Local Recovery Plan

SEPTEMBER 2021

Amendment Record

No.	Date	Amendment Details	By
1	*27/8/2025*	*Update contact details throughout*	*Shire (PH)*

CONTENTS

PART 1:   INTRODUCTION

Following the impact of a hazard on a community within the Shire of Broomehill-Tambellup, there may be the need to assist the community to recover from the effects of the emergency. This recovery is a coordinated process of supporting the affected community in:

    a.   reconstruction of the physical infrastructure; and

    b.   restoration of emotional, social, economic and physical wellbeing.

Its purpose is to assist the community attain a proper level of functioning as soon as possible. Recovery activities will normally commence in conjunction with immediate response activities but may continue for an extended period after response activities have concluded.

1.1   AUTHORITY AND PLANNING RESPONSIBILITY

This plan is part of the Shire of Broomehill-Tambellup's Local Emergency Management Arrangements, the authority for which is vested in the Emergency Management Act 2005.

The preparation, maintenance and testing of the Recovery Plan is the responsibility of the Local Recovery Coordinator.

1.2   AIM

The aim of this plan is to detail the recovery management arrangements for the Shire of Broomehill-Tambellup.

1.3   OBJECTIVES

The objectives of the plan are to:

    a.   prescribe the organisation, concepts, responsibilities and procedures for the effective management of recovery operations following the impact of an emergency;

    b.   establish a basis for coordination between agencies that may become involved in the recovery effort;

    c.   provide a framework for recovery operation; and

    d.   provide guidelines for the operation of the recovery management arrangements.

1.4   SCOPE

The scope of this recovery plan is limited to the boundaries of the Shire of Broomehill-Tambellup and forms a part of its Local Emergency Management Arrangements. It details the local recovery arrangements for the community.

1.5   RECOVERY MANAGEMENT PRINCIPLES AND CONCEPTS

The arrangements in this plan comply with the recovery principles and concepts detailed in the State Emergency Management Plan: Part 6: Recovery and in the Australian Institute for Disaster Resilience 'Community Recovery' Handbook
https://knowledge.aidr.org.au/resources/handbook-community-recovery/.
Both of these documents are available from the Shire's Recovery Coordinator.

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

a. The community has a right to be involved in the decision making and management of all aspects of the recovery process;

b. The community has a 'right to know', as information is an essential part of the recovery process;

c. Every person has a right to effective assistance until long-term recovery is achieved;

d. Both the affected person and the community have a responsibility to account for financial and material resources used;

e. The community has a right to know the criteria for the determination of financial support and grants; and

f. The community has a right to expect the maintenance of family cohesion.

PART 2: RELATED DOCUMENTS AND ARRANGEMENTS

The following documents are related to this plan:

Shire of Broomehill-Tambellup Local Emergency Management Arrangements
Local Evacuation Plan
Local Welfare Plan

2.1   AGREEMENTS, UNDERSTANDINGS AND COMMITMENTS

The following agreements (Memorandums of Understanding) are in place between the Shire of Broomehill-Tambellup and other local governments, organisations or industries in relation to the provision of additional resources in recovery management.

Other Party	Nature of agreement	Special Considerations	Reference details
Nil			

PART 3:   RESOURCES

The resources available and contact details for recovery have been identified and are included in Appendix 2.

3.1   LOCAL RECOVERY COORDINATION CENTRES

The following table identifies suitable Local Recovery Coordination Centres in the local government area. Where these locations are unavailable or deemed unsuitable the Local Recovery Committee will designate an alternate location as soon as possible and publicise it after it is established:

Location One   Shire of Broomehill-Tambellup
Address   46-48 Norrish St, Tambellup 6320

	Name	Phone (Work)	Phone (Mobile)
1st Contact	CEO	9825 3555	0423 109425
2nd Contact	Manager of Works	9825 3555	0418 955642
Resources: Phone, fax, internet, printer/copier, whiteboards, adequate workspace			

Location Two   Broomehill Recreational Complex
Address   77 Tieline Rd, Broomehill 6318

	Name	Phone	Phone
1st Contact	Doug Barritt (President)		███████
2nd Contact	Sam Richardson (Secretary)		███████
Resources: Phone, internet, whiteboards, adequate workspace			

3.2   FINANCIAL ARRANGEMENTS

Assets of the Shire of Broomehill-Tambellup are insured annually. Recovery activities may be funded through the following avenues:

- Shire general revenue or cash reserves, as per *Local Government Act 1995 s6.8(1)(b) and (c), s6.1(2) and s6.20(2).*

The State Emergency Management Plan: Part 6: Recovery outlines the State's recovery funding arrangements. Relief programs include:
- Disaster Recovery Funding Arrangements Western Australia (DRAFWA)
- Centrelink
- Lord Mayor's Distress Relief Fund (LMDRF)

Information on these relief arrangements can be found in the State Emergency Management Plan: Part 6: Recovery.

Appeals and Donations

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

Donations of Service and Labour

Any donations of services or labour to assist with the recovery from an emergency should be administered by the affected Local Government or if established the Local Recovery Committee. Where the State Government level recovery coordination arrangements are activated under State Emergency Management Plan: Part 6: Recovery the Recovery Services Sub Committee may arrange the administration of donations of services and labour.

Donations of Goods

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

PART 4: ROLES AND RESPONSIBILITIES

4.1 ORGANISATION AND RESPONSIBILITIES

The recovery management organisation for the Shire of Broomehill-Tambellup is based on the following:

Local Recovery Coordinator (LRC);

Local Recovery Coordination Group (LRCG); and

Other participating organisations and community groups.

