills / capabilities and services.
- Promoting usage of local industry, businesses, contractors and personnel.
- Partnerships are fundamental to recovery effectiveness.
- A holistic and integrated approach is essential across all aspects of recovery planning, support and delivery.
- Actions and plans will be locally owned and driven.
- Reduce the risk of vulnerable people impacted by the emergency being taken advantage of or preyed upon.

PART THREE: Recovery Management

3. Recovery Management

The Latrobe City Emergency Management Team (as detailed in the MEMP) is responsible for activating this Recovery sub-plan.

The objective of recovery management is to provide effective and efficient coordination and delivery of programs and services to assist and hasten the recovery of affected communities. This includes the measures taken before, during and subsequent to any event.

Recovery management tasks fall within five categories of preparedness, impact assessment, resources management, information and communication management, and integrated community planning

Emergency Relief response functions are detailed in Part 7 of Latrobe City's MEMP. Recovery functions are detailed in Part 6 the Latrobe City MEMP.

A seamless transition from emergency response to recovery is essential to effectively inform and manage requirements in community recovery.

3.1 Preparedness

The tasks required to maintain preparedness for activation involve:

- Establishing and maintaining liaison with local, regional and state emergency management authorities;
- Establishing and liaising with community committees and agencies;
- Maintaining preparedness and readiness for activation of recovery agency personnel (both Government and non-government) including training of individuals/groups in Emergency Management principles and recovery practices;
- Working with communities to develop and maintain community based emergency management ;
- Updating of contact lists;
- Updating, maintaining and exercising the Recovery Sub-plan ; and
- Updating of the Emergency Recovery Assistance Agreements with organisations able to support recovery.

(The Emergency Recovery Assistance Agreement is attached as Appendix 3)

3.2 Impact Assessment

One of the critical factors in the management of an effective recovery program following an emergency is to gain early and accurate information about the impact of the event upon individuals, the community and physical infrastructure.

This will determine the required level of service, staffing, resource and general recovery requirements of the community, e.g. the number, location and circumstances of those impacted, identify the number of dwellings destroyed or made uninhabitable.

The collection of data will be coordinated through Latrobe City using all available information, including the rates database and mapping systems and where possible and appropriate distributed to key recovery partners, including government and community.

As soon as an affected area is declared safe, Council officers who have the appropriate qualifications and training will visit impacted people and properties to assess and record data relating to the event. All data will be recorded into Crisisworks. Assessment teams may include a building surveyor, an environmental health officer and a representative from Gippsland Lifeline or other counselling services. (refer to the Health and Medical Sub Plan)

Note: Refer to LCC Emergency Communications Plan for methods of information dissemination to impacted communities.

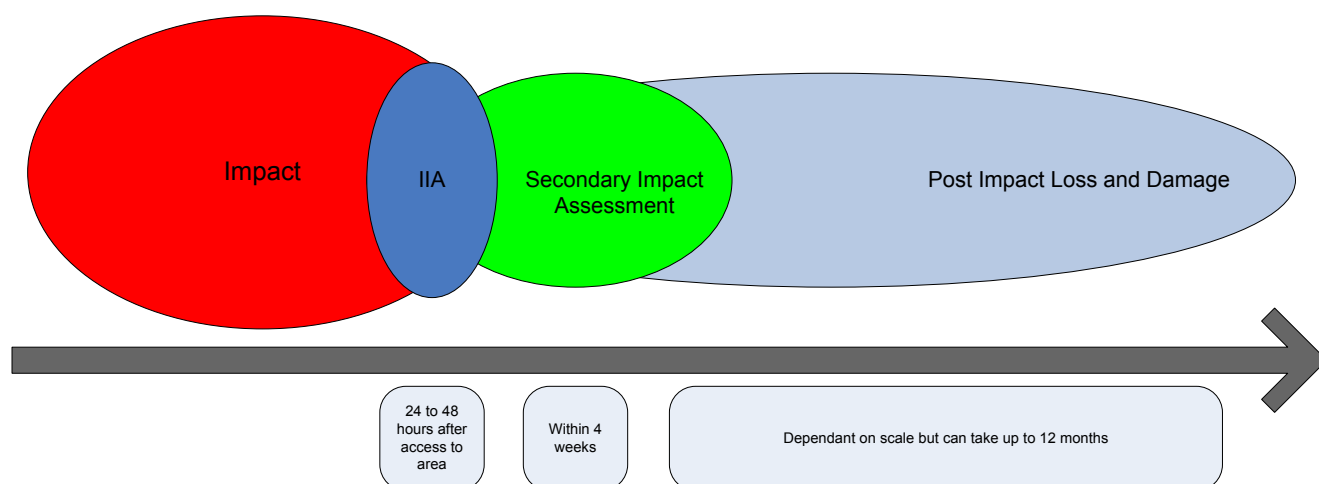
PART THREE: Recovery Management (CONTINUED)

An **initial impact assessment** will be undertaken (24-48 hours after access to the area): Response agencies undertake initial impact assessments which can help inform relief activities.

Secondary impact assessments (within four weeks): secondary impact assessments for relief and recovery include a comparison with base-line information (to allow for a pre-emergency comparison). Property data will be obtained through Latrobe City's Rates and GIS systems. A variety of information sources, including Crisisworks data, will help inform and support agencies responsible for coordinating the secondary impact assessment, which is a subsequent progressive and more holistic assessment of the impact of the event on the community. This takes into account built and natural environments, social and economic impacts and resulting community needs. Post impact assessments utilise data drawn from agencies such as the DHHS, local government, education sector, DET, DELWP, VicRoads and subject matter experts depending on the nature and scale of the event.

Post-emergency needs assessment (can take up to twelve months or more depending on the scale of the event): Those responsible for recovery coordination at each tier of government are also responsible for coordinating the post emergency needs assessment. This assessment estimates the longer term psychosocial impacts on a community, displacement of people, the cost of destroyed assets, and the impact that the destruction of assets and business disruption has on how members of a community live and connect with one another. This assessment informs the medium to longer term recovery process, options for development, and builds the knowledge base of the total cost of emergencies that informs risk and consequence management. Municipal councils and the Victorian Government are required to share any information they gather.

The Impact Assessment Process



State Emergency Relief and Recovery Plan, July 2018 part 4 EMMV p6

The Regional Recovery Coordinator, or delegate, will seek to capture early impact data to inform initial recovery planning. This data will be sought through the following:

- Regional Emergency Management Team
- Members of the Regional Emergency Relief and Recovery Planning Committee
- Municipal Recovery Managers
- Relief and recovery agencies.

DHHS will coordinate regional level loss and damage reporting in support of the State Recovery Coordinator.

More detailed information on Impact Assessment can be found in the Impact Assessment Guidelines for Class 1 Emergencies. The purpose of these guidelines is to assist in planning and conducting Impact Assessment following a class 1, 2 or 3 emergency event. Although specific to Class 1 emergencies, some of the principles and processes within these guidelines can also be applied to other emergencies.

