

Municipal Relief and Recovery Plan

June 2026

Version 8



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FOREWORD

Purpose

This Banyule Municipal Emergency Recovery Plan (the Recovery Plan) is a sub-plan to Banyule Municipal Emergency Management Plan (MEMP). The Recovery Plan shall be read in conjunction with the North West Metropolitan Region Emergency Relief Centre Standard Operating Guidelines and Municipal Emergency Relief and Recovery Centre Manual (ERC Manual).

This is the Recovery Plan for the municipality of Banyule as a supporting document to the Banyule Municipal Emergency Management Plan (MEMP). The MEMP is strengthened by many sub-plans and support plans. Together, these plans address recognised agency and organisational responsibilities in Planning, Prevention, Relief and Recovery aspects of emergency management at the municipal level. The sub-plans are maintained by Council, and a designated officer from the nominated control agency is responsible to facilitate their periodical review. Each review includes consultation with key agency and organisation members of the Municipal Emergency Management Planning Committee (MEMPC).

The Emergency Management Manual Victoria (EMMV) provides directions and processes to enable community recovery from emergencies which impact the State. Most incidents are of local concern and can be coordinated from local municipal resources. However, when local resources are exhausted, the State Emergency Recovery Plan provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and then, on a state-wide basis. This escalation process is enacted through the Municipal Recovery Manager (MRM) and Department of Health and Human Services (DHHS) Emergency Management Branch.

Recovery Plan Amendment Record

No.	Date of Issue	Page No's. Amended
Original	2002*	Development of Recovery Plan
1	2003*	Review following MEMP audit.
2	2004*	Full plan review
3	2006*	Full plan review and restructure
4	December 2009	Full plan review
5	23/05/2011	Full plan re-structure and review in accordance with the MEMP Workbook, Audit Tool and Evidence Guide and EMMV Part 4 update.
6	01/04/2014	Full plan re-structure and review by MEMPC with consideration of the NWMR Recovery Plan Template.
7	25/03/2020	Full review and update
8	NOV 2026	Full review and update -

* Approximate history of amendments only

1. WHAT IS RECOVERY?

The frequency, severity and impacts of emergencies have increased in recent years. Communities that have long lived with natural hazards are experiencing them more often and with greater intensity, while Victorians are also facing new and emerging types of emergencies. At the same time, demographic and technological changes are reshaping community expectations of government and how governments and communities interact.

These changes are challenging traditional recovery approaches, including established roles, responsibilities and partnerships across government and non-government organisations. By working together, recovery partners can improve the timeliness and coordination of services, reduce duplication, make better use of shared resources, and provide communities with a clearer understanding of the support available to them.

While government aims to respond quickly following emergencies, meaningful community engagement remains essential. Communities that are empowered to help shape recovery services are better placed to build resilience and support their own recovery. This approach strengthens our shared responsibility with communities and helps ensure recovery support is equitable, responsive and effective.

Victoria's Recovery Arrangements

Victoria has a well-established recovery system supported by government and non-government workers. This strategy builds on existing strengths to improve access to streamlined recovery support.

Councils and state agencies partner with community groups, NGOs, and businesses to deliver recovery services, which are typically place-based and led by councils.

For large or complex emergencies, coordination occurs at a regional or state level, led by the Victorian Government in partnership with local communities through structures such as Community Recovery Committees. Effective coordination depends on clear roles and responsibilities, as defined in the *Emergency Management Act 2013* and the *Emergency Management Manual Victoria (EMMV)*.

Context of events and communities

To ensure effective recovery there is a strong need to understand the context of an emergency event and the individuals and communities affected. If community is involved early in the planning and design of recovery programs and services, these services are more likely to meet the needs of those affected. There is opportunity to identify best practice and lessons learned in these partnerships and apply these more consistently across the state. Clear governance and planning arrangements will empower communities to shape their own recovery.