4.2 RESPONSIBILITIES

Local Recovery Coordinator

The Chief Executive Officer of the Shire of Broomehill-Tambellup has been appointed as the Local Recovery Coordinator in accordance with the Emergency Management Act 2005, S 41. (4). The Manager of Finance and Administration will act in the role when the primary appointee is unavailable when an emergency occurs.

Role

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

Functions

Pre-Event

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

During Event

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

Post-Event

- Provide advice to the Mayor/Shire President and Chief Executive Officer (CEO) on the need to convene the LRCG and provide advice to the LRCG, if established;
- Ensure the local government provides LRCG with Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping;
- Determine the required resources for effective recovery in consultation with the LRCG;

- Coordinate local level recovery activities for the event, according to the plans, strategies and policies determined by the LRCG;
- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established;
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally;
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended;
- Arrange an evaluation of the effectiveness of recovery activities, within 12 months of the emergency, to ensure lessons are captured and available for future managers; and
- Provide recovery evaluations to the State Recovery Coordinator and the State Emergency Management Committee (SEMC).

Please refer to Appendix 3: Local Recovery Coordinator Action Checklist

Local Recovery Coordination Group

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

Functions
- Assess the Impact Statement for recovery requirements based on the social, built, economic and natural wellbeing of the community with assistance of the Controlling Agency where appropriate;
- Monitor known or emerging impacts using existing incident reports e.g. Impact Statement, Incident Support Group/Operational Area Support Group/Rapid damage assessment reports, HAZMAT reports, etc.
- Report on likely costs and impacts of recovery activities and establish a system for recording all recovery expenditure;
- Confirm whether the event has been declared an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) and, if so, what assistance measures are available;
- Understand the State and Commonwealth relief programs such as, DRFAWA, Centrelink and the Lord Mayor's Distress Relief Fund if activated;
- Establish subcommittees that consider the four recovery environments social, built, economic and natural, or as required;
- Prepare a Communications Plan where appropriate;
- Depending on the extent of damage, develop an event specific Operational Recovery Plan which allows full community participation and access, as well as:
  - taking account of the local government's long term planning and goals; and
  - assessing which recovery functions are still required, timeframes and responsibilities for completing them.
- Consider the needs of youth, the aged, people with disabilities, Aboriginal people, isolated groups or individuals and culturally and linguistically diverse people;

- Oversee projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted;
- Provide advice to the State and local government to ensure that recovery programs and services meet the needs of the community;
- Negotiate most effective use of State and Commonwealth agencies' resources;
- Monitor the progress of recovery and request periodic reports from recovery agencies;
- Provide recovery public information, information exchange and resource acquisition;
- Coordinate offers of assistance, including volunteers, services and donated money;
- Coordinate a multi-agency approach to community recovery by providing a central point of communication and coordination for recovery services and projects;
- Make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness;
- Ensure the local government's existing Local Recovery Plan is reviewed and amended after an event in which the Local Recovery Plan was implemented.

Composition - Core Membership

The Local Recovery Coordinator is to consider potential membership of the LRCG prior to an event occurring. During an emergency, consider membership of the LRCG that is event specific. The composition includes as follows:

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

Potential Members – Event Specific

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

- Australian Red Cross;
- Chamber of Commerce and Industry WA / Small Business Development Corporation;
- Department of Biodiversity, Conservation and Attractions;
- Department of Communities;
- Department of Education (or Local School Representative);
- Department of Fire and Emergency Services (DFES);
- Department of Health (or Local Health Services Provider/Officer);
- Department of Local Government, Sport and Cultural Industries;
- Department of Planning, Lands and Heritage;
- Department of Primary Industries and Regional Development;
- Essential Services Network Operators Reference Group representative;
- Essential Services such as:
  - Telstra Corporation;

- o Water Corporation; and
- o Western Power
- Insurance Council Australia;
- Main Roads Western Australia;
- Public Information Reference Group representative;
- Volunteering WA;
- Western Australia Police Force; and
- Western Australian Local Government Association.

Support Services to LRCG

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

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

Please refer to Appendix 4: Local Recovery Coordination Group Action Checklist

Local Recovery Coordinating Group Subcommittees (Where Required)

It may be appropriate to consider establishing one or more subcommittees to assist the Local Recovery Coordinator and Coordinating Group by addressing specific components of the recovery process.

Consideration will be given to establishing the following subcommittees, dependent on the nature and extent of the recovery:

1. Community (Social)
2. Infrastructure (Built)
3. Environment (Natural)
4. Finance (Economic)

Please refer to Appendix 5: Suggested roles and functions for the Subcommittees

4.3   RESPONSIBILITIES OF PARTICIPATING ORGANISATIONS

Shire of Broomehill-Tambellup

a. Chair and manage the activities of the Local Recovery Committee;
b. Appoint the Local Recovery Coordinator
c. Provide secretariat and administrative support to the Local Recovery Coordination Group;
d. Provides the Local Recovery Management Centre;
e. Ensure the restoration or reconstruction of services/facilities normally provided by the local government authority.

Hazard Management Agency

    a. Provide a representative to the Local Recovery Committee;

    b. Advise the Local Recovery Coordinator when an event threatens or has impacted the community;

    c. Initiate the recovery process;

    d. Participate in the development of the recovery plan; and

    e. Advise the Recovery Coordinator when withdrawing from the recovery process.

Department of Primary Industries and Regional Development – Agriculture and Food (DPIRD)

Where there is significant impact to the agricultural industry, DPIRD will:

    a. Assist in undertaking a physical and an economic impact and needs assessment of the affected industry members.

    b. This would include the provision of advice on the destruction and disposal of livestock as required to meet both animal welfare and environmental guidelines.

    c. Administer applications for the primary producer package to assist primary producers as per DRAFWA.

    d. Administer compensation that producers may be eligible for based on either the Emergency Animal Disease Response Agreement (EADRA) or the Emergency Plant Pest Response Deed (ERPPD).