P35 Gippsland Region Emergency Relief and Recovery Plan June 2018

Initial Impact

Initial Impact Assessment	Secondary Assessment	Post Impact (Loss) Assessment
<p>Aim- Preliminary information regarding extent of damage, immediate threats, loss of life and persons displaced.</p> <p>Outcome- Inform response, relief and recovery agencies regarding the impact and scale of an incident.</p> <p>Method – Visual observations of the impacted area primarily by emergency first responders.</p>	<p>Aim- Describes scale and characteristics of the impact on five environments: natural; built; social; economic and agriculture.</p> <p>Outcome- Informs local, regional and state recovery plans and budgets</p> <p>Method – Multi-disciplinary teams undertaking assessment of community impacts, and departments assessing impact on their respective areas of responsibility</p>	<p>Aim- Estimates cost of destroyed assets and resulting changes in 'flows' of an affected economy.</p> <p>Outcome- Assists in informing state government's considerations with regard to impact mitigation, economic considerations, recovery support and community planning</p> <p>Method – Estimates based on data from secondary assessment</p>
Commences as soon as affected area is safe to visit and completed within 48hrs	Completed within 4 weeks of incident onset when the area is safe to enter	Completed within 12 months depending on scale of event

PART THREE: Recovery Management (CONTINUED)

3.3 Resource Management

Resource management involves the management of all physical and human resources needed to deliver effective recovery services.

The Emergency Recovery Assistance Agreement documents the range and scope of resources that each partner organisation is able to provide to the collective recovery effort and designated roles and responsibilities of recovery agencies are detailed in the Emergency Management Manual Victoria.

In addition to these designated agencies a number of other government agencies, (such as schools), service providers (such as the Rural Financial Counselling Service), and community organisations, (such as Neighbourhood Houses, Local Emergency Action Plan - LEAP , Community Based Emergency Management (CBEM) committees, Service Clubs or Community Hall Committees) will be involved in the recovery effort. It is important to formalise arrangements with these agencies and organisations where possible and appropriate and develop systems and processes which enable the qualitative and quantitative information and data they gather to be fed into the recovery management and decision making structures.

Latrobe City Community Development staff are key personnel in this situation, particularly those that have a role in Township Liaison.

A list of relief and recovery considerations, needs and support and assistance available is included in Appendix 4.

3.3.1 Physical Resources

Physical resources include venues and facilities, equipment, vehicles, office supplies, records, finance, staff, agency personnel and volunteers. Activities that may require physical resources include:

- The provision of material needs to affected people
- Personnel support services such as counselling and advocacy
- Emergency and/or temporary accommodation
- Volunteer management and support
- Environmental health such as food, water, sanitation and disease control
- Removing hazards to public health – such as dead animals in catchment areas
- Disposing of dead, maimed and diseased animals (domestic, native and feral)
- Provision of heavy equipment and earthmoving machinery
- Lifting and/or transportation of equipment, resources, water, personnel and so on
- Clearing debris and material
- Hazard removal and clearing of land/building blocks
- Supervising and inspecting rebuilding and redevelopment
- Repairing/restoring infrastructure such as roads, bridges, sporting facilities and public/community buildings and facilities
- Public appeals

In general, councils are expected to provide municipal resources without charge, however some resources may be subject to limits and/or constraints, (e.g. the use of some equipment may be limited to

a timeframe due to the expense of operation). Some reimbursement to local government is available. Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance according to a sharing formula.

3.3.2 Human Resources

Recovery management and recovery service delivery can be human-resource intensive over an extended period and workers are engaged in stressful duties in disrupted circumstances. It is therefore necessary that staff, agency personnel and volunteers are provided with high levels of care and support as well as appropriate training. The level of support must be extended to agency personnel and volunteers, not only directly employed staff. Care should also be extended to those personnel of other agencies continuing to deliver services during the absence of their colleagues.

Managers and service providers must be conscious of issues such as –

- Over commitment (given the long term nature of services).
- Blurred boundaries (confusion of role differentiation, professional versus friend).
- Emotional involvement.
- Personnel seeking help from clients.
- Professional/organisational wellbeing.
- Obligation to maintain staff health/effectiveness.
- Staff support/welfare, including – provision of debriefing/peer supervision, training, monitoring and mentoring.
- Transitional arrangements for returning to substantive roles.

3.3.3 Volunteers

Volunteers are likely to play a significant part in any recovery operation, particularly after large scale emergencies. There are two types of volunteer – those who are affiliated with a specific organisation such as a local community association or group, service clubs, community agencies and other non-government organisations, and those members of the public who spontaneously offer their services after the emergency has occurred.

As with the principles of Recovery and Resilience Latrobe City will promote and build on the capacity within local communities. Information for potential volunteers is available at: www.volunteer.vic.gov.au/emergency.

PART THREE: Recovery Management (CONTINUED)

3.3.3.1 Coordination of spontaneous volunteers

During and after an emergency, there will often be a surge of spontaneous offer of assistance and services to communities and response and recovery agencies. Although it is preferable that volunteers should develop associations with community organisations prior to an emergency, many spontaneous unaffiliated volunteers present themselves following an emergency. In accordance with part 7.4.5.7 of the EMMV:

- The responsibility for capturing and providing offers of spontaneous emergency volunteers to municipal councils is with DHHS.
- Supporting DHHS in this role is Volunteering Victoria, working in partnership with Red Cross, who are able to also assist with managing offers of support. Part 4 EMMV page 34

Individuals and communities will be encouraged to use Gather My Crew (gathermycrew.org) to register for specific assistance, a free, online rostering tool that helps people going through tough times to coordinate the help they need from their own support network.

3.3.3.2 Organisation of State-wide public-appeals

State Emergency Relief and Recovery Plan July 2018

As per the National guidelines for managing donated goods, monetary donations are preferred over donated goods as they can better assist localised recovery, target needs and positively impact the local economy. Material donations will be discouraged. Latrobe City will establish a Memorandum of Understanding with GIVIT, Goods for Good Causes, to help facilitate the management of specific goods, particularly for larger scale emergencies.

- Latrobe City will work with the Gippsland Emergency Relief Fund (GERF) to promote financial donations that will be used within impacted residents of Gippsland.
- Department of Premier and Cabinet (DPC) is responsible for setting up and allocating the management of state wide public appeals and appeal funds.
- The Red Cross collects donations of state-wide public appeals.

In the event of an emergency, existing structures and arrangements are in place through groups such as the Emergency Relief Network of Latrobe City (ERNLAC), consisting of a range of local agencies and charitable organisations, for distribution of material aid and other emergency assistance such as financial counselling. This Network is able to provide assistance immediately following an emergency.

Those volunteers who are affiliated with an organisation will be directed by that organisation and will have training and specific skills to undertake previously assigned roles. Examples of this are the many volunteers with agencies such as the SES (State Emergency Service) and Red Cross - with the latter potentially being involved in activities like psychological first aid, provision of food and water, and registration of evacuated people who are trained for their allotted task.

Latrobe City has a well-established network and database of local and regional community groups and service organisations that are well positioned to support local recovery in the various phases of emergencies. This includes four Neighbourhood Houses and numerous Men's Sheds.

