Attachment 1 to item 1

Hawkesbury Local Recovery Plan - Pilot

date of meeting:7 September 2021
location:by audio-visual link
time: 5.30 p.m.

Hawkesbury City Council

Local Recovery Plan

A Supporting Plan of the Hawkesbury City Council Local Emergency Management Plan

Contents

Authorisation

The Hawkesbury City Council Local Recovery Plan has been prepared as a supporting plan to the Hawkesbury City Council Local Emergency Management Plan (EMPLAN) to coordinate recovery services following a disaster in accordance with point 25-29 of the NSW Recovery Plan.

Approved

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Chair

Hawkesbury City Council local Emergency Management Committee

Date:

Part 1 - Introduction

Purpose

The Hawkesbury City Council Local Recovery Plan provides a framework for the management and coordination of recovery operations to support the affected community following a disaster.

Objective

- Ensure effective and efficient coordination in recovery
- Establish how services will work to support community recovery
- Determine how agencies will operate during recover

Scope

- The Local Recovery Plan provides guidance on the major considerations for recovery across the four recovery environments of social, built, economic and natural and aims.
- The Local Recovery Plan details the coordination arrangements of recovery services during recovery operations.
- Read in conjunction with the NSW Community Recovery Toolkit, the Hawkesbury City Council EMPlan, NSW LEMC Information Guide, the NSW Disaster Assistance Guidelines (DAG) and the Australian Disaster Resilience Handbook series which is referred to through this document.

What is Recovery

Disaster recovery is one part of the emergency management Prevention, Preparedness, Response and Recovery (PPRR) model. The range of impacts of disasters on a community can be described across the social, built, economic and natural environments.

Recovery is the process of coming to terms with the impacts of a disaster and managing the disruptions and changes caused, which can result, for some people, in a new way of living. Being 'recovered' is being able to lead a life that individuals and communities value living, even if it is different to the life they were leading before the disaster event.[1]

Community at the Centre of Recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. The National Recovery Principles aim to guide our efforts, our approach, our planning and our decision-making.

Community recovery is best achieved within a holistic and integrated framework that encompasses and supports the development of community resilience. While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are foundational, as depicted in figure 1.

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[1] Australian Disaster Resilience Handbook 2 Community Recovery 2018

National Principles of Disaster Recovery

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

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

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

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

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

Recognise and build capacity: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.[2]

Figure 1: National Principles for Disaster Recovery [2] [1]

The Community Context

Acknowledging the community's existing strengths and capacities and knowing the stressors and vulnerabilities will assist in planning for effective recovery strategies. This information is critical for the Recovery Committee and other organisations that provide recovery services, who may not be familiar with the community.

Community Profile

The community profile section of the Local EMPLAN highlights important information including; demographics, socio-economic information, cultural backgrounds, key local industries, significant regional or state infrastructure, critical transport links, and a summary of government facilities such as schools and hospitals and sites of cultural, heritage or natural significance.

Social Profile

In addition to the community profile information contained in the EMPLAN, the Recovery Plan should include key qualitative information which describes the characteristics, behaviours and activities of the community which are important to consider when planning for recovery services. The social profile

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[2] National Principles for Disaster Recovery 2018

template at <mark>Annex X (complete the template)</mark> should be completed for the most at risk communities within the Blue Mountains. Council's existing social planning records can inform the social profiles along with localised information from community services organisations.

<mark>(Include a high level summary of social recovery profile considerations for the council area/s e.g. community characteristics, priorities, population diversity etc.)</mark>

When does recovery begin?

Recovery begins when the emergency impacts on one or more of the four recovery environments and a coordinated, whole of community approach is required. The phases within a disaster in figure 2 are not mutually exclusive, they overlap and interact with one another and should be connected and coordinated with a smooth transition for the community between phases. A disaster can significantly disrupt a community's development process as depicted in figure 2. Recovery is a long term process and a recovery committee may be involved in the recovery operation for many months or years depending on the impacts of the event. It is vital that recovery activities facilitate and support individuals, groups and communities to identify, prioritise and implement their own recovery processes linking back into ongoing community development work.
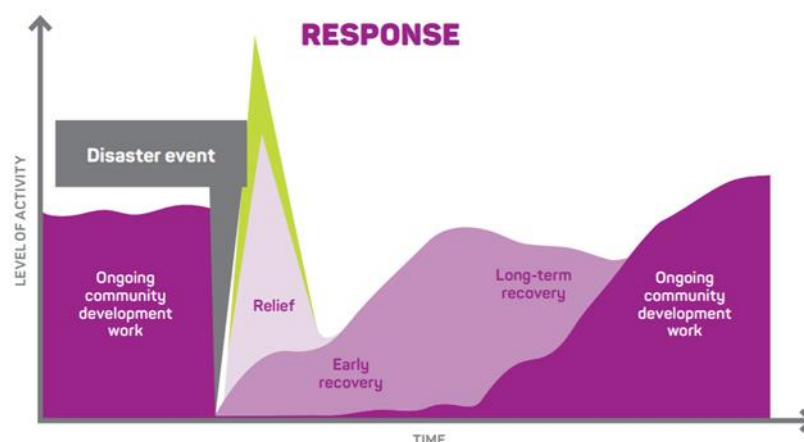
Figure 2: Effect of disaster on ongoing community development and interface with relief and recovery[3]

Part 2 – NSW Recovery Arrangements

The *NSW State Emergency Management Plan* (EMPLAN) details emergency preparedness, response and recovery arrangements for NSW at the State, Regional and Local levels. It ensures a coordinated response to emergencies by all agencies having responsibilities and functions in emergencies.

The *NSW State Recovery Plan* is a supporting plan of the EMPLAN. It outlines the strategic intent, responsibilities, authorities and the mechanisms for disaster recovery in NSW.