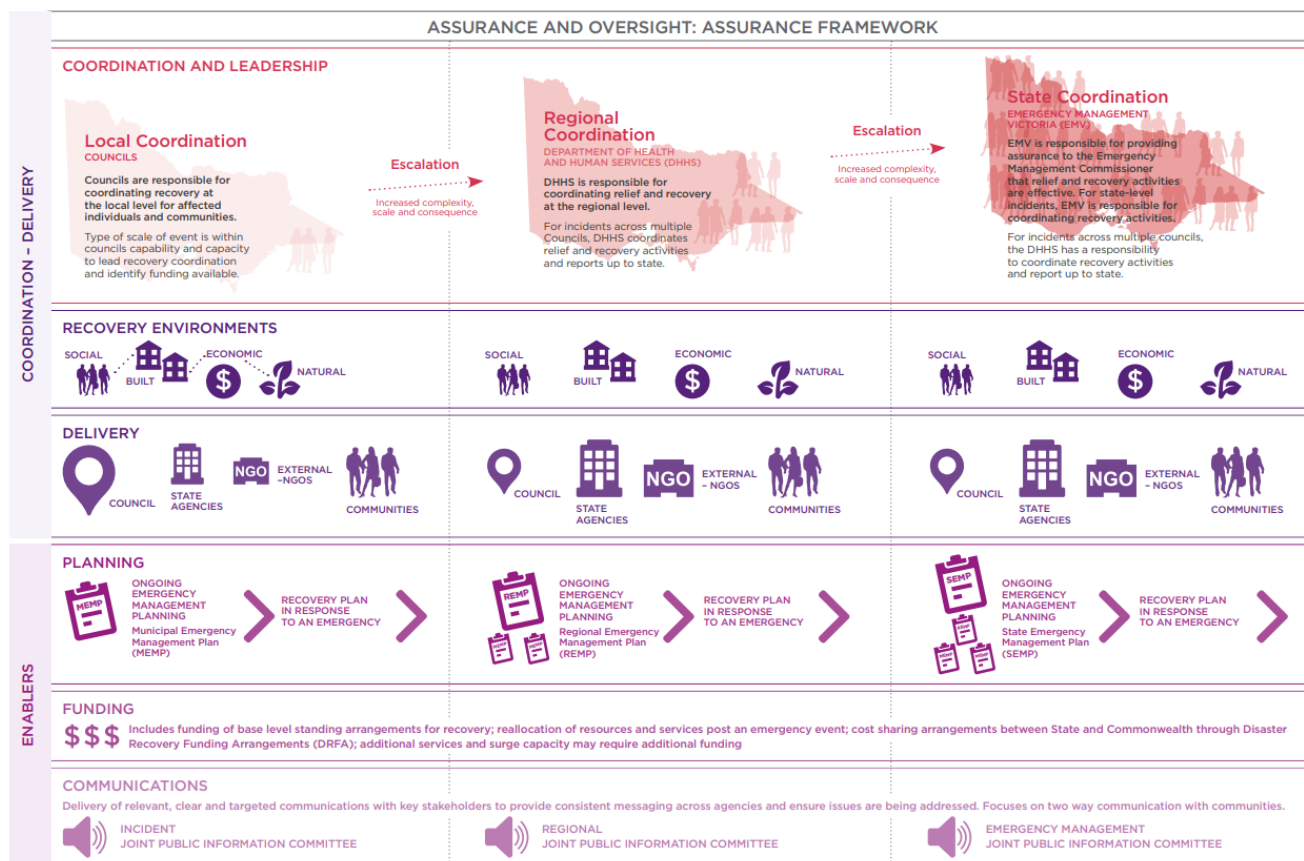


Figure 1: Victoria's current recovery model Resilient Recovery Strategy, 2019 Emergency Management Victoria

Integration of services

Government has agreed leads who will act in an emergency and respond to the various impacts to community and the environment, within their portfolios. This allows the design and delivery of appropriate recovery services and programs. While these arrangements enable specific elements of recovery to be addressed, integration across programs and services can be lacking. In complex recovery environments (that escalate to region or state) recovery services and programs can be even more siloed within different parts of government. This can lead to fractured connections to community services and programs.

Enabling arrangements

Recovery is supported by key functions, planning, funding, and communications, which enable effective service coordination and delivery at all levels.

Strong community engagement and existing networks, including community groups and CRCs, support clear, timely, and relevant communication to aid recovery.

While councils and the state primarily rely on existing resources, major events may require surge capacity, including additional or interstate support. A key challenge is mobilising and sustaining resources to meet community needs, which requires flexibility, strong relationships, and coordinated use of available resources.

Towards Resilient Recovery

There is no timeframe for recovery. Recovery cannot be measured by how long it takes or by a definition of what a successful recovery looks like. It is impossible to return to a pre-event state. In many instances, people may never recover fully from an event. This can sometimes be a challenge to how the sector, with impacted communities, determines success in the recovery and the supporting recovery system. Emergency Management Victoria's (EMV) Resilient Recovery Strategy identifies four strategic actions that promote a shared responsibility approach to emergency management and the importance of recovery planning. They are:

1. Deliver a people and community centred recovery.

A community-centred approach ensures government and those delivering recovery services partner with community and allow people to play a greater role in their recovery.

2. Strengthen recovery through better emergency management planning.

By bringing community into the planning process before an emergency, and drawing on community involvement after an emergency, recovery activities will be able to better reflect community needs and values.

3. Streamlined and flexible recovery system.

Improving operating processes and providing clearer, more-timely resourcing for recovery will ensure recovery services and supports are delivered in a more coordinated and effective way.

4. Support the recovery workforce.

This strategy aims to better connect and enhance existing support and wellbeing programs across the sector to ensure appropriate wellbeing support for all people working in recovery.

The strategy aims to build on and complement existing initiatives and work in the sector that will enhance recovery outcomes and build resilience for Victorians.

1.1 Understanding Recovery

Recovery is one of the three stages in emergency management. These stages are largely sequential although

‘recovery’ commences at the same time as ‘response’, becoming the primary focus as immediate threats to life and property subside. Because prevention decisions can be informed by the experience of recovery from previous events, emergency management can usefully be viewed as a cycle. Figure 2 illustrates and describes these stages:



Recovery continues long after the emergency event to support people to restore their lives, on their own terms. Emergencies disrupt normal relationships and recovery requires a different temporary relationship between the community and service providers.

Figure 2: Emergency Management Cycle

Note: This model is adapted from the Victorian Emergency Management Manual.

1.2 Purpose of Recovery

The purpose of providing recovery services is to assist the affected community towards management of its own recovery. Where a community experiences a significant emergency or event there is a need to supplement the personal, family and community structures that have been disrupted. (Australian Emergency Management Institute, 2011)

1.2.1 Wellbeing in the Community

Wellbeing defines the quality of our lives; our health; our outlook and our relationships. Whether people enjoy positive wellbeing is determined by the interaction between their age, gender, hereditary factors, lifestyle choices and behaviours and the general socioeconomic, cultural and environmental conditions in which they live.

These environments can be categorised as:

- **SOCIAL** – such as, informal networks and support, arts, culture and historic influences, health and social services, and general participation in the life of the community.
- **BUILT** – such as, housing, parks and facilities, public and commercial buildings, roads, paths, essential services (power, water, communication) and other infrastructure.
- **NATURAL** – such as, land management, air quality, natural heritage and ecological conservation, animal welfare, primary producers and agricultural enterprise.
- **ECONOMIC** – such as, work, job creation and distribution of wealth.

1.2.2 Recovery and the four environments

Recovery is guided by four environments social, economic, natural, and built to ensure all aspects of community life are considered. Post-emergency conditions require approaches beyond “business as usual,” with a strong focus on how people think, feel, and respond under stress.

The social environment is especially important, as individuals and communities may experience trauma, affecting behaviour, communication, and interactions. Even routine actions can be perceived negatively, highlighting the need for empathy and understanding in all recovery responses.

Recovery efforts must adapt to these changed conditions, ensuring systems and services are responsive and sensitive to community experiences. This includes working closely with communities and partners to restore wellbeing, rebuild livelihoods, and support a return to independence.

1.3 How are People and Communities Affected by an Emergency?

1.3.1 Individual impact of emergencies

The impacts of an emergency can affect people’s lives in many ways including:

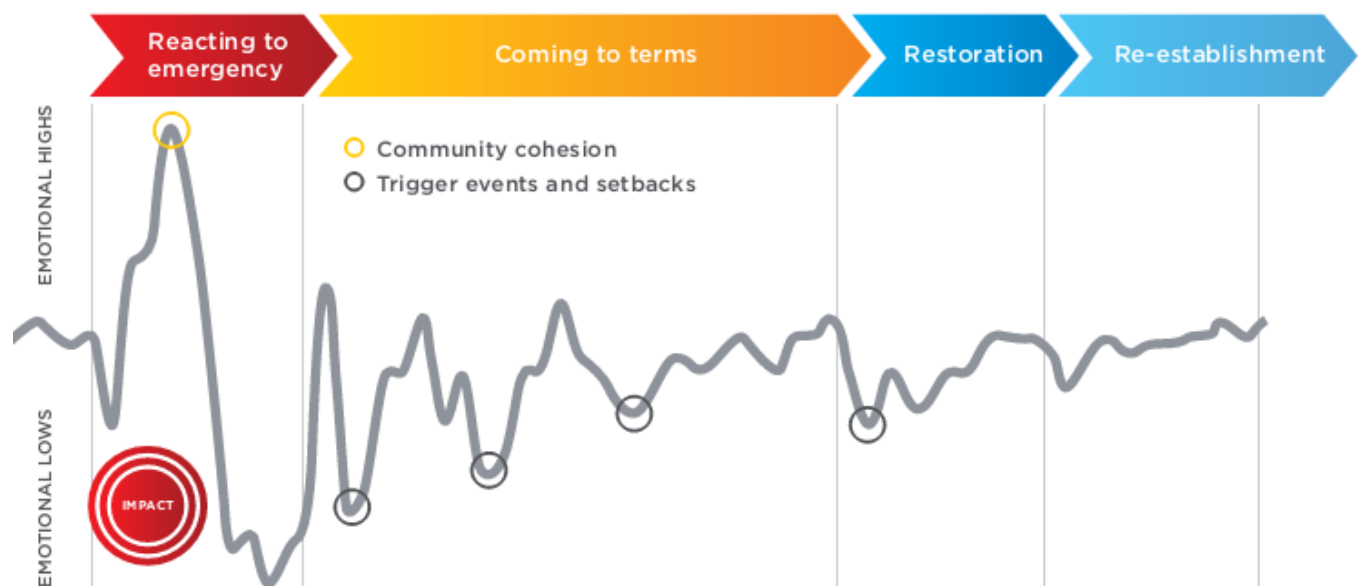
- physical harm to themselves or close ones
- damage to their homes or property the loss of other things they value – be they tangible or intangible
- destruction of a valued environment
- disruption of routines, relationships and familiar patterns of daily life

These impacts disrupt normal social structures, shifting interactions from formal roles to personal, emotionally driven relationships focused on immediate needs. While survival can bring resilience, it can also negatively affect health and wellbeing, with reactions such as trauma, grief, and stress varying across individuals and over time.

People experience fluctuating emotional states during recovery, affecting their ability to understand, plan, and act. Progress is uneven, with periods of improvement often interrupted by setbacks and renewed stress.

Recovery is often described as a four-phase journey reacting, coming to terms, restoring, and re-establishing but individuals move through these stages at different paces. For many, recovery is complex, uncertain, and prolonged, sometimes lasting years or remaining incomplete.

Figure 3: Phases of Recovery – What is happening to People?



In the days, weeks and sometimes months following an event the three dimensions of society, community and personal relationships that organise ‘normal life’ can collapse as societal rules and community roles are overtaken by the very personal needs of survival. From an individual perspective this makes all relationships personal in that they are intense, emotional and personal interactions with whomever they meet regardless of the rules or roles.

People also tend to look for emotional support and understanding of their own personal immediate needs from authority figures and are not able to appreciate the complex, competing demands these people are under. At no other time is the style of interaction between council and the community so important. The feeling of being cared for and supported gives confidence in the future, which enables people to make decisions and be self-reliant.

The following table illustrates the influences acting on people during each phase; how this might manifest in their psychological state and behaviours; and consequently, identifying their broad psychological needs.

Table 1: What is happening to people following an emergency?

PRE- EVENT	REACTING TO EMERGENCY		COMING TO TERMS	RESTORATION	RE-ESTABLISHMENT
	IMMEDIATE	AFTERMATH			
Influences: Social networks Identity and history Routines of work and rest	EMERGENCY EVENT	Loss of people and property Loss of previous identity, history and routines	Consequences of loss Stabilising a temporary life	Elements of new identity and routines emerging Losing recovery community support	Transition to new life Pressure from others to 'get over it' and 'move on'
Support: Family, friends and ad-hoc services, includes 'taken for granted' council services		Family, friend's random community members and emergency staff Family, friends' community members and relief agencies	Valued family, friends and pre-existing or emergency community groups with a recovery focus	Family, friends' community and groups with a restoration focus	Family, friends' community and groups and services with a holistic focus
Emotional state: Normal life Complex identity Self-aware Reliable problem-solving		High stress Survivor/victim identity Normal life overwhelmed Relying on snap judgements – often unreliable Fluctuating stress Event is the whole world Problem-solving confined to necessities	Chronic stress Recovery is the whole world – previous life is gone Self-awareness is on hold - numb Quick fix problem solving	Stress subsiding Difficulty letting go of event identity Obvious neglect of one-self Hard to find meaning in bigger picture	Longer term health issues emerge Renewed identity and changed priorities accepted Ready to face future, plan and rebuild
Behaviour: Social interactions are adapted to requirements: Society Community People		Extended very high energy specialised for survival activity. Extreme personal focus dominates expressed as fear, anger, shock, grief, heroism (Adrenalin state) Periods of very high energy (adrenalin) combined with very low energy (post-adrenalin). Extreme personal focus flows into altruism and community cohesion. Extreme frustration if needs not met	Medium to low energy (cortisol). High activity low productivity. Overwhelming recovery tasks derail routines. Interactions are minimal, intense, intolerant, and grim. Strong commitment to community recovery activity	Fatigue as energy reserves is restocked. Looking for rest and relaxation. As common problems subside issues put on hold can re-emerge leading to relationship issues	Recharging health and lifestyle but with periods of fatigue that emerge as intolerances towards others. Reappraising and adjusting to personal relationships
Needs: Self-managed to maintain comfort zones		Threats eliminated or managed. Survival information Reunion with family, friends and neighbours Uncertainty reduced Crisis information Reconnection with community Informal support networks	Situation stabilised Information on future options with time to consider. Social, leisure and cultural opportunities	Moving forward on plans for the future More privacy Continued social connection and activities	New routines and lifestyle supported Embrace g new 'comfort zone'

Victoria's recovery system focuses on **locally led recovery**, supported by partners and able to scale when needed. It follows national principles by understanding community context, recognising complexity, supporting **community-led approaches**, coordinating efforts, communicating clearly, and **building resilience and capacity** across communities and organisations.

1.4 Community impacts of emergencies

The breakdown of normal social structures places relationships on a personal footing, often creating strong initial community cohesion. Over time, however, differences in individual circumstances can lead to tension, distrust, and division if not managed well. Economic concerns especially for local businesses add further pressure, contributing to cumulative impacts across the community. See Table 1.

Emergencies can also disrupt community groups and social connections, making it essential to support both individuals and the restoration of community cohesion and functioning.