Department of Communities

    a. Provide a representative to the Local Recovery Committee;

    b. Provide the welfare components of the recovery process including emergency accommodation, emergency catering, emergency clothing and personal requisites, personal services, registration and inquiry and financial assistance.

Lifeline Agencies

    a. Provide a representative to the Local Recovery Committee;

    b. Undertake repairs and restoration of services;

    c. Assist the recovery effort with resources and expertise available from within the service.

PART 5: MANAGEMENT ARRANGEMENTS

5.1 HANDOVER – RESPONSE TO RECOVERY

> The Hazard Management Agency is responsible for commencing the recovery process. As the response to the incident concludes the recovery phase will be handed to the local government.

Advice – The warning of an impending emergency or one that has already occurred will come from the Emergency Coordinator or the Hazard Management Agency to the Local Recovery Coordinator who will in turn alert the Local Recovery Committee.

Activation

a. In order to facilitate the effective coordination of the recovery process, it is essential that an assessment of the recovery and restoration requirements be conducted as soon as possible after the impact of an event. This will be undertaken by the Local Recovery Coordinator, in liaison with the Hazard Management Agency, the Local Emergency Coordinator and appropriate recovery organisations.

b. Based upon the assessment of the recovery and restoration requirements and the advice of the Hazard Management Agency and the Local Emergency Coordinator and the Local Recovery Coordinator will advise the Chairman of the Local Recovery Committee as to whether the recovery plan should be activated and the Local Recovery committee convened.

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

Method of Operations

a. Recovery arrangements will normally be instigated by the Hazard Management Agency, in the first instance, with statutory organisations providing recovery services that are part of their everyday responsibilities. The Local Recovery Coordinator will monitor these activities and keep the Local Recovery Coordination Group advised accordingly.

b. In major events, recovery management may be passed to the Shire of Broomehill-Tambellup via the Local Recovery Coordination Group working through the designated Local Recovery Coordinator.

c. It is envisaged that the recovery effort will be managed through regular coordinating meetings of the Local Recovery Coordination Group, twice a day initially, to ensure development, implementation and monitoring of the tactical recovery plan.

Recovery Activities and Strategies

To assist the Local Recovery Coordinator and the Local Recovery Coordination Group a listing of recovery activities that may have to be undertaken together with suggested strategies has been listed below:

Activities

- Short Term Accommodation
- Counselling
- Establish and managing emergency financial relief schemes
- Surveying and assessing the damage to public and private property
- Repairing and/or replacing public utilities, services and assets
- Assisting with the repair or replacement of private property
- Initiating programs to stimulate community morale and economic growth
- Managing environmental rehabilitation programs
- Coordinating recovery and research agencies
- Revision of Land Use/Town Planning schemes

Strategies

Community Involvement Strategies

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

Recovery Information Strategies

- Provide regular updates on –
  - current state & extent of the disaster,
  - actual and proposed official response
  - desired community response
  - advice to isolated families
- Ensure everybody has an understanding of the situation and the opportunity for personal counselling
- Provide for advocacy by agencies and organisations

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

- One Stop Shop
- Door Knocks
- Out Reach Programs
- Information Sheets
- Community Newsletters

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

Accountability Strategies
- Ensure the affected community is involved in the allocation and distribution of material and financial resources
- Assist the community in ensuring there is accountability in the use of resources