PART FOUR: Management Structure

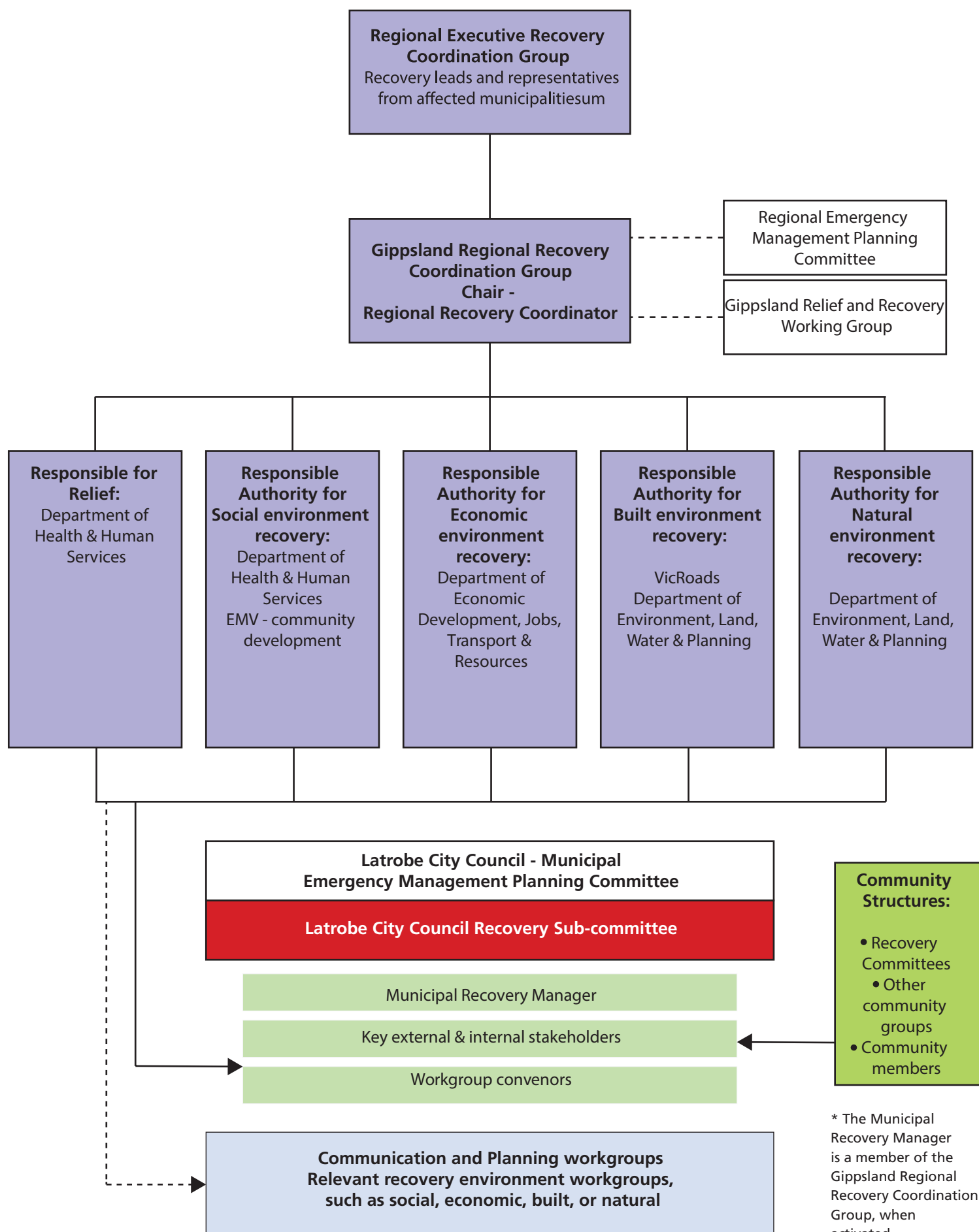
4. Management Structure

The Latrobe City Recovery Management structure is supported by the Gippsland Regional Recovery planning processes as identified in the State Government's Department of Health and Human Services, Gippsland Region Emergency Relief and Recovery Plan June 2018.

This Municipal structure has a planning and capacity building role prior to an emergency, a support role during an emergency and then an operational role following an emergency event.

The overall regional and municipal recovery structure may change according to the nature, size and complexity of the emergency event. However, detailed below is an indicative model, based on the State arrangements

Latrobe City Emergency and Recovery Management Structure in a regional context



PART FOUR: Management Structure (CONTINUED)

4.1 Latrobe City MEMP Recovery Sub-committee and Working Groups

4.1.1 Recovery Sub-committee

The Municipal Emergency Recovery Sub-committee, established under the Municipal Emergency Management Planning Committee will include representatives of key organisations involved in the recovery process as well as key council personnel. The subcommittee will meet regularly (a minimum of quarterly) or as required throughout the year to help build capacity and understanding amongst the sector and community on recovery. Representation will include areas such as infrastructure, environment, economic, health, social and human services agencies.

Membership of the Municipal Emergency Recovery Sub-committee will include:

- Latrobe City Municipal Recovery Manager
- Latrobe City Deputy Municipal Recovery Manager(s)
- Latrobe City Emergency Management Coordinator/MERO (or nominee)
- Latrobe City staff - Managers from Planning and Economic Development; Community Services; Community Infrastructure; and the Local Laws and Environmental Health Coordinators
- Representatives from community groups or township associations
- Representation from established community based emergency management committees
- Partner organisations in emergency recovery, such as Relationships Australia, Neighbourhood Houses, Red Cross, Salvation Army, Ambulance Victoria, Latrobe Regional Hospital, Latrobe Community Health Service, St John's Ambulance, Victorian Council of Churches and Gippsland Lifeline
- Community members with demonstrated interests and skills in emergency recovery
- Representatives of State and Federal Government Departments and Agencies with a role in regional recovery
- Service organisations

Following an emergency, the Recovery Sub-committee will include the Chairperson or representation as deemed appropriate from Community Recovery Committees, once established and any other key organisations that may be determined once the details of the emergency and recovery are known.

Following an emergency the Recovery Sub Committee will enact the adopted Recovery Sub Plan and have the authority to undertake the role and tasks as identified and required. Regular reports will be provided through the MRM to the MEMPC, and potentially other authorities.

PART FOUR: Management Structure (CONTINUED)

Working groups will consist of people with specific expertise and organisations with an interest in and/or influence in key areas depending on the complexity, size or type of community impact. Examples of potential working group members include:

Social environment working group:

- Progress associations; Hall Committees; Township Committees; Community Associations
- Sporting Clubs
- Seniors Associations
- Schools
- Arts and cultural organisations
- Country Women's Association
- Historic and heritage organisations
- Service clubs
- Indigenous
- Religious

Economic environment working group:

- Chambers of Commerce and Trader's Associations
- Industry groups and associations
- Tourism and Hospitality Associations
- Banks and financial institutions
- Stock and station agents
- Rural financial counselling services
- Agricultural and commodity industry groups
- Local Victorian Farmers Federation Branches
- Disease management expertise

Built environment working group:

- Professional institutes such as engineering, surveying, legal, planning and so on
- Master builders associations
- Trade associations – plumbing, electricians, and so on
- Real estate and Valuation institutes
- Transport associations and industry groups

Natural environment working group:

- Waste management organisations
- Landcare and natural resource management groups
- Bushcare
- Wildlife rescue
- Interest groups such as birdwatchers
- Environmental groups
-

An Operational Recovery Checklist is provided as a resource for the Latrobe City Recovery Sub-committee and Working Groups and Community Recovery Committees as Appendix 2

4.1.2 Latrobe City Council Recovery Sub-committee Roles

The Latrobe City Council Recovery Sub-committee oversees:

- Management of the recovery process at the local level, ensuring that community needs are met, either through local resources or by requesting resources from the regional/state level; and
- Agency and support services provision of a range of specific recovery services, ranging from reconstruction and physical infrastructure issues to personal support and material aid services.