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[3] Australian Disaster Resilience Handbook 2 Community Recovery (AIDR 2018)

Role of State Government in Recovery

The State Emergency Recovery Controller (SERCON)

In NSW, the *State Emergency and Rescue Management Act 1989* (SERM Act) enables the appointment of a State Emergency Recovery Controller (SERCON) and a Deputy State Emergency Recovery Controller (DSERCON) and details their responsibilities and functions.

The SERCON is the Secretary of the Department of Justice who delegates the role to the Executive Director of the Office of Emergency Management. The DSERCON is the Director of the Resilience and Recovery Branch of the Office of Emergency Management. The SERM Act specifies the requirement for a State Emergency Management Plan in NSW.

The SERCON has the authority to engage the support of Government agencies as required and also engage with industry, non-government organisations and Local and Commonwealth Government. The SERCON may chair a State Recovery Committee to coordinate recovery activities at State level, operating in conjunction with a regional or local Recovery Committee.

Recovery Coordinator

In a large scale or significant event the SERCON may recommend the appointment of a Recovery Coordinator and nominate an appropriate candidate to the Minister. Recovery Coordinators are appointed to be the public face of the recovery operation and report to the SERCON. The Recovery Coordinator will provide guidance to, and chair the Recovery Committee. They also act as the conduit between the Recovery Committee, the community and the State Government.

The Recovery Coordinator's functions are to:

- chair the Recovery Committee and maintain an operational picture of the emergency's impact
- communicate key messages in accordance with the agreed community engagement and communication plan
- assist with facilitation and coordination of key stakeholders to ensure their participation in, and awareness of the recovery process.

Office of Emergency Management (OEM)

The Office of Emergency Management (OEM) leads, coordinates and develops capability in the emergency management sector and is responsible for:

- coordinating state level recovery processes, maintaining an operational picture and disseminating operational reports to key stakeholders, including parliament

- working in partnership with Local Councils and provide recovery management and operational guidance in the establishment and management of Recovery Committees and Recovery Centres
- coordinating the analysis of impact assessment data and reports to inform recovery planning
- liaising with the Commonwealth Government.

Role of Local Government in Recovery

Council

Councils have a key role in managing local recovery through providing expertise and local knowledge to inform decision making, gathering impact and needs information, sharing recovery communications and providing executive support to the Local or Regional Recovery Committee. If a Recovery Centre is established, council will also provide a Manager, Registration Officers and Administrative Support to the Centre. A Local Council General Manager or Director position may also chair a Recovery Sub Committee or, when a Recovery Coordinator is not appointed, the Recovery Committee.

In disaster recovery it is also important for Local Council to continue to deliver their business services.

Local Recovery Officer

In the same way that Council appoints a Local Emergency Management Officer (LEMO) to be the organisation's co-ordinator for planning and responding to emergency events, Council may also appoint a Local Recovery Officer, to be the Council's coordinator for recovery planning and operations.

Council positions such as the Community Services Manager, with links to the social environment through the community sector should be considered, as a complementing role to the LEMO.

The Local Recovery Officer may:

- be a member on the LEMC to inform local recovery planning and facilitate collaborative partnerships between the community and the LEMC
- assess suitability and plan for potential Recovery Centres
- undertake initiatives for local recovery planning, training and exercises
- coordinate/chair on the Community Resilience Network (CRN) and support local community connections in resilience and recovery initiatives
- be the Recovery Liaison Officer the Emergency Operations Centre (EOC) during an emergency operation, to monitor impacts and inform early recovery planning
- be a member of the Recovery Committee, to promote linkages and information sharing between the Committee and community organisations and groups and contribute to the development of recovery strategies.

(Name and role) is the appointed Local Recovery Officer for (Name of Council Area)

Local Emergency Management Committee

The purpose of the LEMC is to provide cooperative interaction between emergency services, functional areas, local government and the community. It is responsible for preparing plans in relation to the

prevention of, preparation for, response to and recovery (PPRR) from emergencies within the LGA. The LEMC will be responsible for reviewing and updating this plan in consultation with stakeholders identified with a role in the plan. The LEMC also plays a key role in the decision to establishment of a Recovery Committee.

Part 3 – Recovery Operations

Recovery Operation Cycle

Figure 5 the stages of a recovery operation in NSW and the activities which may occur throughout these stages. Based on the average recovery operations experienced in NSW, the Relief stage will usually last around 2-3 days, and the Early Recovery stage for around 3 months. These two stages represent the period where the Recovery Committee is most active and when the majority of out of area agencies are present and actively working with the community.

The transitional period between medium to longer term recovery, and the beginning of the Implementation, Monitoring and Evaluation phases usually mark the point in time where the Recovery Coordinator (if appointed), and the OEM Recovery Coordination team will begin to transition coordination roles back to local leadership, leaving in place a Recovery Action Plan for the Recovery Committee to implement and monitor over the longer term.

It should be noted that the time frames for each stage and the transition between the stages is not usually a defined period or point in time, and that activities between the stages will overlap depending on the natural of the event and the community.

NSW Recovery Operation Cycle

Ongoing Community Development

4.
- Recovery committee meeting less regularly
- Monitor implementation of recovery action plan
- OEM supporting remotely
- Regular reporting to funding bodies
- Evaluation of funded programs
- Evaluation of recovery operation

- Medium to long term recovery action plan developed
- Funded programs initiated
- Recovery committee debriefed
- Transition to local services
- Recovery Centre transition
- Commemorative events
- Permanent reconstruction of buildings and infrastructure

Implementation, Monitoring & Evaluation

Relief

(Response Activities)
- Immediate needs assessments through evacuation centers
- Rapid damage assessments
- LGA Impact assessments
- Immediate relief and make safe activities
- Response to Recovery hand over

(Recovery Activities)
- OEM Recovery Coordination Team Deployed
- Natural disaster declaration
- NDRRA Cat A & B activated
- Activate recovery communication strategy

1.