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

Strategies to Maintain Family Cohesion
- Keep families together during evacuation and resettlement
- Ensure all policies and processes support the family's ability to recover
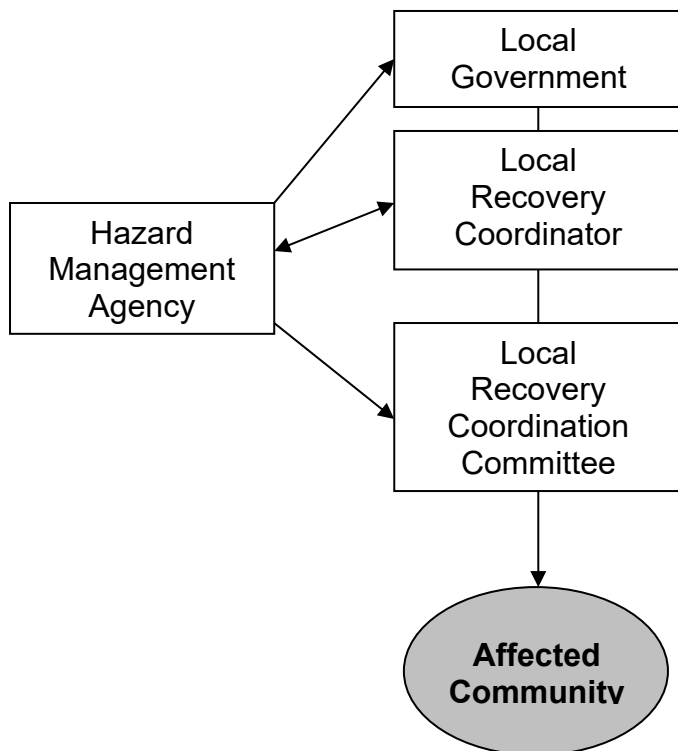
Stand Down/Debriefs/Post Operation Reports
The Recovery Management structure will gradually be stood-down as the Shire statutory authority's capability to manage the services improve.
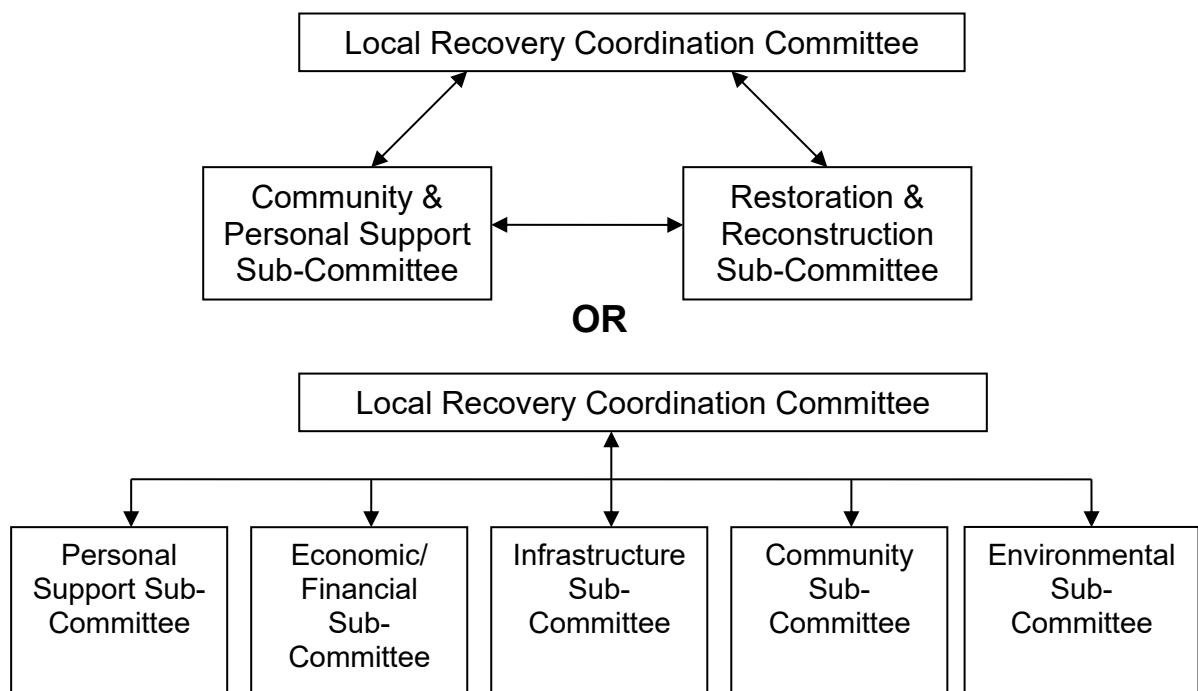
The Recovery Coordinator will arrange for a debrief of recovery agencies and the provision of a post operation report to the Hazard Management Agency to form part of the overall report for the event.

Appendix 1 Local Recovery Organisation

Initial Recovery Management Structure *(during response)*

```
                        ┌──────────────┐
                        │    Local     │
                    ┌──▶│  Government  │
                    │   └──────────────┘
                    │   ┌──────────────┐
┌──────────────┐    │   │    Local     │
│    Hazard    │    │   │   Recovery   │
│  Management  │◀──▶│──▶│ Coordinator  │
│    Agency    │    │   └──────────────┘
└──────────────┘    │   ┌──────────────┐
                    │   │    Local     │
                    │   │   Recovery   │
                    └──▶│ Coordination │
                        │  Committee   │
                        └──────────────┘
                                │
                                ▼
                         ╭──────────────╮
                         │   Affected   │
                         │  Community   │
                         ╰──────────────╯
```

Recovery Committee Structures *(following handover from HMA to LRC)*
(depending upon community impact and complexity of event)

```
        ┌─────────────────────────────────────────┐
        │   Local Recovery Coordination Committee   │
        └─────────────────────────────────────────┘
              ▲                             ▲
              ▼                             ▼
    ┌──────────────────┐          ┌──────────────────┐
    │   Community &    │          │   Restoration &  │
    │ Personal Support │◀────────▶│  Reconstruction  │
    │  Sub-Committee   │          │  Sub-Committee   │
    └──────────────────┘          └──────────────────┘
```

OR

```
        ┌─────────────────────────────────────────┐
        │   Local Recovery Coordination Committee   │
        └─────────────────────────────────────────┘
```

Personal Support Sub-Committee	Economic/ Financial Sub-Committee	Infrastructure Sub-Committee	Community Sub-Committee	Environmental Sub-Committee

Appendix 2 Recovery Contacts

AGENCY		CONTACT
Department of Communities (Child Protection & Family Support)	Albany	██████
	Katanning	██████
Broomehill Recreational Complex	Doug Barritt	████████
Red Cross	Broomehill – Katie Wheeler	███████
Country Women's Association	Broomehill – Margaret Nalli	███████
	Tambellup - Anne Marie Lockyer	███████
Centrelink		████
Western Power	Faults, emergencies, restoration times	████
	General enquiries	████
Telstra	General Enquiries	████
Water Corporation	General Enquiries	████
Southern Agcare	Gnowangerup	██████
Relationships Australia		███████
Dept. Primary Industries and Regional Development (Agriculture and Food)	Katanning	████
	Site Manager	███████
Child Health Service	11-31 Kobeelya Ave, Katanning	█████
	Tambellup Health Centre	██████
Great Southern Population Health	11-31 Kobeelya Ave, Katanning	█████
Great Southern Mental Health	11-31 Kobeelya Ave, Katanning	█████
Great Southern Aboriginal Health	11-31 Kobeelya Ave, Katanning	█████
National Disability Insurance Scheme	Katanning Hub CRC, Austral Tce Katanning	███████
	Email: APMNET@ndis.gov.au	
Commonwealth Home Support Program	Francis St, Katanning	██████
Department of Corrective Services	Clive Street Katanning	█████
Tambellup Lions Club	Andrew Bradshaw	███████
	Winton Nazzari	███████
Department of Communities (Housing)	Katanning	█████
Department of Biodiversity Conservation and Attractions	Katanning	██████
WA Country Health Service	Great Southern	█████
Department of Education	Wheatbelt Education Regional Office – Northam (Broomehill PS)	█████
	Southwest Education Regional Office – Bunbury (Tambellup PS)	█████
WA Police	Tambellup	██████
		████
Southern Aboriginal Corporation	Albany	██████
Small Business Centre Great Southern	Albany	█████
Tambellup Community Pavilion Association	Ray Squibb	██████
Tambellup Community Resource Centre (Centrelink Agent, Linkwest)		████