The Recovery Sub-committee will assist Latrobe City to prepare information and documentation to support applications for Victorian and Australian Government funding, resources and support.

It is expected that the organisational representatives that are involved in the preparedness activities of the Recovery Sub-committee will also be involved in recovery activities following an emergency. This ongoing involvement has significant benefits in terms of consistency of approach, the effectiveness of working relationships, and the retention of local knowledge.

The roles of Recovery Sub-committee prior to an emergency include:

- Develop, endorse and maintain the Municipal Emergency Management Plan Recovery sub-plan;
- Meet regularly to maintain liaison between agencies and community representatives to enhance understanding of roles, update contact arrangements and ensure the currency of local arrangements;
- Regularly review the Recovery sub-plan;
- Act as a conduit to inform the Municipal Emergency Management Planning Committee on matters specific to recovery;
- Identify likely resource and equipment with appropriate agencies for recovery that may be made available;
- Participation in regular exercises and training programs, and
- Report to the Municipal Emergency Management Planning Committee on progress on priority actions for improvement as identified in the plan.

PART FOUR: Management Structure (CONTINUED)

The Terms of Reference for the Recovery Sub Committee is as follows:

Role

To provide advice and information to the Municipal Emergency Management Planning Committee on community recovery and to maintain, action, update and exercise the Recovery Sub Plan.

Objectives

To:

- Build capacity, improve preparedness and planning and provide advice to the Municipal Emergency Management Planning Committee on community recovery issues.
- Provide an ongoing forum for discussion on emergency recovery and emergency management to build understanding and capability.
- Plan for the coordinated use of identified resources through established partnership agreements.
- Establish and maintain effective and efficient communication between organisations, groups and communities with a role and responsibility in recovery.
- Review and update the Recovery Sub Plan to ensure its relevance for communities and agencies.
- Increase networking, information sharing and partnership opportunities.
- Provide opportunities and encourage participation in relevant emergency management exercises.

Chairperson/Executive Officer Support

The Municipal Recovery Manager will chair the meetings.

An officer of Latrobe City will provide administrative support. Meeting notes will be circulated by email.

Deputy Municipal Recovery Managers will be appointed as deputy chair.

Resources

- Relief and Recovery service providers are to maintain their own functional lists of support services contact details.
- Contact details for key Relief and Recovery services (including owner/manager) are detailed in the contacts section of the MEMP.
- Agency reporting to each Sub Committee meeting provides a regular update on Changes/Improvements to Personnel, Services and/or Equipment and local and Regional capacity.

Attendance at meetings

Members are required to register a formal apology with Latrobe City officers.

Decision Making - decisions of the Sub Committee will normally be taken by consensus.

Invited guests

The Sub Committee may from time to time invite guests to attend a meeting to contribute to its operations.

Working Groups

The Sub Committee may establish Working Groups as necessary to fulfil its objectives.

Delegations and responsibilities

Members are required to take appropriate actions to ensure they represent the views of the organisations, agencies, groups and communities that they represent.

Matters arising that require action prior to the next scheduled meeting of the Sub Committee will be the responsibility of the Actioning Officer or Sub Committee member as identified in the meeting notes.

Frequency of meetings

The Sub Committee will normally meet at least four times per calendar year, or more frequently as required.

Reporting

The Sub Committee will report through the Municipal Recovery Manager to the Municipal Emergency Management Planning Committee on agreed actions or issues and as identified in the Recovery Sub Plan. A Reporting Template is to be completed following each meeting.

Venue for Meeting

Meetings will normally take place at Latrobe City Traralgon Service Centre, Kay Street Traralgon.

Review

The Sub Committee and/or the Municipal Emergency Management Planning Committee may review these Terms of Reference as required.

The content of the relevant sections of the Council adopted Municipal Emergency Management Plan and relevant Recovery Sub Plan will be reviewed annually or after activation of these plans.

Training and Exercise

Agencies who have agreed to participate in the Recovery Sub Committee should participate in at least one training exercise per year to ensure confidence with their roles and responsibilities under the Emergency Management Act 1986 and Emergency Management Act 2013

PART FOUR: Management Structure (CONTINUED)

Once an emergency occurs, the role of the Recovery Sub-committee may also include:

- Develop and support the implementation and review of incident specific recovery plans;
- Support established arrangements for the conduct of post-emergency impact assessment, and for the collation, evaluation and use of the information gathered;
- Manage the provision of recovery services (within own agencies) at the local level;
- Supplement local government resources which may be exhausted by an emergency,
- For example, building inspectors, environmental health officers, human services staff to
- Ensure that an adequate recovery program is provided;
- Implement resource sharing protocols;
- Formalise links with regional plans and recovery agencies;
- Consider all aspects of a local community's recovery;
- Establish Recovery Working Groups and provide support to Community Recovery Committees as appropriate
- Activate and coordinate service delivery; and
- Report on recovery progress and issues to Latrobe City Council; the MEMP Committee and other relevant stakeholders.

The Recovery Sub-committee may prepare information and documentation to support applications for Victorian and Australian Government funding, resources and support.

4.1.3 Latrobe City Recovery Sub-committee Working Groups

Depending on the size, type and complexity of the event, the Recovery Sub-committee comprises a series of working groups each with a leader. The leader represents their working group on the Recovery Sub-committee. The working group leader will appoint a deputy to act in their absence.

4.1.4 Roles of Recovery Working Groups

Recovery working groups aim to link the key local organisations involved in a particular area of recovery so as to ensure maximum access to and use of resources and knowledge.

The roles of the Working Groups are to:

- Plan the recovery process for their area of responsibility;
- Contribute to the incident specific recovery plan(s) for their area of responsibility, which may involve producing a sub-plan for large or complex emergencies;
- Identify and recruit membership to Recovery Workgroups;
- Coordinate the recovery process in the area of responsibility and report back to the Latrobe City Council Recovery Sub-committee and MRM;
- Identify local resources and external resources available for recovery;
- Identify and involve the community in planning and implementation of the recovery process;
- Liaise and communicate with other workgroups;
- Provide information and support to enable the Latrobe City Recovery Sub-committee to liaise and communicate with Community Recovery Committees as established after an emergency.

Each Recovery Working Group will develop operating procedures that outlines the following:

- The membership details of the Working Group (including all members and phone contacts).
- Specific roles and responsibilities of the Working Group.
- Policies and procedures where appropriate.
- Resources available, where they are and how to access.

All members will be provided with a copy of the operating procedures and each set of procedures to be updated and saved in council information systems.

PART FOUR: Management Structure (CONTINUED)

4.1.5 Recovery Working Group Leader's Role

Working Group Leaders in the first instance will be identified by the MRM and are responsible to the Municipal Recovery Sub-committee. The roles of Working Group Leaders are:

- Convene and coordinate Recovery Working Groups
- Represent Workgroups on Latrobe City Council Recovery Sub-committee
- Ensure minutes are kept and copies tabled at the Latrobe City Council Recovery Sub-committee
- Liaise with other Recovery Working Groups to ensure coordination and information sharing; and
- Liaise (through the MRM) with relevant state-wide organisations/departments which are responsible for specific types of service.

A deputy working group leader may be appointed to relieve, when the working group leader is unavailable.