Medium to Longer Term Recovery

Early Recovery

- Establish recovery committees
- Early recovery priorities identified
- Recovery centers opened
- Clean up activities commencing
- Reestablishing access
- Emergency repairs to roads & infrastructure
- Outreach activities commencing
- Insurance assessments
- Temporary accommodation
- Reopening Businesses
- Reestablishing community routines
- Appeals established
- Donated goods & services coordination
- Initial funding distribution
- Monitor community needs
- Regular community meetings
- Community outreach
- Political visits

2.

3.
- Ongoing recovery programs designed
- Extraordinary NDRRA Cat C/D funding submissions
  - Small business grants
  - Primary Producer grants
  - Community recovery fund
- Non NDRRA funding requests

- Community needs & capacity assessment strategy
- Small Business Impact Survey
- Full assessment of road an infrastructure repairs
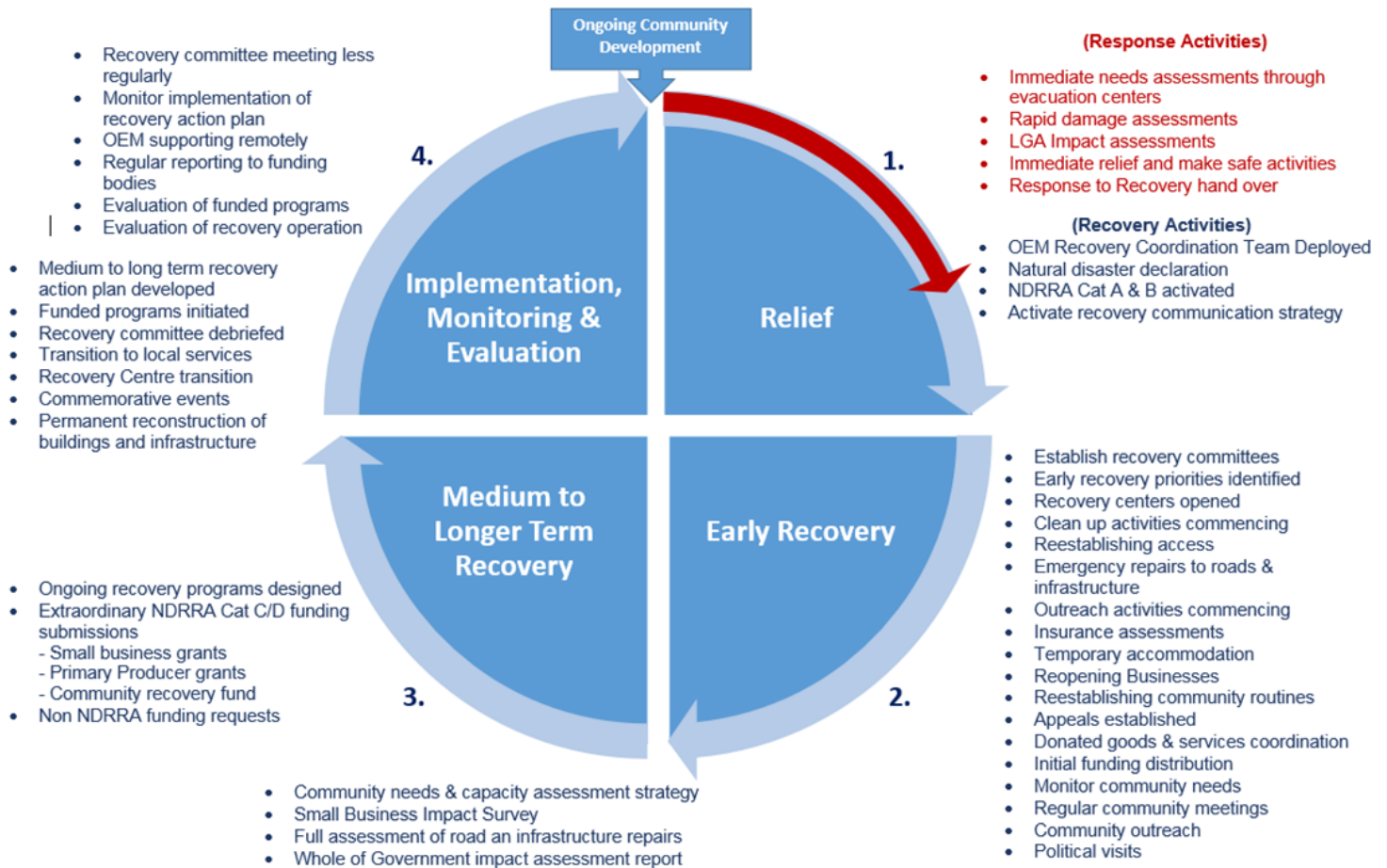- Whole of Government impact assessment report

Figure 5: NSW Recovery Operation Cycle

Impact Assessment

Impact Assessments begin as soon as possible following an emergency. The Emergency Operations Controller (EOCON) coordinatates the LGA impact assessment. The data collection process is undertaken with the assistance of the LEMC, LEMO, REMO, Emergency Service Organisations, Functional Areas and Local Councils. The aim of Impact Assessments is to identify economic, social, infrastructure and environmental impacts on communities. They provide the data to inform analysis and identification of physical and financial resources needed for recovery operations.

Recovery Committees and Subcommittees include a wider representation of agencies than the LEMC. If established, members of these committees should also be engaged by the LEMO or REMO to contribute impact information to the LGA Impact Assessment as one of the first items of business for the committees.

Response to Recovery Transition

The recovery process begins at impact. It operates in parallel to the response phase and continues after the response phase is complete. The Combat Agency retains responsibility as the lead agency until the formal handover to the SERCON. As the response concludes, a transition to recovery will occur. In events of Medium Severity and higher this process is formally planned and conducted. The EOCON will develop a Response Summary Report including impact assessment information and provide a detailed brief for the SERCON or Recovery Coordinator at the transition of management responsibility.