Appendix 3 Local Recovery Coordinator Action Checklist

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

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

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

Appendix 4 Local Recovery Coordination Group Action Checklist

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

(Timeframes are approximate only)

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

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

Appendix 5 Sample Recovery Committee Role Statements

COMMUNITY (OR SOCIAL) SUBCOMMITTEE

Objectives

- To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event
- To facilitate understanding on the needs of the impacted community in relation to community wellbeing
- To assess and recommend priority areas, projects, and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing
- To assess and recommend medium and long term priority areas to the local government for consideration to assist in the restoration and strengthening of community wellbeing
- To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.

ENVIRONMENT (OR NATURAL) SUBCOMMITTEE

Objectives

- To provide advice and guidance to assist in the restoration of the natural environment post the event
- To facilitate understanding of the needs of the impacted community in relation to environmental restoration
- To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife
- To assess and recommend medium and long term priority areas to the local government for consideration to assist in the restoration of the natural environment in the medium to long term.

INFRASTRUCTURE (OR BUILT) SUBCOMMITTEE

Objectives

- Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate
- To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency
- To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term

FINANCE (OR ECONOMIC) SUBCOMMITTEE

Role

To make recommendations to the Lord Mayor's Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship as a result of the event.

Functions
- the development of eligibility criteria and procedures by which payments from the
- LMDRF will be made to affected individuals which:
    - ensure the principles of equity, fairness, simplicity and transparency apply;
    - ensure the procedures developed are straightforward and not onerous to individuals seeking assistance;
    - recognise the extent of loss suffered by individuals;
    - complement other forms of relief and assistance provided by government and the private sector;
    - recognise immediate, short, medium and longer term needs of affected individuals;
- ensure the privacy of individuals is protected at all times;
- facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.

Sample LMDRF Eligibility Criteria and Levels of Financial Assistance
(Criteria used by the Shire of Mundaring for the Parkerville-Stoneville-Mt Helena Fire on 12 January 2014)
Owners/Owner Occupiers
For Owners/Owner Occupiers of properties impacted by the event, there are three levels of LMDRF grant assistance available as follows:
- **Level One** – shall apply in those instances where the house/house and contents have been totally destroyed
- **Level Two** – shall apply in those instances where the house/house and contents have been damaged but the house remains habitable
- **Level Three** – shall apply in those instances where there has been other property damage/loss, eg sheds, shed contents, pergolas, outdoor furniture etc.

Occupiers
For Occupiers (those renting) of properties impacted by the event, there are two levels of LMDRF grant assistance available as follows:
- **Level Four** – shall apply in those instances where the house contents have been totally destroyed as a consequence of the house being totally destroyed
- **Level Five** – shall apply in those instances where there has been partial damage/loss of house contents and other personal effects.

Appendix 6 Operational Sequence Guide/Checklist

Situation	Organisation/Action
ADVICE **(Transition)** On receipt of advice of an emergency which has the potential to require Local coordination of recovery activities	**HMA** • Ensure that the Local Emergency Coordinator (LEC) and affected local government(s) are advised of the extent of potential recovery support requirements. • Include Local Recovery Coordinators/local governments in briefings/Incident Management Group. **LOCAL GOVERNMENT** • Establish liaison with Local Recovery Coordinator/ Group (LRC) chairperson and appropriate core members to consider possible requirement for Local level coordination of recovery support. • Advise and liaise with LRCG members.
ACTIVATION Requirement for Local level coordination of recovery identified/requested	**LOCAL GOVERNMENT** • When requested by or on the advice of the HMA or the Incident Management Group, convene the LRCG and, where required, establish a Reconstruction/Restoration Group and/or Community/Support Services Group or other sub-committees. **LRC** • Arrange for conduct of on-site assessment, if appropriate. • Maintain links with affected organisations for the identification and coordination of the provision of recovery support.
STAND DOWN On completion of Local coordinated recovery activities.	**LOCAL GOVERNMENT/LRC** • Ensure handover of responsibility for ongoing recovery activities to a managing agency. • Advise LEMC and LRC members of stand-down • Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC Recovery Services Group • Manage the implementation of post operations report recommendations and revision of Local Recovery Emergency Management Plan as required.

Appendix 7 Action Recovery Plan Template

Action Recovery Plan

The Shire of Broomehill-Tambellup has prepared local recovery arrangements that encompass all of the elements of State Emergency Management Plan: Part 6: Recovery as a general recovery management plan, however, following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure and where significant reconstruction and restoration is required, an Operational Recovery Plan should be prepared by the LRCG.

The Operational Recovery Plan should provide a full description of the extent of the damage, both physical and human and detail plans for restoration and reconstruction of the affected community.