Existing organisations such as a township committee or progress association may form the nucleus of a Community Recovery Committee – and the membership may need to be added to and changed. During the recovery needs and issues along with membership will continue to evolve and change. People with previous emergency recovery leadership roles may not want to be the leaders of its recovery, however, may be prepared to mentor or support others to do so.

4.2 Municipal Recovery Manager (MRM)

A Municipal Recovery Manager and deputies have been appointed within the Latrobe City Emergency Management Team in line with the MEMP.

4.3 Community Recovery Committees

After the emergency, Council is responsible for establishing and resourcing Community Recovery Committees (CRCs). A CRC comprises local community representatives and provides the opportunity and governance mechanisms for communities to directly input into the decision making processes associated with local recovery planning.

Community recovery committees support individuals and communities achieve an affective level of functioning. They can coordinate information, resources and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies. Community Recovery Committees are formed post emergency and disband when the need is no longer apparent. These CRCs may transition into another group.

The composition of the committee will vary depending on the affected area and impact. The membership of the committee should include:

- Municipal Recovery Manager (and deputies)
- Coordinators of the four recovery environments as appropriate– social, built, economic, and natural
- Councillor
- Government agencies and Non-Government agencies as required
- Community groups and leaders
- Representatives of community based emergency management committees
- Local businesses
- Affected persons
- Subject matter experts as deemed appropriate by the committee

Community Recovery Committee functions include:

- Identifying community needs and resource requirements
- Providing recommendations and advocating on behalf of communities to appropriate recovery agencies, municipal councils and the regional and state recovery structures
- Monitoring the overall progress of the recovery process in the effected community.
- Identifying community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure;
- Liaising, consulting and negotiating, on behalf of affected communities, with recovery agencies, government departments and municipal councils;
- Undertaking specific recovery activities as determined by the circumstances and the Committee
- Development, implementation and progress reporting on the Recovery Action Plan (RAP)
- Supporting effective two- way communication between community and levels of government
- Report to the MEMPC on achievements and activities.

The activities and composition of the CRC should be reviewed from time-to-time to ensure the CRC continues to meet the changing needs of the community or as discussed with the MRM.

A principal role of the CRC is the development of a Recovery Action Plan (RAP). The RAP provides a mechanism through which Council and other recovery agencies can identify and support communities' needs and aspirations.

A RAP is an important part of identifying and expressing how communities can be supported by government, local agencies, organisations, business and philanthropic groups to undertake their reconstruction and recovery activities. The RAP outlines a wide range of projects and requirements, designed and prioritised by the community, under the broad headings of:

- Economic Environment, including the agriculture
- Natural Environment
- Built Environment
- Social, Health and Community Environment

PART FOUR: Management Structure (CONTINUED)

Development of the RAP should consider other existing plans and priorities relevant to recovery such as current community plans, council and state government strategies and plans.

Once the plan has been developed, it is provided to Council and other key organisations with a role in supporting recovery. The RAP is a flexible document that will require regular review and updating by each CRC. The CRC will develop an agreed process by which the RAP is updated and amended to ensure its ongoing relevance to current and emergent community needs. This will also include a means of identifying progress, completion of projects / activities and the removal of priorities deemed to be no longer of relevance.

See Generic Terms of Reference, Appendix 5

PART SIX: Reporting, Monitoring and Review

6. Reporting, Monitoring and Review

Reporting on and evaluating recovery activities during and following emergencies is essential to maintain agility and responsiveness in a constantly changing and challenging environment. It will also assist in maximising the benefits of lessons learned and identify where improvements can be made.

Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity. Latrobe City will conduct an evaluation of recovery operations following activation of the recovery arrangements associated with the Municipal Emergency Management Plan, seeking significant input from those who are the target of recovery activities and partners in the recovery process. The evaluation may be an informal or formal debrief depending on the scale of the activation, and will identify the strengths and weaknesses of the local operational response to the needs of the community. Any proposed changes to this sub-plan will be agreed upon by members of the Recovery Sub-committee then recommended to the Municipal Emergency Management Planning Committee for formal adoption. This sub-plan will then be updated to reflect the evaluation findings. The Municipal Recovery Manager will ensure that the Regional Emergency Management Planning Committee is made aware of the outcome of the evaluation.

PART SEVEN: Roles and Responsibilities of Recovery Agencies

7. Roles and Responsibilities of Recovery Agencies

The Emergency Recovery Assistance Agreement describes the way in which partner organisations within Latrobe City work together and lists the resources that each partner agency is able to provide in an emergency.

An extensive list of agencies that provide recovery and support can be found in the Emergency Management Manual Victoria Part 7. This document provides role statements for government, non-government and community agencies that operate at state and regional levels.

The full list of Emergency Recovery Assistance Agencies (recovery and support agencies) can be found in the Emergency Recovery Assistance Agreement. See Appendices 3 and 4.

7.1 Gippsland Emergency Relief Fund (GERF)

The Gippsland Emergency Relief Fund (GERF) is a registered charity that was established to provide financial assistance to community members following natural disasters. GERF is the designated agency nominated for which cash donations are to be directed. Dependent upon the scale of the event, GERF may launch a public appeal for donations. GERF payments may be made to community members after a referral has been made by the Municipal Recovery Manager.

<http://www.reliefund.org.au/>

7.2 Lifeline Gippsland

Lifeline Gippsland is a local community organisation that supports disaster recovery through the provision of the 131114 telephone crisis line. It also provides face to face emotional outreach support. In addition, the Gippsland crisis line may be activated when there is a large scale emergency and/or an event impacting more than one municipality .

<https://www.llg.org.au/>

PART EIGHT: References and Other Resources

8. References and Other Resources

Becker, Christine, 2009, 'Disaster Recovery: A local government responsibility', Public Manager Magazine, <http://icma.org/pm/9102/public/cover.cfm?author=Christine%20Becker&title=Disaster%20Recovery%3A%20%20A%20Local%20Government%20Responsibility>

Emergency Management Australia Manual 10 - Recovery 2004

Gabriel, Paul, 2003, 'The development of municipal emergency management planning in Victoria, Australia', Australian Journal of Emergency Management, 18: 74 – 80

Guidelines for Municipal Emergency Management Planning, Part 6: Emergency Management Manual Victoria 2001

Municipal Association of Victoria - A Guide to the Role of Mayors and Councillors in Emergency Management

Municipal Association of Victoria - A Guide to the Role of the Council Chief Executive Officer in Emergency Management

Municipal Association of Victoria - A Council Guide to the Financial Management of Emergencies

Norman, Sarah, 'New Zealand's holistic framework for disaster recovery', Australian Journal of Emergency Management, 2006, 21: 16 – 20

Disaster Recovery Toolkit for Local Government, State Government of Victoria, 2014

Emergency Management Manual Victoria – July 2018.

Australian Emergency Handbook Series – Handbook 2,- Community Recovery 2018

Emergency Management Victoria, Resilient Recovery Discussion Paper, 2017.