See Annex J Response to Recovery Summary Report template

Outreach

Outreach is a way of connecting with disaster affected residents in the days or weeks following the impact of a disaster. Outreach aims to facilitate community recovery by linking disaster affected people with information and services. It is also an opportunity for vulnerable people to be identified for follow up assistance, and to gather information about the needs of the community.

Outreach should be authorised and coordinated through the Recovery Committee or the Health and Wellbeing Subcommittee. This provides the opportunity for a coordinated approach across agencies that may have relevant information to be given to the residents of the impacted area. Initially this is led by Disaster Welfare Services with mixed teams of Red Cross, Anglicare, Chaplaincy volunteers and can include other government agency staff to provide support as determined by the needs of the community. An outreach coordinator will be assigned to ensure coordination and sharing of information. Outreach is usually done by visiting individual homes but can also be done via phone outreach or in areas where communities gather e.g. in the main street.

Needs and Capacity Assessments

A Recovery needs and capacity assessment will consider the effects of the disaster on the community, the community demography, available resources within the community and the pre-existing health, wellbeing and psychological state of the community. Needs assessments should be conducted to inform the initial community recovery planning and be repeated over time as the needs of recovery evolve and change.

A Recovery needs and capacity assessment also builds on the information provided in the Impact Assessment and provides valuable information for forming the Recovery Action Plan including areas of the community that require immediate attention and what resources are available.

The assessment data can be gathered in a variety of ways, including through community meetings, on-line surveys, feedback forms, focus group discussions, key informant interviews or through telephone or door-

to-door outreach. The subcommittees will need to gather needs and capacity assessment data, coordination in undertaking assessments will assist in minimising duplication and repetition.

> **Further Information:** *NSW Community Recovery Toolkit— Recovery Needs and Capacity Assessment* - Visit *www.emergency.nsw.gov.au* website

Recovery Action Plan

A Recovery Action Plan provides strategic direction and operational actions for the recovery, it is unique to each event and guided by the needs of the community. A Recovery Action Plan is a living document that is updated as the recovery evolves and is a priority for the Recovery Committee.

Recovery Action Plans are informed by impact assessments and the needs and capacity assessment and lead to the development of specific recovery activities with measurable outcomes and associated timeframes. The Recovery Action Plan template should be used by the sub committees to record details of priorities and actions throughout all the phases of recovery from the first meeting of the committees. Recovery considerations have been developed as a starting point for the subcommittess to consider likely issues that may be faced during the recovery, see Annex X – Recovery Considerations.

Medium - Longer Term Recovery

The medium to long-term phase of recovery is characterised by the repair of the built environment – houses, community facilities, road, bridges, etc., and by the restoration of community connections and relationships, networks and social structures.

Temporary arrangements established in the relief and early recovery stages will be replaced by or evolve into more long term arrangements that reflect and support community priorities.

The 3 month mark post disaster is generally where Recovery Action Plans for the longer term recovery phase are developed and endorsed by the Recovery Committee. Recovery Committees should review these around the 6 month mark to assess progress against the plan, identify emerging recovery issues and develop strategies to address them. The Chair of Recovery Committee should meet with Chairs of Subcommittee to undertake the review.

Transition to normal services / roles

Transition to mainstream service in the community should be considered throughout the recovery and generally includes:

- use of, wherever possible, existing services and community networks to support and deliver recovery activities
- ensuring agencies and organisations involved in the management, coordination and service delivery undertake long-term recovery operations in a planned, integrated and adaptive framework
- provision of a strategic platform for recovery/service providers to embed sustainable community-

based recovery services within communities

- implementation of strategies to support the integration of specific recovery-related services into mainstream service provision through integration and coordination
- maintaining the partnerships and communication that was established during recovery.

Over time, all remaining community recovery programs should transition into regular mainstream services and activities. This should result in a shift of focus from a recovery operation to ongoing community development, while ensuring the community services can continue to provide services for any ongoing needs of affected people.

The Recovery Committee will be dissolved once there is no longer a need for regular multi- agency co-ordination and any remaining issues can be dealt with by individual agencies as a part of their core business. The chair of the Recovery Committee, in consultation with the Recovery Committee members, will determine when it is appropriate to dissolve the committee.

> **Further Information:** *Australian Institute for Disaster Resilience checklist for measuring application of the National Principles for Disaster Recovery.* – Visit *www.knowledge.aidr.org.au* website

Debrief – Recovery Committee

The chairs of the Recovery committee and subcommittees will run a debrief with committee members to capture the Recovery operational strengths, improvements and learnings, this will be shared with committee members and OEM. Assigned action items will be provided to the relevant agencies for ongoing development and preparation for future emergency incidents. Some tasks may need to be considered for LEMC to review existing EMPlans and Recovery plans.

Part 3 – Recovery Coordination

Determining the need for a Recovery Committee

Following an emergency, the Chair of the LEMC is to schedule, in consultation with the LEOCON and Combat Agency, a meeting to determine if there is a need for a coordinated recovery operation. The meeting should consider the impact, as well as the need for, and the appropriate level of coordination arrangements to be implemented, including the need for a recovery committee.

The meeting should include LEMC members who can contribute information about the impacts of the disaster. In addition, other agencies and council staff who can provide context to the impacts around the four recovery environments should be included.

The meeting would include the Regional Emergency Management Office (REMO), a Recovery Liaison Officer from OEM as well as council managers from the areas of:

- Community Service
- Business Development
- Engineering
- Waste Management
- Strategic Communications

Table 1 provides a guide on the severity levels of recovery coordination arrangements and examples of typical features of each level.