Each Operational Recovery Plan will be different depending upon the nature of the emergency and the severity of the destruction and disruption however, the following is a guide to those elements that should be included, although it is not intended to be prescriptive

(Name of community) Local Recovery Coordination Group

Operational Recovery Plan

Emergency: **(**type and location) ………………………………………………………….

Date of Emergency: ……………………………………………………………………………

Section 1

Introduction

Background on the nature of the emergency or incident

- Aim or purpose of the plan
- Authority for plan

Section 2

Assessment of Recovery Requirements

- Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure)
- Estimates of costs of damage
- Temporary accommodation requirements (includes details of evacuation centres)
- Additional personnel requirements (general and specialist)
- Human services (personal and psychological support) requirements
- Other health issues

Section 3

Organisational Aspects

- Details the composition, structure and reporting lines of the groups/committees and sub-committees set up to manage the recovery process
- Details the inter-agency relationships and responsibilities
- Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Local Recovery Coordinator.

Section 4

Operational Aspects

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

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

Section 6

Conclusion
Summarises goals, priorities and timetable of plan.

_____

_____

_____

_____

_____

_____

_____

_____

_____

Signed by: _____
                Chairperson, Local Recovery Coordination Group

Date: _____

Appendix 8 Local Recovery Coordination Group Standard Reporting Template

LOCAL RECOVERY COORDINATION GROUP
RECOVERY REPORT – <Emergency Situation>

<insert Name of Community> Local Recovery Coordination Group
Report No: …………

To: Chairman, SRCC/State Recovery Coordinator

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

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

Special Assistance:

Requirements: *Includes support from other agencies, LRCG intervention with priorities.*

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

Recommendations:

Name & Signature:

Title:

Appendix 9 Post Incident Analysis Pro forma

ISSUE	COMMENT	RECOMMENDATIONS
Management		
Was notification/mobilisation satisfactory/appropriate?		
Was the Management/Adminstration structure effective.		
Reporting relationships clear ? *(Did you know who to report to?)*		
Was the transition from Response Phase to Recovery Phase clearly established?		
Were Recovery Objectives/Actions clearly defined?		
Were Recovery Arrangements useful or require review/upgrade		

Inter-agency liaison Were there any issues working/liaising with other organisations?		
Emergency Management - Recovery Support Arrangements Are relevant Agency/Organisation arrangements established/current?		

Appendix 10 National Principles for Disaster Recovery

NATIONAL PRINCIPLES FOR Disaster Recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, our approach, our planning and our decision-making.

Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.

Disaster recovery includes built, environmental and economic elements, all contributing to individual and social wellbeing.

Recovery can provide an opportunity to improve these aspects beyond previous conditions, contributing to a more resilient community.

THE RELATIONSHIP BETWEEN THE PRINCIPLES

While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are foundational.

The descriptions beneath each principle overleaf provide further guidance for working with communities in disaster recovery.

ISBN 978-1-76069-227-8 (pdf/online)

SUCCESSFUL RECOVERY

Understand the **CONTEXT**

Recognise **COMPLEXITY**

Use **COMMUNITY-LED** approaches

COORDINATE all activities

COMMUNICATE effectively

Recognise and build **CAPACITY**

CONTEXT · COMMUNITY-LED · CAPACITY · RECOVERY · COMMUNICATE · COORDINATE · COMPLEXITY

Australian Government
Department of Human Services

Australian Government
Department of Home Affairs

AUSTRALIAN RED CROSS

Government of South Australia

GOVERNMENT OF WESTERN AUSTRALIA

Tasmanian Government

Queensland Government

ACT Government

NORTHERN TERRITORY GOVERNMENT

VICTORIA State Government

NSW GOVERNMENT Justice Office of Emergency Management

PARTNERS IN DEVELOPMENT FROM THE

Social Recovery Reference Group AUSTRALIA

NATIONAL PRINCIPLES FOR Disaster Recovery

Understand the CONTEXT	Recognise COMPLEXITY	Use COMMUNITY-LED approaches	COORDINATE all activities	COMMUNICATE effectively	Recognise and build CAPACITY
Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.	Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.	Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.	Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.	Successful recovery is built on effective communication between the affected community and other partners.	Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.
Recovery should:	Recovery should recognise that:	Recovery should:	Recovery should:	Recovery should:	Recovery should:
• Acknowledge existing strengths and capacity, including past experiences;	• Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;	• Assist and enable individuals, families and the community to actively participate in their own recovery;	• Have clearly articulated and shared goals based on desired outcomes;	• Recognise that communication should be two-way, and that input and feedback should be encouraged;	• Assess capability and capacity requirements before, during and after a disaster;
• Appreciate the risks and stressors faced by the community;	• Information on impacts is limited at first and changes over time;	• Recognise that individuals and the community may need different levels of support at various times;	• Be flexible, taking into account changes in community needs or stakeholder expectations;	• Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and networks;	• Support the development of self-reliance, preparation and disaster mitigation;
• Be respectful of and sensitive to the culture and diversity of the community;	• Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;	• Be guided by the community's priorities;	• Be guided by those with experience and expertise, using skilled, authentic and capable community leadership;		• Quickly identify and mobilise community skills, strengths and resources;
• Support those who may be facing vulnerability;	• Responsive and flexible action is crucial to address immediate needs;	• Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;	• Be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;	• Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;	• Develop networks and partnerships to strengthen capacity, capability and resilience;
• Recognise the importance of the environment to people and to their recovery;	• Existing community knowledge and values may challenge the assumptions of those outside of the community;	• Build collaborative partnerships between the community and those involved in the recovery process;	• Reflect well-developed community planning and information gathering before, during and after a disaster;	• Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and	• Provide opportunities to share, transfer and develop knowledge, skills and training;
• Be acknowledged as requiring a long term sustained effort as needed by the community; and	• Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;	• Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and	• Have clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;	• Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.	• Recognise that resources can be provided by a range of partners and from community networks;
• Acknowledge that the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.	• Emergencies create stressful environments where grief or blame may also affect those involved; and	• Recognise that different communities may choose different paths to recovery.	• Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;		• Acknowledge that existing resources may be stretched, and that additional resources may be sought;
	• Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.		• Be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and		• Understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
			• Be inclusive, availing of and building upon relationships created before, during and after the emergency.		• Understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and
					• Be evaluated to provide learning for future and improved resilience.