Communities often seek to take an active role in their own recovery, which is positive, but existing groups may be affected by trauma, reduced capacity, or loss of resources. As a result, new, purpose-built groups are often formed to lead recovery efforts.

1.5 Contributors to Successful Recovery

Apart from a focus on the four environments there are critical factors that when tackled together will contribute to the success of recovery. These are shown below in Table 2.

Table 2: Contributors to Recovery Success

Community Focus

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

Leadership and coordination

Recovery is supported by effective management structures and processes to enable the coordination of recovery efforts by all council department, the community and other stakeholder.

Informed decision making

Decisions about recovery action are clearly stated and based on the best available information, data and identified community needs.

Communication

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

Capacity Building

Adequate resources are directed to recovery and personnel within council; the community and other stakeholders are supported to increase their skills and experience to contribute to effective recovery outcomes.

2. RESILIENCE

Recovery is strongly influenced by the initial experiences of individuals and communities, making early, effective action critical. Recovery must be planned and embedded from the outset of an emergency, as starting after the event is too late.

Poor preparation can also place recovery personnel at risk, leading to unclear roles, limited training, and reduced effectiveness, as well as impacts on their wellbeing.

Recovery readiness is primarily addressed through Municipal Emergency Management Plans (MEMPs), which outline prevention, response, and recovery responsibilities. While the level of planning varies, MEMPs should identify community characteristics and assets, define roles and responsibilities, build local capacity, and outline when to seek external support.

2.1 Community Focus

2.2.1 Community-led Recovery

Community-led recovery is a national principle that acknowledges and supports the resources, capacity, resilience and leadership already present within individuals and communities. Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

- centre on the community, to enable those affected by an event to actively participate in their own recovery;
- seek to address the needs of all affected communities;
- allow individuals, families and communities to manage their own recovery;
- consider the values, culture and priorities of all affected communities;
- use and develop community knowledge, leadership and resilience;
- recognise that communities may choose different paths to recovery;
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process;

As the level of government closest to the community and as a leader in the community, Council plays a key role in both facilitating and demonstrating community-led recovery. A community focus on recovery will mean understanding, representing and supporting the needs of emergency affected communities and ensuring that communities can identify their own needs and capabilities to identify recovery priorities and actions. It also means modelling and reflecting good practice in community leadership to other stakeholders.

2.2 Leadership and Coordination

2.2.1 Leadership

While recovery aims to be community-led, strong council leadership is essential to build confidence, support local initiatives, and advocate for community needs. This leadership comes from the CEO, senior managers, recovery role holders, the mayor, and councillors.

The CEO provides overall direction and delegates operational responsibilities. Councillors do not have a direct operational role but play a key part in recovery by supporting community morale, facilitating communication, and advocating for their communities. (A Guide to the Role of Mayors and Councillors in Emergency Management, MAV)

2.2.2 Partners

Communities operate through diverse formal and informal networks, including local groups, businesses, and service organisations. Many of these networks have skills, resources, and relationships that can support recovery efforts.

While some organisations have clear recovery roles, others may require creative approaches to contribute effectively. Identifying and planning for these roles before an event helps speed up recovery.

Recovery partners also include Australian and Victorian Government agencies with defined responsibilities, alongside other stakeholders involved in community recovery.

Table 3: What is happening to people following an emergency?

SOCIAL	BUILT	NATURAL	ECONOMIC
Response agencies Non-profit organisations	Public transport	State and federal departments (parks, water, EPA)	Local industry and business
State and federal departments (DHHS, communities, education, housing and public health)	Road and rail authorities Water and sewage authorities, waste management	Environmental groups such as Landcare and 'friends of...', Plant Health Australia	Industry bodies (e.g. Chamber of Commerce, growers, tourism associations, manufacturers)
Ratepayer Associations	Energy suppliers and retailers	Primary producers, VFF, RSPCA, Wildlife services,	State and federal departments (e.g. ATO, Centrelink)
Health authorities, GPs, Community Health	Telecommunications	Veterinary services, animal welfare	Micro/home business
Representatives from community groups, social and sporting clubs, RSLs, Church groups	Health and education organisations, national trust and conservation groups	Catchment management authorities, natural heritage groups	Banking and Finance, Insurance Council, Employment and training services
Arts and cultural groups	Professional bodies	Local history society	Charities

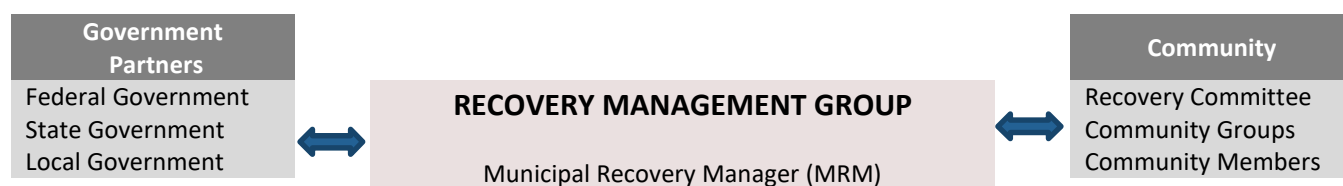
Note: other stakeholders might be involved depending on the nature of local needs.