Local verses Regional Committees

Where an event affects multiple LGAs in the same or neighbouring regions there can be value in coordinating agency resources to combine recovery operations under one Regional Recovery Committee. This is especially practical where there is alignment with other agencies who operate on a regional population based structure such as NSW Health, NSW Family and Community Services, Roads and Maritime Services, Public Works Advisory and NSW Department of Premier and Cabinet. It would be likely that the multiple LGAs would be experiencing similar recovery needs so having a regionally coordinated approach using regionally based agency resources would prevent duplication. Recovery communications can also be better coordinated if there is one Regional Recovery Committee to oversee an event affecting neighbouring LGAs.

Where recovery issues are unique to a specific LGA it may be necessary to also form LGA based reference groups to inform the workings of a Regional Recovery Committee on behalf of an LGA. Community

Resilience Networks can form the basis of an LGA reference group to support a Regional Recovery Committee.

If an event is localised in one community or LGA then it may be appropriate to establish a Local Recovery Committee with local and/or regional agency resources. This can be utilized and adapted to an individual LGA response adjusting the structures and agencies involved to meet the identified needs.

Severity	Low	Medium	High	Catastrophic
Typical features of event (some or all features might be present, these are typical features)	• Manageable within community, council or neighbourhood \ township. • Insurance coverage is adequate. • Coordination of 2-3 agencies is required. • Areas of vulnerability are identified and managed locally within the resources of the LGA.	• More than one township or LGA affected • Community profile might have areas of vulnerability beyond local capacity • Local resources fully committed. • Community members may need	• All of the previous features plus: • Recovery is required across all of the 4 recovery domains • Loss of life • Significant economic impact • Prolonged supply disruptions • Low levels of	• Capacity of State agencies under pressure • Extensive State and Federal resources deployed for extended period • Mass casualty

		psychosocial support	insurance	
	• Existing local EM Plans and arrangements are sufficient.	• Coordination of more than 3 agencies is required		
Recovery Centre Established?	• No	• Yes – Recovery Centre / Mobile Recovery Service	• Yes – (Potentially more than one event)	• Yes – multiple
State Assistance Required to Coordinate Recovery?	• Within 'business as usual' by agencies and Local Council	• Additional field coordination provided	• In the field and State Coordination provided	• Extensive State and Federal assets deployed • 24/7 State Coordination Needed
State Recovery Coordinator Appointed?	• No	• Likely	• Yes	• Yes
State Recovery Committee convened?	• No • SITREPs via Email	• Virtual / AdHoc • SITREPs via Email • Meetings as needed	• Yes • Regular Meetings	• Yes • Daily Meetings
Level of Activation	• Recovery Committee State advice / guidance as requested	• Recovery Committee • Recovery Coordination Team	• Regional and Recovery Committee(s) • Recovery Coordination Team(s) • State Recovery Coordination Centre • Cabinet Meetings	• Regional and Recovery Committee(s) • Recovery Coordination Team(s) • State Recovery Coordination Centre • Recovery Taskforce / Authority • Cabinet Meetings

Table 1: Recovery Operational Severity Table

Recovery Committee

A recovery committee is the strategic decision-making body for recovery. Recovery committees provide visible and strong leadership and have a key role in restoring confidence to the community through assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community. Importantly, the recovery committee provides a mechanism for local leadership and community self-determination.

The recovery committee will consider the initial impacts, identify immediate actions and decide if a Recovery Centre is needed. Beyond the impact the committee will assess the community needs and capacity and develop an action plan, involving community stakeholders in the development and implementation of recovery strategies.

Recovery Committee Chair

If appointed, the Recovery Coordinator will chair the Recovery Committee in the initial weeks or months of the recovery. The role will then transition to a position usually in council to support the medium to longer term recovery. When a Recovery Coordinator is not appointed, Local Council or another State Government

agency representative with a lead role in the Recovery will be appointed as chair of the Recovery Committee.

Committee Members

The roles and responsibilities of NSW Government agencies in recovery are outlined in the Department of Premier and Cabinet Circular C2011-35, available at www.dpc.nsw.gov.au. The Circular states Government agencies involved in recovery operations are required to allocate appropriate staff resources to meet recovery responsibilities while maintaining normal service delivery.

All members of recovery committees and sub committees, both government and non government are required to:

- provide impact and need information on behalf of their organisation and clients
- provide advice on the capabilities, resources and activities of their organisation
- provide communication links with their sector networks
- contribute to the development of recovery strategies.

Membership should be reassessed by the Recovery Committee as recovery needs and priorities change.

The (LEMC Area) Recovery Committee membership is at Annex B (use the template from the recovery committee tool kit and attached to this plan as an annex).

Subcommittees

Recovery Subcommittees are convened to provide specialised support and advice to the Recovery Committee. Recovery Subcommittees are comprised of subject matter experts with specific knowledge across the four recovery environments. The community context, location and disaster impact may not require all the subcommittees to be activated or may require additional subcommittees to be formed. Discussions at the initial Recovery Committee meetings will decide the structure needed for the event, Figure 3 is an example of a common structure and captures some issues to consider.

- Health and Wellbeing (Social Environment)
- Infrastructure (Built Environment)
- Industry / Business (Economic Environment)
- Agriculture (Economic Environment)
- Environment and Waste (Natural Environment)

Further Information: *NSW Community Recovery Toolkit - Recovery Committees* – Visit *www.emergency.nsw.gov.au* website

Figure 3: Common local Recovery Structure

Health and Wellbeing Subcommittee

The role of the health and wellbeing subcommittee is to lead and coordinate the planning and implementation of the social aspects of recovery including in safety and wellbeing, physical and psychological health, immediate and long-term shelter and social engagement. Recognising that a community's strengths and vulnerabilities can help inform the recovery process.