Planning for Recovery (pre-event): Applying the National Principles for Disaster Recovery

The review of the National Principles for Disaster Recover ('The Principles', published 2018) confirmed that they continue to provide the foundation for successful community recovery. This checklist can assist to identify strengths in your approach to recovery and capture stories that can be shared nationally about the application of the National Principles.

Recovery refers to both the approach and the outcome, as they are interdependent and the Principles can be applied before and after the event by agencies, or be used and adapted by interested parties in communities:

1. When pre-planning for recovery (before disaster) The Principles can be used as a guide, for example by re-framing each of them into questions: "How can we use community-led approaches in our community?", "How can implementation be guided by the community's priorities?", and "Who do I need around the table to help me make appropriate decisions and plan for my community?".

2. In the review of post-disaster recovery planning and implementation, The Principles can then be applied as criteria, for example: "How effectively did we as an agency build collaborative partnerships with community?", "How did we assist individuals, families and the community to actively participate in their own recovery?", and "How did we ensure the voice of all community members was heard, including the most vulnerable?".

3. Similarly, communities might examine some of the skills, knowledge, strengths and wisdom they require to plan disaster recovery, through the lens of The Principles.

The Principles have been turned into questions on the following pages to enable reflective practice and continuous improvement by agencies and organisations involved in community recovery post disaster. Note: Social impact might be replaced by public value and is potentially related to the National Recovery Monitoring and Evaluation Framework. If the impact is not a positive one, this can be framed as a learning.

The Principles:

- **Understand the Context**
- **Recognise Complexity**
- **Use Community-led Approaches**
- **Coordinate all Activities**
- **Communicate Effectively**
- **Recognise and Build Capacity**

If you would like to share your insights, please return any feedback about the use of the National Principles for Disaster Recovery to Louise Mitchell, SRRG National Consultant Disaster Recovery, louise.mitchell@dhhs.vic.gov.au.

Checklist for applying the National Principles for Disaster Recovery during preparation of recovery plans for the future (pre-event)

Understand the CONTEXT: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Acknowledge existing strengths and capacity, including past experiences;		
☐ Appreciate the risks and stressors faced by the community;		
☐ Be respectful of and sensitive to the culture and diversity of the community;		
☐ Support those who may be facing vulnerability;		
☐ Recognise the importance of the environment to people and to their recovery;		
☐ Acknowledge this process as requiring a long term, sustained effort as needed by the community;		
☐ Acknowledge the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.		

Table 1 of 6: Understand the Context

Checklist for Applying the National Principles for Disaster Recovery – Post-disaster, V1.0, 20180416.

36

Recognise COMPLEXITY: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.		
Which of the following factors do we need to consider:	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;		
☐ Information on impacts is limited at first and changes over time;		
☐ Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;		
☐ Responsive and flexible action is crucial to address immediate needs;		
☐ Existing community knowledge and values may challenge the assumptions of those outside of the community;		
☐ Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;		
☐ Emergencies create stressful environments where grief or blame may also affect those involved; and		
☐ Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.		

Table 2 of 6: Recognise Complexity

Use COMMUNITY-LED approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Assist and enable individuals, families and the community to actively participate in their own recovery;		
☐ Recognise that individuals and the community may need different levels of support at various times;		
☐ Be guided by the communities priorities;		
☐ Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;		
☐ Build collaborative partnerships between the community and those involved in the recovery process;		
☐ Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and		
☐ Recognise that different communities may choose different paths to recovery.		

Table 3 of 6: Use Community-led Approaches

COORDINATE all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Ensure we have clearly articulated and shared goals based on desired outcomes;		
☐ Flexible, taking into account changes in community needs or stakeholder expectations.		
☐ Be guided by those with experience and expertise, using skilled, authentic and capable community leadership;		
☐ Work recovery at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;		
☐ Reflect well-developed community planning and information gathering before, during and after a disaster;		
☐ Use clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;		
☐ Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;		
☐ Demonstrate that we are part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and		
☐ Be inclusive, availing of and building upon relationships created before, during and after the emergency.		

Table 4 of 6: Coordinate all Activities

COMMUNICATE effectively: Successful recovery is built on effective communication between the affected community and other partners.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Recognise that communication should be two-way, and that input and feedback should be encouraged;		
☐ Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks;		
☐ Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;		
☐ Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and		
☐ Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.		

Table 5 of 6: Communicate Effectively

Recognise and build CAPACITY: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
☐ Assess capability and capacity requirements before, during and after a disaster;		
☐ Support the development of self-reliance, preparation and disaster mitigation;		
☐ Quickly identify and mobilise community skills, strengths and resources;		
☐ Develop networks and partnerships to strengthen capacity, capability and resilience;		
☐ Provide opportunities to share, transfer and develop knowledge, skills and training;		
☐ Recognise that resources can be provided by a range of partners and from community networks;		
☐ Acknowledgement that existing resources may be stretched, and that additional resources may be sought;		
☐ Understanding that additional resources may only be available for a limited period, and that sustainability may need to be addressed;		
☐ Demonstrate an understanding of when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and		
☐ Evaluate our input into the community's recovery to provide learning for future disaster and improved resilience.		