The Emergency Management Victoria Disaster Recovery Toolkit for Local Government – Understanding Disaster Recovery, 2014

State Emergency Relief and Recovery Plan, July 2018 part 4 EMMV p6

Gippsland Region Emergency Relief and Recovery Plan June 2018

APPENDIXES

Appendix 1: Response and Recovery Transition

An agreement for transition of coordination arrangements from response to recovery

Effective Date for Transition Agreement – xx – xx - xxxx

For the impacted municipality/s as follows:

[INSERT LIST OF IMPACTED MUNICIPALITY/S]

Control and coordination for the **[INSERT NAME OF EMERGENCY]** have been handed over from the Control Agency and the Emergency Response Coordinator to:

[INSERT ONE OF THE FOLLOWING THREE OPTIONS]

[Impacted municipality/s] OR

[Regional Recovery Coordinator and impacted municipality/s] OR

[State Recovery Coordinator, Regional Recovery Coordinator, and impacted municipality/s]

Endorsed by:

Local (if applicable)	Regional/Divisional	State
Control Agency Incident Controller	Control Agency	Control Agency
Victoria Police Municipal Emergency Response Coordinator	Victoria Police Divisional Emergency Response Coordinator	Victoria Police State Emergency Response Officer
Local Government Municipal Recovery Manager	Department of Health & Human Services Regional Recovery Coordinator	Department of Health & Human Services State Recovery Coordinator

APPENDIX ONE: Response and Recovery Transition (CONTINUED)

1. Introduction

The purpose of this document is to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities.

The scope of the transition agreement arrangements includes:

- Authorisation arrangements;
- Coordination and management arrangements;
- Transition activities and tasks to ensure continuity of essential community support;
- Information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

A description of the event is at Attachment 2

Authority

This transition agreement is endorsed by the following agencies in consultation with the local government areas affected, and reflects the state, regional and local levels of interest in emergency response and recovery:

- Victoria Police delegated Emergency Response Coordinator;
- Control Agency;
- Department of Health & Human Services State/Regional Recovery Coordinator;
- Impacted Municipalities

This is pursuant to the roles and responsibilities detailed in the Emergency Management Act (2013 & 1986) and the Emergency Management Manual Victoria.

Coordination and management arrangements for transition from response to recovery

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations, including:

- The nature of the hazard/threat and whether there is a risk of a recurring threat.
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented.
- The extent of and known level of loss and damage associated with the incident.
- The considerations for the extent of emergency relief required by affected communities.
- The considerations for the resources required to be stood up for effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period will be established to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and become fully established.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required.
- Identifying resources required to support immediate community recovery requirements including public health and safety.
- Coordination of essential clean-up operations.
- Initial Impact Assessments in the affected communities.

Conclusion of response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information by Local Government
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities
- Regular incident status updating, and linkages of agency and department public Internet..

APPENDIX ONE: Response and Recovery Transition (CONTINUED)

Attachments:

1. Schedule of Transition Arrangements
2. Description of Event

Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for the following impacted municipalities:

Key considerations for Transition:

- Potential impacts
- The integration of recovery activities
- The provision of initial impact information via the Incident Control Agency and Incident Management Teams

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
1	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGA's dependant on timing of impacts and continued threat.		Handover report
2	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator from the Incident Control Agency (Attachment 2).		
4	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.		Briefing
5	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies I and LGA.		Report
7	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		

	Key Actions – Incident Control Agency	Lead Agency	Confirmation process
	Note: The following actions may occur concurrently:		
8	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9	Key Actions – Response Coordination Agency		
10	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and Municipal Recovery Manager (joint briefing see item 3). Briefing to include the ongoing MECC functionally requirements.	VicPol	Verbal Briefing
11	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12	Key Actions – Recovery Coordination Agency		
13	Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery; including departments, agencies, and LGA.	DHHS	Via Recovery Planning Arrangements
14	Integration of recovery issues into existing arrangements, where applicable.	DHHS	
15	Key Actions – Municipalities		
16	Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	LGAs	Verbal Briefing
17	Analysis of initial impact I information, validation with municipal records/data base and provision of a consolidated report	LGAs	Report to DHHS Region
18	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	LGAs	Via recovery planning arrangements
19	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	LGAs	
20	Establish community based recovery processes as per Municipal Emergency Management Plan	LGAs	

APPENDIX TWO: Operational Checklist

Appendix 2: Operational Checklist

This list of the key issues that are likely to be addressed throughout the recovery process is by no means exhaustive and, depending upon the nature and location of the event and the affected community, a range of other issues may also emerge.

Needs assessment

- Assess impact of the event through available sources, including Initial Impact Assessment, information/data from MECC, local government, geographic data and relevant response agencies.
- Determine likely community effects.
- Determine immediate short-term needs (e.g. accommodation, financial assistance and personal support).
- Liaise with relevant response agencies regarding location, size, type and potential impact of event.
- Assess reports gathered through outreach program to assess community needs.
- Meet with other recovery agencies to consider full assessment of the impact of the event.

Resources management

- Contact and alert key staff.
- Activate appropriate inter-agency liaison mechanisms.
- Meet with other recovery and support agencies to determine strategies.
- Activate outreach program to meet immediate needs and determine ongoing needs. Issues to be considered should include the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities.
- Activate Emergency Relief Centre/s as appropriate to the scale of the incident and ensure information management mechanisms are established and operating effectively.
- Ensure all requests for resource funding are directed to MERO for approval.
- Establish a 'one-stop shop' recovery centre to provide the affected community with access to all recovery services.
- Activate community recovery committees, ensuring active participation of members of the affected community.
- Report to organisational hierarchy on likely costs/impact of involvement in recovery activities.
- Manage offers of assistance, including volunteers, material aid and donated money.
- Manage restoration of essential infrastructure/utilities.
- Manage the public appeal process by referring all donations to GERE.
- Continue to monitor agency activities and reduce/withdraw services when appropriate.
- Monitor staffing arrangements.
- Review resources and services on an ongoing basis.
- Determine longer-term recovery measures.
- Debrief recovery agencies.
- Recognise efforts of agency/staff.

Note refer Latrobe City Council's Emergency Communications Sub-plan which is based on: The Disaster Recovery Toolkit for Local Government EMV 2015

APPENDIX THREE: Latrobe City Council Emergency Recovery Assistance Agreement

Effective response to emergencies affecting the Latrobe City community is achieved through a collaboration involving government and non-government organisations, community-based groups, the private sector, and affected people and communities themselves.

Purpose

The purpose of this agreement is to ensure all groups share a clear understanding of the roles and responsibilities and the processes associated with emergency recovery, to enable effective coordination and use of recovery resources.

Role of the Collaborating Organisations

The commitment of organisations/agencies providing Assistance is to:

- Promote effective, efficient communication among and between support organisations/agencies and others interested in improving emergency recovery.
- Participate in meetings and discussions among with other support agencies to encourage open dialogue, respectful consideration of issues, and resolution of issues around emergency recovery processes and practices.
- Ensure accurate agency contact and resource information is available to the Municipal Recovery Manager.
- Collaborate on training and exercise opportunities when appropriate.

Organisation of the Collaborating Group

The Municipal Recovery Manager (Latrobe City Council) will convene meetings of Emergency Assistance Organisations/Agencies as required.

It is expected that the person with primary responsibility for leading emergency recovery activities and allocating resources within their agency will participate in meetings and training activities.

Guidelines for Cooperation

Participant agencies agree to work cooperatively with Latrobe City Council, community and other organisations to best support affected people and communities.

Participant organisations/agencies will endeavour to have consistency of participation – the relationships built through the network/collaboration are important in achieving successful recovery.

Time commitments and competing priorities of agency representatives by holding meetings only as necessary to accomplish agreed goals will be respected.