See Annex XX for the Health & Wellbeing Subcommittee membership (use the template from the recovery committee tool kit and attached to this plan as an annex)

The local networks and exisiting groups to be utilised to inform a needs and capacity assessment would include:

- (include exisiting groups and networks in the health and wellbeing sector)

See Annex XX p. XX for the Health & Wellbeing section of the Recovery Considerations (To be reviewed and include local considerations)

Infrastructure Subcommittee

The role of the infrastructure subcommittee is to lead and coordinate the planning and implementation of the built environment which includes the recovery of commercial and industry buildings and structures, physical infrastructure (including power, water, telecommunications, transport) and the rebuilding of damaged council infrastructure. This infrastructure can be owned by a range of entities including; multinational companies, individuals, government and community groups. Restoration of essential services during recovery may require temporary solutions and can also provide an opportunity to meet the needs of the future environment.

See Annex XX for the Infrastructure Subcommittee membership list (use the template from the recovery committee tool kit and attached to this plan as an annex)

The local networks and exisiting groups to be utilised to inform a needs and capacity assessment would include:

- (include exisiting groups and networks in the infrastructure sector)

See Annex XX p. XX for the Infrastructure section of the draft Recovery Considerations (To be reviewed and include local considerations)

Business and Industry Subcommittee

The role of the business and industry subcommittee is to lead and coordinate the planning and implementation of the community's economic recovery. Economic recovery is vital to the whole of community and can affect residents and households, public infrastructure and community facilities, business enterprises and supply chain as well as government.

See Annex XX for the Business and Industry Subcommittee membership list (use the template from the recovery committee tool kit and attached to this plan as an annex)

The local networks and exisiting groups to be utilised to inform a needs and capacity assessment would include:

- (include exisiting groups and networks in the business and industry sector)

Office of the Small Business Commissioner may also assist in coordinating a small business impact survey.

See Annex XX p. XX for the Business and Industry section of the Recovery Considerations (To be reviewed and include local consideration)

Agriculture Subcommittee

The role of the agriculture subcommittee is to lead and coordinate the planning and implementation of the primary industries and rural farming recovery. The subcommittee is responsible for providing specialist support and advice on key issues confronting primary industries and rural community.

See Annex XX for the Agriculture Subcommittee membership list (use the template from the recovery committee tool kit and attached to this plan as an annex)

The local networks and exisiting groups to be utilised to inform a needs and capacity assessment would include:

- (include exisiting groups and networks in the agriculture sector)

See Annex XX p. XX for the Agriculture section of the Recovery Considerations (To be reviewed and include local considerations)

Waste and Environment Subcommittee

The role of the waste and environment subcommittee is to lead and coordinate the planning and implementation of the environmental recovery in terms of the ecosystem components of air, water, land and soil and plants and animals.

See Annex XX for the Waste and Environment Subcommittee membership list (Complete with contact details)

The local networks and exisiting groups to be utilised to inform a needs and capacity assessment would include:

- (include exisiting groups and networks in the waste and environment sector)

See Annex XX p. XX for the Waste and Environment section of the Recovery Considerations (To be reviewed and include local considerations)

Working Groups

Working groups may also be initiated to support subcommittees in navigating specific time limited issues which do not require involvement of the full Committee. Working groups can be initiated or disbanded by the Recovery Committee or a Subcommittee at any time depending on need. The following working groups are often established to address common issues.

Communications Working Group

A Communications Working Group should be established in the initial stages of recovery to ensure timely, accurate and consistent recovery information is disseminated by all agencies. Members of the group should comprise communications representatives from council along with relevant state government agencies and key local organisations.

The Communications Working Group reports directly to the Recovery Committee and a council communications representative should also regularly attend Recovery Committee meetings.

Donated Goods

Following an emergency event, people often want to donate goods to the disaster affected community. Unless there is a specific need, the public will always be encouraged to donate money in preference to donated goods. Donated goods are difficult to sort, store, distribute and manage and can divert recovery efforts. If left uncoordinated and unsupported, donations received can be not needed, of varying quality and can undermine the local economy.

Due to the organic nature of these activities occurring, there will likely be several local agencies receiving and distributing donated goods following an emergency. If this occurs, it is useful to establish a temporary working group for these agencies to meet face to face to share information about their activities and for those agencies to receive up to date information about the recovery operation. The working group should ensure as much as possible a coordinated approach to managing donated goods, including consistent public messaging.

(Consider if local arrangements are needed or exist for the coordination and management of donated goods to include in the plan)

Appeals

Following a disaster, individuals may want to donate money to the affected community. To assist the public should be strongly encouraged to donate money to a coordinated appeal, if established. It is more empowering for people to receive cash grants so that they can choose what they most need to support their own recovery which can also assist in stimulating the local economy. When considering if an appeal should be launched, assess the level of impact and the financial needs of the impacted community. There may be other existing charity appeals to partner with, who have expertise in managing appeals. If council chooses to launch a Mayoral appeal it will require establishing an Appeal Committee as well as take time and additional resources to establish, manage and distribute the funds.

It is strongly advisable to avoid multiple appeals for an event. If there are several local groups or NGO's distributing financial support, a working group should be established to share information and

> **Further Information:** *NSW Community Recovery Toolkit – Disaster Appeals –* Visit *www.emergency.nsw.gov.au* website

coordinate their activities.

Volunteers

Volunteers can be are individuals, groups or organisations that offer to assist a community affected by a disaster. Volunteers provide crucial support to disaster affected communities and individuals. They can help build community resilience and assist with disaster response and recovery.