Table 6 of 6: Recognise and Build Capacity

Applying the National Principles for Disaster Recovery post-disaster

The review of the National Principles for Disaster Recover ('The Principles', published 2018) confirmed that they continue to provide the foundation for successful community recovery. This checklist can assist to identify strengths in your approach to recovery and capture stories that can be shared nationally about the application of the National Principles.

Recovery refers to both the approach and the outcome, as they are interdependent and the Principles can be applied before and after the event by agencies, or be used and adapted by interested parties in communities:

4. When pre-planning for recovery (before disaster) The Principles can be used as a guide, for example by re-framing each of them into questions: "How can we use community-led approaches in our community?", "How can implementation be guided by the community's priorities?", and "Who do I need around the table to help me make appropriate decisions and plan for my community?".

5. In the review of post-disaster recovery planning and implementation, The Principles can then be applied as criteria, for example: "How effectively did we as an agency build collaborative partnerships with community?", "How did we assist individuals, families and the community to actively participate in their own recovery?", and "How did we ensure the voice of all community members was heard, including the most vulnerable?".

6. Similarly, communities might examine some of the skills, knowledge, strengths and wisdom they require to plan disaster recovery, through the lens of The Principles.

The Principles have been turned into questions on the following pages to enable reflective practice and continuous improvement by agencies and organisations involved in community recovery post disaster. Note: Social impact might be replaced by public value and is potentially related to the National Recovery Monitoring and Evaluation Framework. If the impact is not a positive one, this can be framed as a learning.

The Principles:

- **Understand the Context**
- **Recognise Complexity**
- **Use Community-led Approaches**
- **Coordinate all Activities**
- **Communicate Effectively**
- **Recognise and Build Capacity**

If you would like to share your insights, please return any feedback about the use of the National Principles for Disaster Recovery to Louise Mitchell, SRRG National Consultant Disaster Recovery, louise.mitchell@dhhs.vic.gov.au.

Checklist for applying the National Principles for Disaster Recovery during post-disaster recovery planning

Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
Understand the CONTEXT: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.		
☐ Acknowledging existing strengths and capacity, including past experiences;		
☐ Appreciating the risks and stressors faced by the community;		
☐ Being respectful of and sensitive to the culture and diversity of the community;		
☐ Supporting those who may be facing vulnerability;		
☐ Recognising the importance of the environment to people and to their recovery;		
☐ Acknowledging this process as requiring a long term, sustained effort as needed by the community;		
☐ Acknowledging the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.		

Table 1 of 6: Understand the Context

Checklist for Applying the National Principles for Disaster Recovery – Post-disaster, V1.0, 20180416.

43

Recognise COMPLEXITY: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.		
Did we consider the factors related to complexity:	How did we apply this?	What are we seeing as a result?(Social Impact)
☐ Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;		
☐ Information on impacts is limited at first and changes over time;		
☐ Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;		
☐ Responsive and flexible action is crucial to address immediate needs;		
☐ Existing community knowledge and values may challenge the assumptions of those outside of the community;		
☐ Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;		
☐ Emergencies create stressful environments where grief or blame may also affect those involved; and		
☐ Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.		

Table 2 of 6: Recognise Complexity

Use COMMUNITY-LED approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
☐ Assisting and enabling individuals, families and the community to actively participate in their own recovery;		
☐ Recognising that individuals and the community may need different levels of support at various times;		
☐ Being guided by the communities priorities;		
☐ Channelling effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;		
☐ Building collaborative partnerships between the community and those involved in the recovery process;		
☐ Recognising that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and		
☐ Recognising that different communities may choose different paths to recovery.		

Table 3 of 6: Use Community-led Approaches

COORDINATE all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
☐ Ensuring we have clearly articulated and shared goals based on desired outcomes;		
☐ Flexible, taking into account changes in community needs or stakeholder expectations.		
☐ Being guided by those with experience and expertise, using skilled, authentic and capable community leadership;		
☐ Working recovery at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;		
☐ Reflecting well-developed community planning and information gathering before, during and after a disaster;		
☐ Using clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;		
☐ Demonstrating an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;		
☐ Demonstrating that we are part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and		
☐ Being inclusive, availing of and building upon relationships created before, during and after the emergency.		

Table 4 of 6: Coordinate all Activities

COMMUNICATE effectively: Successful recovery is built on effective communication between the affected community and other partners.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
☐ Recognising that communication should be two-way, and that input and feedback should be encouraged;		
☐ Ensuring that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks;		
☐ Establishing mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;		
☐ Ensuring that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and		
☐ Identifying trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.		

Table 5 of 6: Communicate Effectively

Recognise and build CAPACITY: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
☐ Assessing capability and capacity requirements before, during and after a disaster;		
☐ Supporting the development of self-reliance, preparation and disaster mitigation;		
☐ Quickly identifying and mobilising community skills, strengths and resources;		
☐ Developing networks and partnerships to strengthen capacity, capability and resilience;		
☐ Providing opportunities to share, transfer and develop knowledge, skills and training;		
☐ Recognising that resources can be provided by a range of partners and from community networks;		
☐ Working with the Acknowledgement that existing resources may be stretched, and that additional resources may be sought;		
☐ Working with the understanding that additional resources may only be available for a limited period, and that sustainability may need to be addressed;		
☐ Demonstrating an understanding of when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and		
☐ Evaluating our input into the community's recovery to provide learning for future disaster and improved resilience.		

Table 6 of 6: Recognise and Build Capacity