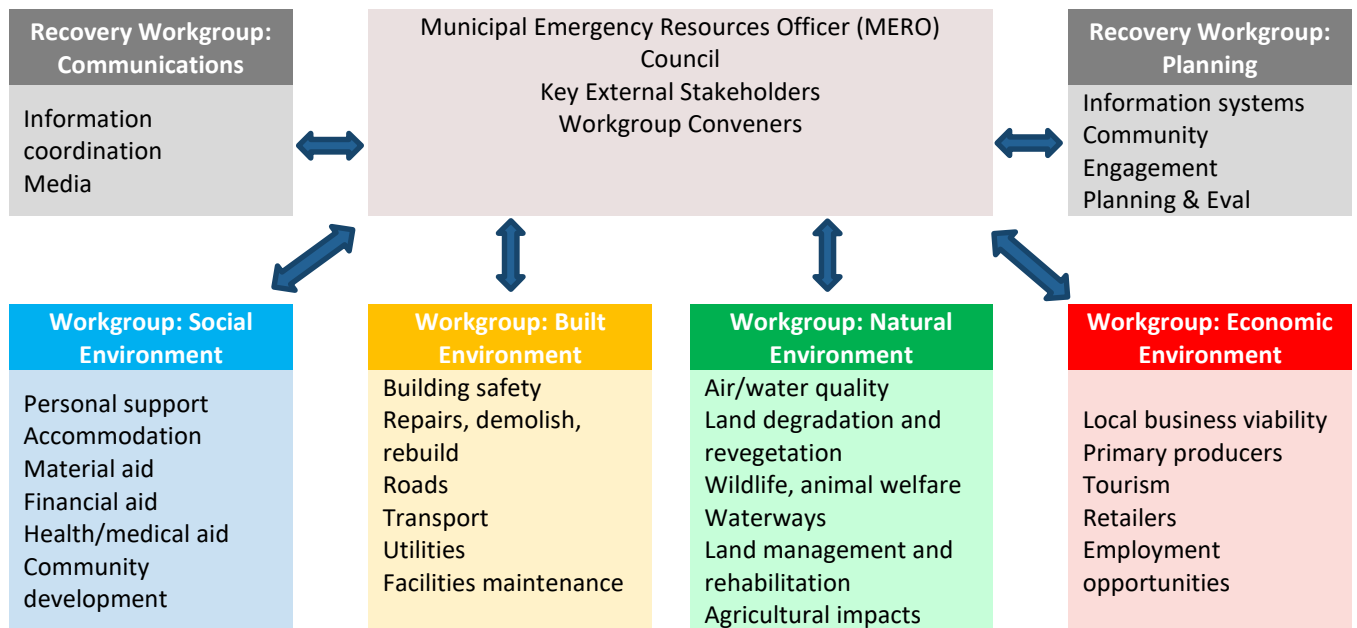
Once the key stakeholders are identified and their recovery roles and functions are clear, consideration should be given to formalising the relationship and arrangements you have agreed in a document such as a partner agreement or memorandum of understanding.

2.3 Recovery Decision-making Structure

Responding effectively to the recovery challenge requires clear decision-making structures. A useful model of recovery governance is to assign responsibility for the social, built, natural, and economic environments separately to a senior council officer from the most relevant content area. In major events it is preferable that this be an officer likely to have organisational influence and decision-making authority. This overall arrangement is particularly well suited to scaling up or down with council or community membership based on the scope of the event. It can also be replicated at state, regional or community levels. See figure 4.

Figure 4: Recovery Management Structure





Led by the Municipal Recovery Manager (MRM), this structure will coordinate multi-environment or cross-environment issues working closely with the MERO to access resources. Part of establishing such a structure is to ensure that vision, goals and objectives of the recovery effort link to the broader council vision, goals and objectives and to utilise existing structures, knowledge, resources, relationships and expertise.

The model is strengthened by a separate recovery planning function and a separate recovery communications function. Creating a separate recovery planning workgroup reduces the risk of individuals getting caught up in relief and recovery operations and creates a setting that supports strategic thinking and planning for the medium to longer term. Smaller councils with fewer resources might need to merge some workgroups, however, separation of the planning function would still be preferable.

Likewise, the separation of a recovery communication function if practical should facilitate an objective appraisal of the messages being generated by the other parts of the structure; ensure consistency in messages to the public and other key stakeholders; and maximise the selection and use of the most effective communication channels.

The number of personnel assigned to each workgroup will vary over time depending on the size and complexity of the recovery effort. If there is high demand it might be necessary to call on personnel from other councils (the North West Metro Region Emergency Management Collaboration), use staff provided by other agencies or use volunteers. The model supports a clear interface between council recovery activities and the community via Community Recovery Committees and other community groups. The structure also provides for the inclusion of representatives from partners and community stakeholders as appropriate.

Interaction with other tiers of government is likely to occur at several levels in the structure depending on the role of the external agencies. However, the MRM role provides a single point contact with coordinating agencies. The structures depicted in Figure 4 are intended to oversee all aspects of event recovery. Therefore, an effective event recovery leadership and coordination structure will need to be strongly connected with council and the MERO. This resource will be used to determine what management structure will be put in place and what personnel and positions will fill it during the planning for recovery phase.

3. ACTIVATION

3.1. Authority to activate the Recovery Plan

The MRM will assess the situation and determine the need to activate this plan and may consult with the control agency of the emergency and the MERC

3.2 Activation Criteria

The actual determination of the need to activate this plan rests with the in consultation with the Deputy MRM/MEMO and Municipal Emergency Management Planning Committee. The decision whether to authorise the activation of the Recovery Plan in part or full will depend upon the:

- extent and predicted duration of the impact; and
- whether or not those impacts can be managed in part or in full through normal council operations

The MRM shall convene a meeting of the Banyule Recovery Team (Banyule City Council staff) and/or the Municipal Recovery Planning Group (Banyule City Council and Recovery Agencies) as soon as is practical where the emergency is of a magnitude that requires their involvement.

The MRM may also, through the MERO, notify the Banyule Emergency Resource Team (BERT). BERT is made up of key personnel who represent each of the individual emergency management plans and key Service Units across the organisation.

The role of the BERT is to:

- Ensure that each stream of emergency management is adequately resourced to deliver legislated responsibilities.
- Assist in the allocation of Councils resources including the re-deployment of people across the organisation to those Service Units delivering critical services.

3.3 Imminent Threat Standby Protocol

Where an imminent threat has been identified, selected emergency recovery resources may be placed on stand-by for potential activation. The MRM, or acting Deputy MRM, is authorised to notify physical and human resources of possible activation.

Based on Banyule's historical experience with emergencies requiring an Emergency Relief or Recovery Centre, it is not common practice to deploy physical resources in advance on stand-by. However, human resources may be placed on alert. In some cases, Banyule City Council staff may be released from duty to ensure availability for potential shift-based response requirements.

Many external partners involved in emergency relief and recovery including emergency services and agencies maintain continuous 24/7 operational capability. These organisations will be notified as appropriate.

The MRM/MEMO is responsible for issuing early notifications of imminent threats. Following this, each organisation is responsible for determining and implementing its own stand-by arrangements based on:

- Available situational information
- Rapid impact assessments
- Situation reports
- Anticipated incident developments

Banyule City Council maintains Duty Officers to respond to after-hours requests. These staff are supported by on-call and overtime allowances. While the Council does not have dedicated after-hours emergency management structures for role holders, provisions within the Enterprise Bargaining Agreement (EBA), along with coordination with Managers, Coordinators, and Supervisors, enable the establishment of 24/7 staffing rosters when required.

Stand-by arrangements may also include notification of North West Metropolitan Region Collaboration councils. A Memorandum of Understanding (MoU) between the 14 NWMR councils outlines activation and notification processes. Additional support may also be accessed through the Municipal Association of Victoria (MAV) via the Resource Sharing Protocol.