As indicated in Figure 4 there can be many different groups or individuals involved in volunteering, who will have varying linkages to a community affected. When not appropriately planned for, this can create a significant burden on the impacted communities and may disrupt the work of those assisting communities. But if volunteers are utilised effectively they can be an important component of community resilience that includes local people and brings community capability and

resources to disaster response and recovery efforts. Ensuring preplanning and coordination mechanisms for volunteers will enable work to be organized, effective and ensure needs can be met. [4]

Figure 4: A framework for understanding socital responses to disaster [4]

(Consider if local arrangements are needed or exist for the coordination and management of volunteers to include in the plan)

Further Information: *(INCLUDE LOCAL DOCS)*

- ***Australian Disaster Resilience Handbook 12:*** *Communities Responding to Disasters: Planning for Spontaneous Volunteers Handbook* – Visit *www.knowledge.aidr.org.au* website

Part 4 –Engaging the Community

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

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[4] Adapted from Australian Disaster Resilience Handbook 12 Communities Responding to Disasters: Planning for Spontaneous Volunteers (AIDR 2017)

The effects of a disaster on an impacted community are compounded by the nature of the disaster and of the community itself, as well as complex considerations such as human behaviour and relationships and the evolving needs of recovery.

Interagency networks are a useful resource to seek input and feedback through existing relationships and networks.

Community Resilience Networks

Every local government area has well established community networks that support and connect residents and businesses. These include; community and neighbourhood centres, community welfare organisations, service clubs, community service organisations such as Lions, Rotary and Country Women's Association and economic and tourist bodies such as chambers of commerce.

A Community Resilience Network (CRN) brings together community organisations, which can be established before a disaster occurs. The CRN acts as a community reference connection to the Local Emergency Management Committee, contributing to emergency planning activities and the development of local Recovery Plans. This enables community capabilities and resources to be incorporated into emergency and recovery planning and support an all hazards approach to emergency preparedness.

The (LEMC AREA) LEMC has established a CRN, see Annex I for the Community Services list (complete with contact details). (remove if not applicable)

In an emergency the CRN also acts as a community reference network when a recovery committee is established, to facilitate collaboration between the committee and community services and assist with coordination of recovery initiatives.

In additional, at the local community/neighbourhood level there are a range of groups such as sporting clubs, community recreation and cultural groups, school groups, faith based groups, landcare groups, surf clubs and Progress Associations. While each individual club or group may be small and have limited resources, their collective capacity can be powerful, particularly considering their connections into difference segments of the community.

Where the impacts of an event are more localised to a distinctive community within an LGA, or there are multiple separately impacted communities, localised neighbourhood level Community Reference Groups are an asset. They provide a mechanism for connection and collaboration between the Recovery Committee and the community and an opportunity for affected residents to exchange ideas, express concerns, have a say about what happens in their community and participate in setting directions for recovery planning.

Part 5 – Communications

Communication plays a vital role in disaster recovery, ensuring impacted communities have the information they need to recover, and the tools and support to manage their own recovery. Council plays a critical role in providing this support and therefore needs to ensure there are resources and plans in place.

Recovery Communications require special care and sensitivity as a disaster can cause significant trauma and challenges to the impacted community. Successful recovery is built on effective communication.

Communication objectives in disaster recovery include:

- ensuring the impacted community is aware of the recovery services and support that is available
- collaborating with local stakeholders, agencies and community leaders to ensure wide circulation of key messages
- provide opportunities for the impacted community to give feedback, ask questions and be involved in the recovery process.

Additional Communication methods will be needed during a recovery these may include:

- Newsletters
- Flyers & fact sheets
- Notice boards
- Facebook
- Council website
- Local radio and newspaper
- Community meetings

During the response combat agencies will have staff and communications arrangements set up and in place. A communications strategy or plan may be developed by the combat agency and this should be utilised to form the basis of the recovery communications strategy. Coordination with the combat agency's communications and engagement staff will assist with transition from response to recovery.

(Council Area) has the following communications staff resources:

-    (include a list of council staff and roles)

When staffing resources are available and needed in neighbouring councils' areas. (Council Area) would be willing to support neighbouring councils with short term arrangements for additional communications staff. (Consider if the statement is relevant for the council, based on their existing resources/capacity).

To access further council information there is a subscription available at (include council subscription link)

Recovery Public Information Coordinator

The position of Recovery Public Information Coordinator (RPIC) sits within the Office of Emergency Management Recovery Team. The role of the RPIC is to support councils in coordinating recovery communications. The RPIC will work closely with council and coordinate Communications Working Groups to ensure information is consistent, accurate and timely. The RPIC may also assist with communication materials, social media content, media advice and community meetings.

Multicultural NSW

RPIC can call upon Multicultural NSW and the arrangements detailed in the Multicultural NSW Community Resilience & Response Plan (COMPLAN) to access multicultural networks during recovery to assist in delivering messaging relevant to the particular community.

Spokesperson

All media interview with local council should be requested through (include council contact details for arranging interviews)

Media and Social Media

In the early stages of recovery there will be intense media interest from state, national and even international organisations. Most media outlets will depart within the first week, while local and regional media will maintain a strong interest throughout the recovery.

Community social media including Facebook become key information disseminators following a disaster. Building trust and supplying information to local administrators is essential to widening the reach of recovery communications. It is also important to monitor landscape as new pages are formed or reactivated.

Local media outlets and key information sources in the AREA include:

MEDIA AGENCY	THEME	FACEBOOK AND WEBSITE ADDRESS	LIKES	CONTACT
(e.g. ABC South East)	(e.g. Active radio station page covering wider region, strong interest in recovery.)		(Number)	(e.g. producer/editor/name)
(e.g. FM radio station)				
(XX Local newspaper)	(e.g. Covers from LOCATION to LOCATION. Print Tues/Fridays)			
(Local TV station)				
LOCAL INFORMATION SOURCES OR GROUPS	THEME	FACEBOOK OR WEBSITE ADDRESS	LIKES	CONTACT
Blue Mountains City Council	(e.g. Council page, active interest in sharing recovery information)		(Number)	
(Name of group e.g. woman's group, school group, sports	(e.g. type of people who access and use the site)			

club etc.)				
(Locality) RFS	(e.g. Page for volunteer fire fighters but strong community support as well)		3,000	Yes - admins
(Locality) SES				
(Add additional)				

> **Further Information:** *NSW Community Recovery Toolkit – Communication in Recovery –* Visit *www.emergency.nsw.gov.au* website

Part 6 – Recovery Centre

Recovery Centres are one-stop-shops that provide government and non-government services for the disaster affected community. Recovery Centres support the recovery process by:

- Providing a safe place for those affected by the disaster to meet and discuss their experience
- Providing direct provision of recovery information and services in one easy to access location
- Expediting the administration of government processes and services
- Engaging recovery workers who understand the context of the emergency and the effects on individuals and communities.