Resources for Recovery

Emergency recovery requires the use of resources (personnel, facilities, supplies and equipment) from multiple organisations and groups. Documenting the range and scope of resources that each organisation is able to provide enables an effective response. Clarity regarding roles of organisations and resource provision will reduce the possibility of duplication of effort and any resulting waste of resources.

A list of Assistance organisations/agencies and the resources they can provide is updated annually.

APPENDIX THREE: Latrobe City Council Emergency Recovery Assistance Agreement

(CONTINUED)

Process in Event of Emergency:

When an emergency arises, an initial assessment of the impact is conducted, and the resources needed to respond to those affected are determined. The Municipal Recovery Manager (MRM) will contact the designated representative of Emergency Assistance organisations/ agencies required to assist with Relief and Recovery efforts. Instructions as to the nature of support and resources required will be given. During the initial phase of an emergency, relief services such as first aid, emergency food, clothing, psychosocial support, mental health first aid and shelter are the priority. The need for recovery services will vary depending on the nature and severity of the emergency, and different resources will be required at different stages of the recovery process.

Agreement Terms:

This agreement will be effective on the date signed and will be reviewed annually. This agreement is made in the spirit of cooperation and does not grant any party the authority to bind the other.

Signature of Authorised Representative:

Signature: _____ Date: _____

Name: _____ Position: _____

Organisation: _____

Emergency Recovery Assistance Resource Information

Emergencies require the use of resources (personnel, facilities, supplies and equipment) from multiple organisations and groups. Information about the range and scope of resources that each organisation can provide is necessary for the management of an effective response. Resources will be called upon as is appropriate to the scale, nature and location of the emergency. The Emergency Recovery Assistance Agreement describes the process for activating the specified resources.

The information you provide (below) will form part of the Agreement.

Organisation Name: _____

Address: _____

1. Contact Person 1 for Emergency Recovery:

Position: _____

Phone: _____ Email: _____

2. Contact Person 2 for Emergency Recovery:

Position: _____

Phone: _____ Email: _____

Resources that your organisation can provide in response to an emergency:

Please indicate which of the following recovery activities your organisation is able to provide by ticking the box in the respective column/s.

Resources that your organisation can provide in response to an emergency:

Please indicate which of the following recovery activities your organisation is able to provide by ticking the box in the respective column/s.

	Assist with Community Needs Assessment		Staff to assist with Registration and Inquiry
	First Aid and/or Health Assessment		Temporary Accommodation
	Property clean up and minor repair works		Material aid
	Catering for emergency response personnel & impacted people		Clothing and personal needs for impacted people
	Personal services / Psycho-social support / Counselling		Removal of old fencing
	Temporary housing		Legal advice & referral
	Advocacy & support		Rebuild of rural fences
	Financial advice		Facilitators to support recovery planning
	Temporary housing of farm animals &/ or pets		Justice of the Peace services
	Volunteer support & coordination		Facilitator to support staff & volunteers debrief
	Transport		Staffing of Relief & Recovery Centre
	Recreational Program & Activities		

Other:

APPENDIX FOUR: Relief & Recovery Support

The supports identified below are in addition to those available through the Emergency Relief Network of Latrobe City (ERNLac). See "Emergency Relief & Client Support Services" Flyer, Latrobe City, May 2018.

Support	Agency/Organisation	Details/Contact Person
Psycho/social support	Lifeline Gippsland Latrobe Community Health Service Relationships Australia Red Cross Victorian Council of Churches Headspace	
Transport	Latrobe Valley Buslines Latrobe Valley Taxis -	
Accommodation & Shelter	Federation University	
Insurance	Insurance Council of Australia	
Water		
Legal		
Justices of the Peace		
Financial Counselling & Financial Assistance	Gippsland Emergency Relief Fund (GERF) Department of Human Services - Federal Department Health & Human Services - Vic Good Money - Morwell Anglicare Gippsland Rural Financial Counselling Service	

Relief & Recovery Support

Support	Agency/Organisation	Details/Contact Person
Animal Welfare/Pets	Latrobe City Pound RSPCA Victorian Farmers Federation	
Dead Animal Disposal – stock and wildlife	Latrobe City Council	
Fodder for Livestock	Lions Clubs 'Need for Feed'	Email Lionsneedforfeed@yahoo.com.au Mobile: 0459 444 111 PO BOX 132 Pakenham 3810 http://www.needforfeed.org/donate.html Contacts - dpettery@nex.net.au Don Petty 0429 995 550 – Graham Cockerell program founder
First Aid/Health/Medical	Ambulance Victoria St Johns Ambulance Latrobe Regional Hospital Latrobe Community Health Service	Doctors and nurses Doctors and nurses
Personal Support		
Welfare/Case Management		
Food & Material Aid	Salvation Army St Vincent De Paul Society Latrobe Community Health Service	
Labour/Property Clean-up	Depart of Justice & Regulation Cadets	
Staff to assist with operation of Relief & Recovery Centres	Berry Street Quantum Support Services Regional Development Vic	

Support	Agency/Organisation	Details/Contact Person
Spiritual/Religious	VCC	
Translation & Interpreter Services		
Multi-cultural Matters	Gippsland Multicultural Services Centre for Multi-cultural Youth (CMY) Latrobe Community Health Services United Muslim Sisters of Latrobe Valley Gippsland Ethnic Communities Council	
Refrigerated Trailers and Gazebos		
Catering	Service Clubs - Lions Club of Traralgon	
Men's Sheds		
Neighbourhood Houses		
Communication		
Communication to Primary Health Providers	Gippsland Primary Health Network	

COMMUNITY RECOVERY COMMITTEE

GENERIC TERMS OF REFERENCE

1. Name

The Committee shall be known as the xxxxxx Community Recovery Committee ("the CRC").

2. Purpose and Goals

The Committee has been established by Latrobe City Council ("the Council") to act as the community organisation with responsibility for leading the recovery of the district following an emergency. The purpose of the CRC is to lead community management of community recovery and re-building of effected communities.

The principal objectives of the CRC are to undertake the following:

- • Establish an agreed Recovery Action Plan (RAP), including priorities for the psycho-social, built, economic and natural environments
- • Monitor recovery progress
- • Strengthen, establish, maintain and promote community networks
- • Support and coordinate volunteer, community, agency and government efforts through partnerships
- • Support community activity and involvement
- • Attract and optimise use of resources
- • Identify and source appropriate funding to deliver on the RAP
- • Reform, rebuild and re-establish community identity
- • Facilitate community cohesion, create a sense of hope and an agreed future vision

3. Membership

Membership of the Committee will include the following:

- a) The Municipal Recovery Manager or representative
- b) Up to two ward Councillors
- c) Two people representing the local Community Association
- d) Two members of the local CBEM/LEAP Committee where it exists
- e) One or more representatives of each of the relevant emergency and recovery agencies
- f) Up to four community members impacted by the event.

4. Chairperson

4.1 Appointment

Members will be appointed by the respective organisations listed or through community member volunteers appointed at a public meeting.

The Convenor is elected from among the members of the Committee at the first meeting following appointment.

4.2 Tenure

The Chairperson shall serve for two years. In the event that the Chairperson resigns before the end of their term, the Committee shall appoint another person to serve out the remainder of the term.

4.3 Responsibilities

The Chairperson shall chair meetings, be the spokesperson on behalf of the Committee and provide reports to the community and other bodies on the Committee's activities.