3.4 Secondary Impact Assessment (SIA)

Relief and recovery decisions are made based on the assessment of available information provided by a number of sources. Up to date, accurate and relevant information is required to ensure that the best decisions are made as early as possible to ensure the best outcomes for the affected community. The situation needs to be constantly re-assessed as new information comes to hand.

The collection, processing and organising of up-to-date information relating to emergencies, on an ongoing basis, informs our decisions for which relief and/or recovery services will be required.

In the initial stages of an emergency, our information sources are limited. Basic information can be collected from:

- the Vic Emergency website (www.emergency.vic.gov.au)
- the Control Agency where contact has been established
- the Municipal Emergency Response Coordinator (MERC)

This will help predict anticipated community needs and inform decision making to establish an ERC and commence recovery planning activities.

Escalation and Intelligence Sharing

As the situation escalates, the Control Agency may establish an Incident Control Centre (ICC). Where this occurs, it is strongly recommended that the EMLO attends to support effective intelligence gathering and information sharing.

In the early stages, data collection is primarily verbal. Where time and capacity allow, the Control Agency may undertake a Rapid Impact Assessment (RIA). The RIA is designed to capture critical information regarding:

- The extent of damage
- Community disruption
- Infrastructure impacts

This assessment considers impacts across four key domains:

- Social (people)
- Economic
- Built environment
- Natural environment

However, reliance on RIA data should not delay response actions, as it is often not available until later in the incident.

Post Impact Assessment (PIA)

A more comprehensive analysis of impacts, including loss and damage to the community and individuals, is undertaken by Banyule City Council once the affected area is declared safe for entry by the Control Agency.

The PIA process may also be conducted collaboratively across the North West Metropolitan Region (NWMR) councils and supported by CrisisWorks.

3.5 Escalation Arrangements

Consistent with the *Emergency Management Manual Victoria (EMMV)*, emergency relief and recovery follow a tiered coordination approach, with escalation determined by Regional or State Recovery Coordinators and adjusted as events evolve.

If an emergency exceeds Banyule City Council's capacity, coordination may be escalated to the regional level, and for large or complex events, to the state level with potential Commonwealth support.

Escalation adds layers of coordination without removing existing responsibilities and also reflects the level of resources required to support effective recovery.

Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH)

	Tier 0	Tier 1	Tier 2	Tier 3	Tier 3+
Likely Incidence	Frequent	Occasional	Rare	Very Rare	Extremely Rare
Complexity	Low-Medium	Medium	Medium-High	High	Extreme
Consequence	Low-Medium	Medium	Medium-High	High	Extreme
Population Effects	No significant disruptions	Minor localised disruptions	Moderate short-term disruptions	Major medium-term disruptions	Most or all usual activity disrupted

Activation	Normal business procedures	MEMPs	Regional Plans	State Plans	State Plans (possible Commonwealth involvement)
Coordination	Local	Local	Regional	State	State
Coordination Point	None	Municipal Emergency Coordination Centre	Regional Emergency Coordination Centre	Health & Human Services State EM Centre	Health & Human Services State EM Centre
Illustrative Examples	House fire Car accident	Gas leak in a block of flats Fire in an aged care facility	Widespread hailstorm Significant bus crash	Major bushfire Prolonged food situation	Terrorist attack Significant earthquake

Figure1: Emergency relief and recovery coordination levels

Figure 1 above is a summary of the considerations that influence the tier designation of an emergency. The tier is designated by the Regional Recovery Coordinator (or delegate) or State Recovery Coordinator (or delegate) for Tier 2, 3 or 3+ and can shift over time as emergencies unfold. The tiers provide an indicative framework which will primarily be used by Health & Human Services Emergency Management for understanding the currently active level of coordination of emergency relief and recovery. The tiers may also be useful for relief and recovery agencies and organisations in planning, preparedness and service delivery.

3.6 Transition from Emergency Relief to Recovery

In most cases, operational plans for providing emergency relief activities will have been activated as soon as an emergency has or is expected to have an impact. Recovery should commence as soon as practical and after the threat to human life subsides. In many cases recovery commences alongside emergency relief activities.

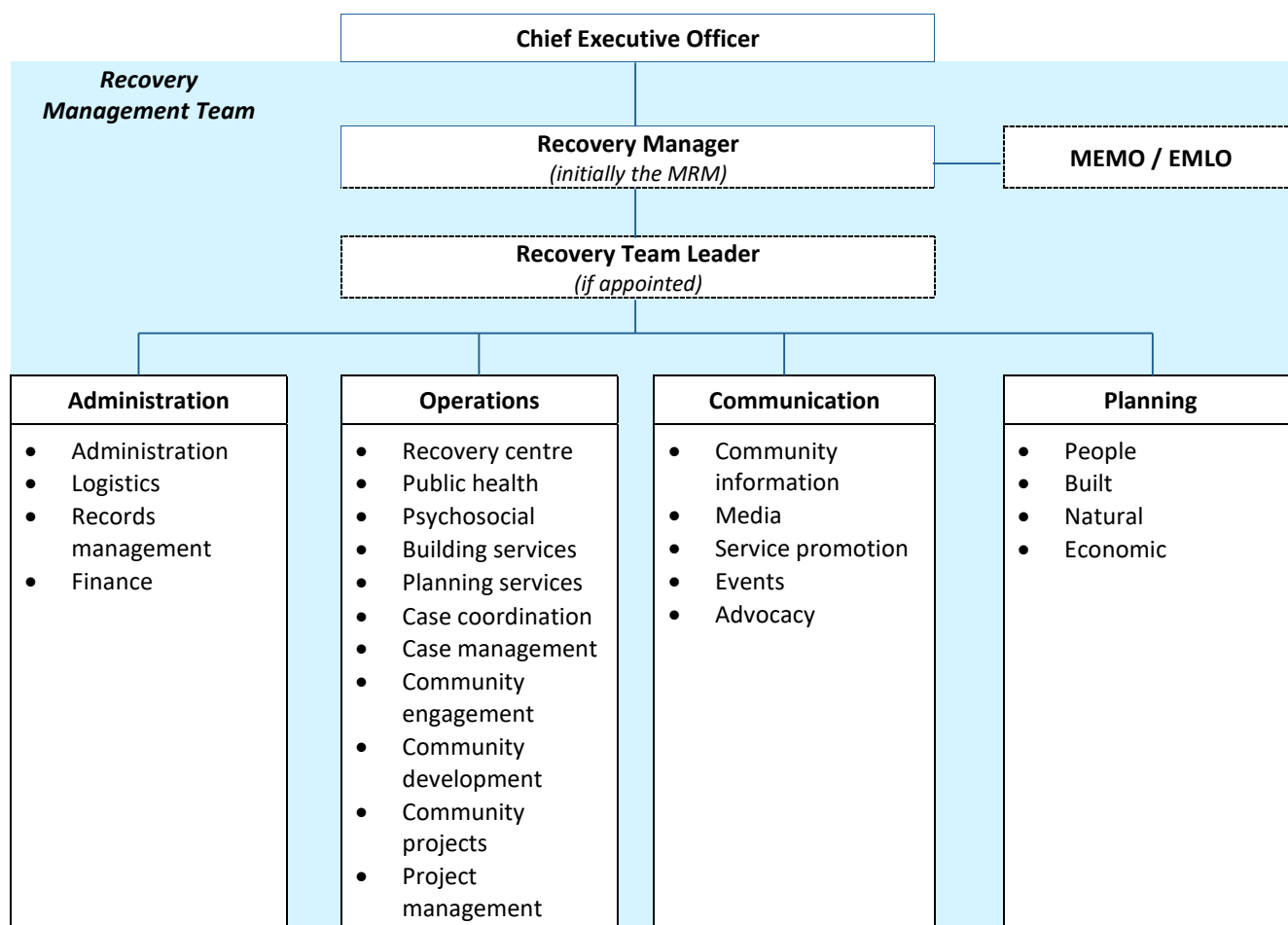
Recovery operational planning should commence as soon as possible after the impact of an emergency. The Incident Controller, Emergency Response Co-ordinator and the Recovery Manager should commence transition planning as soon as possible following the start of the emergency. The decision relating to the timing of the transition of overall co-ordination from response to recovery will be impacted by a number of key considerations. The Emergency Response Co-ordinator is responsible for advising all agencies involved in the emergency of the time at which response terminates. Following the conclusion of response activities, the effects of the emergency may continue, and recovery activities will often go on for some time.