Mobile recovery services may be needed when communities are geographically dispersed or in rural or remote locations, where a centrally located Recovery Centre may not best serve those affected. A mobile recovery service model involves the delivery of Recovery Centre functions and services in a manner, time and place which will best serve the affected community.

Recovery Centres are not established following every emergency. The Recovery Committee will assess the need for a Recovery Centre and make recommendations regarding its establishment to the State Emergency Recovery Controller (SERCON).

Role of OEM

OEM is responsible for:

- coordinating the establishment and closure of the Recovery Centre with Engineering Services Functional Area and local Council

- confirming all agencies required in the recovery centre, including personnel to meet and greet clients
- providing Centre orientation and briefing to local Councils, Recovery Centre Manager, Registration and Administration Officers on their roles and responsibilities
- providing regular updates to the Recovery Centre Manager on recovery operations.

Role of Engineering Services

Engineering Services Functional Area will appoint a Recovery Centre Facilities Manager who is responsible for:

- establishing the Recovery Centre including property procurement and lease management
- procuring office equipment, fleet vehicles, electricity and telecommunication appliances, signage and initial stationery, kitchen and bathroom provisions
- fitting out the Recovery Centre, engaging security and cleaning contractors
- handing over operation of the Recovery Centre to the Local Council and providing support as required
- decommissioning the Recovery Centre.

Role of Local Council

The primary responsibilities of local Councils in relation to the Recovery Centre are:

- working with OEM and Engineering Services Functional Area to identify an appropriate location for the Recovery Centre
- appointing a Recovery Centre Manager and Registration Officers
- supporting the ongoing operations of the Recovery Centre with administrative and financial assistance as required
- providing site maintenance and IT support, as appropriate. This includes stationery, kitchen and bathroom provisions
- collating documentation to claim specific recovery centre costs.

Agencies in the Recovery Centre

The following agencies administer disaster assistance on behalf of the NSW Government and the Commonwealth Government and can provide support within a Recovery Centre.

- Local Council
- Disaster Welfare Services
- NSW Health
- NSW Department of Family and Community Services - Housing
- Commonwealth Department of Human Services – Centrelink
- NSW Fair Trading
- NSW Environment Protection Authority
- NSW Department of Primary Industries

- NSW Rural Assistance Authority
- NSW Office of the Small Business Commissioner
- Insurance Council of Australia
- Legal Aid NSW
- SafeWork NSW
- Utilities service providers
- Not for profit support agencies such as Red Cross, Salvation Army, NSW Disaster Recovery Chaplaincy Network

Identified Potential Recovery Centre Sites (To be complete)

Facility Name & Address	Facility Type (hall, gym)	Owner Operator & Contact details	Comments

Community Recovery Hubs

During disasters community members or groups may self-activate and arrange informal or community based spaces for people to gather and support others. It is important for linkages to be established early to ensure coordination and information sharing for the recovery centre and recovery committee.

(List potential recovery hub sites and consider if local arrangements are needed or exist for local recovery hubs to include in the plan)

Part 8 – Administration

Financial Arrangements

Natural Disaster Declaration

A Natural Disaster Declaration is made once the small disaster criterion is met. The small disaster criterion is a minimum of $240,000 public infrastructure damage, response and recovery costs. Through information provided by local councils, OEM provides advice to the Minister for Emergency Services as to whether or not the threshold has been met and a natural disaster is able to be declared.

NSW Disaster Assistance Guidelines (NSW DAG)

When a Natural Disaster Declaration is triggered, OEM may reimburse certain expenditures incurred during emergency response or recovery operations by councils and agencies. These are generally limited to expenditures for services provided under the NSW Disaster Assistance Guidelines (NSW DAG).

The NSW DAG has established a range of relief measures designed to address impacts on:

- Individuals and households
- Local Council
- Small businesses
- Primary producers
- Community organisations

Disaster Recovery Funding Arrangements (DRFA)

The Disaster Recovery Funding Arrangements (DRFA) is a Commonwealth Government instrument which provides a financial safety net to States and Territories, enabling expenditure above certain financial thresholds to be reimbursed if relevant criteria are met. New South Wales expenditure must meet the eligibility criteria and exceed certain thresholds to be eligible for Commonwealth assistance under DRFA.

> **$** **Further Information DAG:** *NSW Disaster Assistance Guidelines (DAG) –* Visit
> www.emergency.nsw.gov.au website

Review

The Plan is to be reviewed by the Local Emergency Management Committee (LEMC):

- following an exercise designed to practise or test the Local Recovery Plan
- following an incident in which arrangements in the Local Recovery Plan were activated
- when the roles or responsibilities of any Agency involved in the Local Recovery Plan are changed
- at the direction of the SERCON, REMC or LEMC
- at the request of the Office of Emergency Management
- every three years as a minimum
- or as otherwise needed.

Part 9 – Annexes

Annex A – Social Profiles

Annex B – Recovery Committee Membership List

Annex C – Health and Wellbeing Subcommittee Membership List

Annex D – Infrastructure Subcommittee Membership List

Annex E – Industry and Business Subcommittee Membership List

Annex F – Agriculture Subcommittee Membership List

Annex G – Waste and Environment Subcommittee Membership List

Annex H – Recovery Considerations

Annex I – Community Service List

Annex J – Response to Recovery Summary Report template