4.4 Deputy Chairperson

The Committee shall elect a person from its membership to deputise for the Chairperson in his/her absence.

5. Administrative Support

The work of the Committee shall be supported by an administrative officer appointed by Latrobe City Council who will be responsible for the daily administrative operations and functions of the CRC, under the guidance of the Municipal Recovery Manager.

6. Sub-Committees/Project Teams

It is anticipated that the Committee will identify specific projects and activities for which it will be appropriate to establish Sub-Committees and Project Teams. Such bodies will provide a report on progress to the CRC.

7. Meetings

7.1 Frequency

As a minimum, meetings should be held at least once a month to ensure the timely consideration of business.

7.2 Venues

The Committee shall meet at an appropriate location and in a venue in or near the impacted community.

7.3 Notices, Agendas, Minutes

There shall be an Agenda and Minutes for all meetings. Reasonable notice shall be given of meetings.

7.4 Quorum

The quorum for meetings shall be at least half plus one member.

7.5 Attendance

Attendance is open to all residents and land-owners within the local impacted community and guests by invitation. Neither will have any voting rights but will be encouraged to provide advice or information to the CRC.

8. Scope of Activities

The Committee shall establish its own Agenda, accommodating matters as proposed by the Council and recovery agencies and taking into account input from residents.

The main activities undertaken to meet the purpose of the Committee as defined shall include the following:

- a) Identifying community needs and resource requirements.
- b) Development and implementation of the Recovery Action Plan (RAP). The RAP provides a mechanism through which the Council and other recovery agencies can identify and support the community's needs and aspirations.
- c) Facilitating and supporting two-way communication processes established between stakeholders.
- d) Providing recommendations and advocating on behalf of the community to appropriate recovery agencies, the Council and the regional and state recovery structures.
- e) Monitoring the overall progress of the recovery process.
- f) Liaising, consulting and negotiating, on behalf of the community with recovery agencies, government departments and the Council.
- g) Undertaking specific recovery activities as determined by the circumstances and the Committee.

The aim of the RAP is to outline a wide range of projects and requirements, designed and prioritised by the community, in accordance with the responsibilities and activities outlined in the Recovery Sub Plan.

In developing the RAP, the Committee will consider other existing plans and priorities relevant to recovery such as current community plans, and the Council and state government strategies and plans. Once developed, it will be submitted to the Council and other key organisations and stakeholders with a role in supporting recovery.

The RAP is a flexible document that will require regular review and updating. The Committee will develop an agreed process by which the RAP is updated and amended to ensure its ongoing relevance to current and emergent community needs. This will also include a means of identifying and reporting on progress, completion of projects and other activities, and the removal of priorities deemed to be no longer relevant.

9. Reporting

The Committee shall report on its activities to the local Community Association and to the community through local community newsletters and Web Sites.

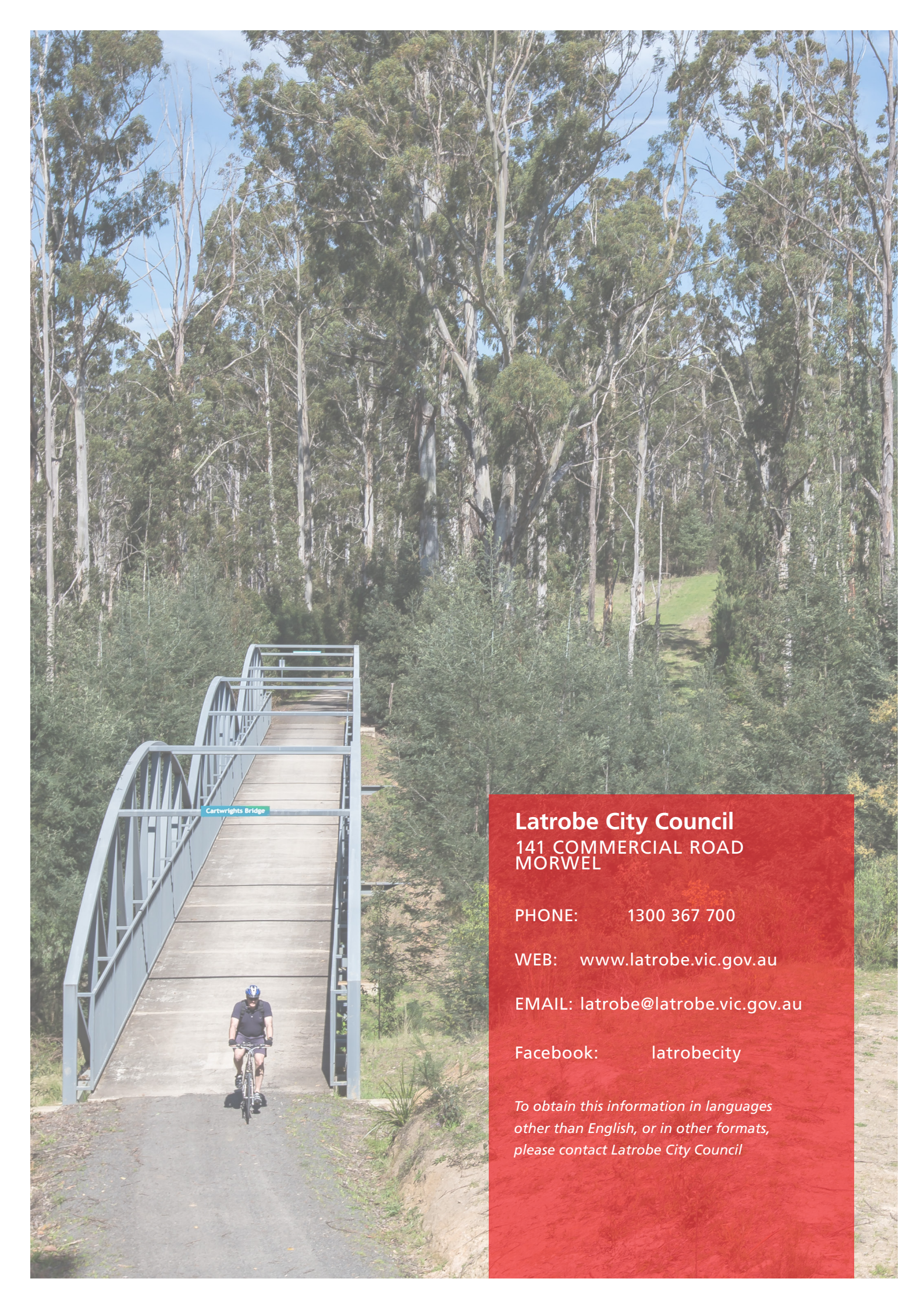
The Committee will also report to other bodies as nominated by Latrobe City Council including State and local bodies established to assist recovery.

10. Budget

The Committee will not have any financial responsibility. Funds for implementation of the RAP and other activities will be the subject of submissions to various bodies under the direction of the State government, Latrobe City Council, or other similar body. The CRC will seek information and updates on organisations being funded for recovery activities with a preference for these to be local groups and organisations, unless the skills and capacity does not exist at the LGA level.

11. Wind Up

The Committee will ordinarily be wound up after two years, if not earlier, depending on the circumstances. At the end of the term, outstanding business will be transferred to an appropriate local legal entity such as a local government, Community Association and/or CBEM group.



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