For more information on the Transition from Emergency Response to Recovery, see section 3.5.6 of this plan.

4. ROLES AND RESPONSIBILITIES

4.1. Command Structure

The Municipal Recovery Manager (MRM) will establish a recovery team based on the scale, gravity and expected duration of the recovery period. The structure depicted below should be used as guide.



4.2 Role Statements

4.2.1 Municipal Recovery Manager (MRM)

The Municipal Recovery Manager (MRM) maintains overall responsibility to ensure that both immediate and long-term individual and community needs are met in the relief/recovery process. The establishment of the relief/recovery process on behalf of Banyule City Council requires:

- Assessing the impact of the emergency (i.e. type and scale of event)
- Identification of:
 - facilities and resources that are required, available and not exposed to threat from the emergency
 - internal and external relief and recovery stakeholders
 - community profile and possible needs
 - forward planning to address short-, medium- and long-term recovery

Specific MRM Responsibilities

The roles and responsibilities of the MRM in relief and recovery includes (but not limited to):

- Liaise with the MERO and Banyule Emergency Resource Team (BERT) to determine the best use of municipal resources, to enable the recovery by individuals or the community from the effects of an emergency.

- Liaise, consult and negotiate on behalf of the affected community with recovery agencies and the municipality.
- Liaise with the Department of Families, Fairness and Housing (DFFH) Recovery Manager.
- Collate and evaluate information gathered in the post impact assessment.
- Establish priorities for the restoration of community services and needs in conjunction with the Community Recovery Committee and the Municipal Recovery Planning Group.
- Undertake specific relief and recovery activities in consultation with the MERC, MERO and BERT. On request from the MERO activates municipal recovery team members.
- Brief municipal recovery team members from the 4 functional areas of relief and recovery as needed, re: emergency, allocate tasks, advise location of ERC to be opened and request the ERC to be established.
- Co-ordinate recovery response within the municipality during an emergency.
- Establish a Recovery Co-ordination Centre in an appropriate location or at the MECC, for the coordination of relief and recovery activities.
- Facilitate the establishment and operation of a Community Recovery Committee as required, ensuring the inclusion of all principal stakeholders.
- Ensure all queries/requests are recorded using approved paperwork.

For a more comprehensive list of responsibilities, refer to Appendix 4.1 - MRM Responsibilities Checklist.

Ongoing Requirements for MRM during Non-Emergency Periods

- Regularly update Sub Plan, including:
 - Operational Procedures;
 - Contact Lists;
 - Make sure all staff holding key response positions have most up to date version of plan.
- Facilitate the Municipal Recovery Planning Group. Maintain list of agreed roles and responsibilities of agency/community groups;
- Undertake periodical inspections of Emergency Relief/Recovery Centres with Emergency Relief Centre Co-ordinator;
- Determine what roles and responsibilities are to be delegated to specific operational procedures;
- Ensure that staff occupying relief/recovery positions are fully conversant with their roles and responsibilities and arrange needs based training where relevant;
- Test plan at least annually, review effectiveness of simulations and implement action to remedy issues identified.

4.2.2 Recovery Manager

Who:	Initially the MRM until a Recovery Manager is appointed
Reports to:	Chief Executive Officer
Authority:	Unless relieved or otherwise directed by the Chief Executive Officer, the absolute authority to manage the recovery and use all reasonable endeavours to aid the community recovery and in particular to: • commit appropriate personnel, equipment, finances and resources to the recovery; and • represent the Council's involvement with external entities
Responsibilities:	• Effective leadership and management of the Recovery Team in all aspects of performance, service and outcomes. • Represent Council on recovery matters and work with a range of government, community and organisational stakeholders to support community recovery. • Ensure community ownership of the recovery process and support the achievement of community driven initiatives.

- Establish, lead and resource the Community Recovery Committee and working groups to progress the desired outcomes of the Recovery process.
- Identifying opportunities for brokering strategic partnerships between Government departments, service agencies, the private sector and the community to align efforts for the development of effective and sustainable models of support for the affected community.
- Lead the establishment of the Community Services Information Centre and the integration of recovery support services operating from the Centre.

Initial Actions:

- Assume control of the overall recovery process and effort for the Council.
- Establish, clarify and assess the details of the situation with the MERC, MERO and DHHS.
- Review the current response and plan any immediate actions and allocate tasks, as required.
- Brief the Chief Executive Officer on the situation and advise on the need to activate the Recovery Team.
- Activate the Recovery Management Team and any support personnel required:
 - give brief details of event; and
 - advise location to convene
- Ensure your staff are briefed on your whereabouts, how to contact you, and what matters.
- Confirm attendance of all mobilised Recovery Management Team members and:
 - announce situation details as known; and
 - advise on how the Recovery Management Team will operate
- Establish operation of the Recovery Management Team area.
- Establish robust communications with other Agencies.
- Activate the Resource Sharing MoU with NWMR collaboration, as required.
- Establish and deploy teams to undertake Secondary Impact Assessment.

Ongoing Actions:

- Develop and implement the Recovery Plan ensuring input from key council staff and community agencies based on the
 - Post Impact Assessment; and
 - Community key priorities for the restoration of services
- Depending on the nature and scope of the emergency and in consultation with key response agencies and the Regional Recovery Manager, determine the need for sub-committees and sub-plan of the Recovery Plan to facilitate recovery.
- Liaise, consult and negotiate on behalf of the affected area with:
 - Recovery Agencies; and
 - Regional Recovery Management Committee or Department of Families, Fairness and Housing (DFFH).
- As soon as reasonably practical establish a Community Recovery Committee that meets on a regular basis to:
 - lead and monitor effective and efficient recovery activities;
 - identify any gaps that exist; and
 - provide effective solutions to those gaps
- Establish the Case Coordination and Case Management arrangements as required for:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with contracted service providers.
- Establish and develop Outreach programs as deemed appropriate and necessary.
- Manage donations and offers of assistance to best meet the needs of the affected community.

- Build relationships with government departments, and across, communities and organisations
- Liaise with regional recovery management committees and DHHS, as directed by the MRM.
- Chair community meetings and represent Council at community meetings, forums and working groups related to bushfire recovery, as required.
- Engage with DHHS and ensure Council involvement at Community Information Sessions.
- Oversee communication processes including community meetings, newsletters, press releases, bulletins etc.
- Establish supportive relationships with affected individuals and communities by listening to and acknowledging:
 - how individuals and communities have been impacted by the event;
 - what they identify as their needs; and
 - their ideas for how recovery can be facilitated and achieved.
- Facilitate and support community participation in the recovery process.
- Support the development and implementation of local solutions to the recovery.
- Continually assess the impact of the Council's involvement in the recovery and coordinate response actions to meet any changes in the situation.
- Prepare Recovery Reports and brief Council, CMT and staff on recovery progress.
- Work with Council's managers across the community, economic, natural and built environments to ensure a holistic Recovery Plan is developed and delivered.
- Establish effective Staff Rotation throughout the recovery period to avoid staff burnout

4.2.3 Recovery Management Team (Generalist)

Depending on the gravity and scale of the event the Recovery Management Team may be structured using generalist roles as outlined below, or should the situation require, escalate to a more structured and function specific approach as detailed in the pages that follow. The decision will be made by the Recovery Manager based on the circumstances at the time.

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to: Recovery Manager

Responsibilities:

- Assist with the establishment and operation of the Administrative, Communication, Planning and Operations functions and the effective integration of these functions into a comprehensive recovery to support the community.
- As directed by the Recovery Manager, assist with recovery matters and work with a range of government, community and organisational stakeholders to support community recovery.
- Assist in identifying community needs and resource requirements and making recommendations to appropriate agencies.
- Undertaking other specific recovery activities as determined by the circumstances.

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks

- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day to day functions and inform staff on how you can be contacted and on what matters.

**Ongoing
Actions:**

- Assist in the establishment of Teams to undertake initial Post Impact Assessment.
- Participate in the planning function as directed by the Recovery Manager to ensure that the following questions can be addressed:
 - What is the current situation?
 - What is the predicted situation for the next week, month and beyond?
 - What is the current Recovery Plan across the four environments – people, built, economic and natural?
 - If the current strategy needs modifying, what are the alternatives?
- Assist in the preparation of Recovery Reports.

4.2.4 Recovery Team Leader

It is envisaged that this role will not be activated except in exceptional circumstances. However, depending on the scale, gravity and duration of the event a Recovery Team Leader may be appointed to assist with the management of the operational aspects of the recovery and allow the Recovery Manager to provide greater focus on the strategic issues, key stakeholder and community relationships.

Who: Council personnel as directed or appointed.

Reports to: Recovery Manager

Responsibilities: As delegated by the Recovery Manager:

- Manage the Recovery Team in all aspects of performance, service and outcomes.
- Represent Council on recovery matters and work with a range of government, community and organisational stakeholders to support community recovery.
- Ensure community ownership of the recovery process and support the achievement of community driven initiatives.
- Establish, lead and resource the Community Recovery Committee and working groups to progress the desired outcomes of the Recovery process.
- Identifying opportunities for brokering strategic partnerships between Government departments, service agencies, the private sector and the community to align efforts for the development of innovative and sustainable models of support for the affected community.
- Lead the establishment of the Community Services Information Centre, which may be at the Community Recovery Centre and the integration of recovery support services operating from the Centre.
-

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks

- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

Ongoing Actions:

Undertake duties and tasks as directed by the Recovery Manager. It is envisaged that for the most part these will be all duties and tasks of an operational nature that are normally allocated to the Recovery Manager. These tasks may include the day-to-day management of the Recovery Team and the functional areas of Administration, Communication, Planning and Operations.

4.2.5 Recovery Communication Team

Who:

Selected personnel directed or appointed to the position will undertake this role

Reports to:

Recovery Manager or the Recovery Team Leader (if activated).

Responsibilities:

- To develop, implement and review communication strategies and activities that support the priorities of Council's Recovery Plan.
- To support key stakeholders including the Community Recovery Committee through recovery and rebuilding with communication strategies and activities that foster strong and resilient communities, minimise negative impacts and maximise rebuilding outcomes.
- To support and promote a positive image for the Council and its affected communities.

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

Ongoing Actions:

The range of ongoing actions required of the Communications Team may include:

Strategy

- Develop a recovery communication strategy consistent with the Recovery Communication section of this plan and implement associated communication plans and activities.
- Develop and maintain a consistent and effective brand to easily identify recovery information.
- Engage stakeholders and staff to develop and adopt a shared vision and shared responsibility for recovery communication activities.
- Develop a comprehensive database of all key stakeholders.
- Build relationships with local, state, national and specialised media to maximise positive media opportunities.

- Build internal and external relationships that foster a commitment to pro-active issues management and open, transparent, two-way communication and community engagement.
- Develop and implement targeted media strategies for key issues and activities of the recovery plan, Community Recovery Committee and community working groups.

Public communications

- Identify and address critical Recovery Communication needs to ensure affected residents, council staff and service providers are well-informed and well-supported.
- Prepare targeted communication plans to advocate for the needs of the Council's affected community.
- Represent Council's views and the views of the Community Recovery Committee at meetings.
- Create and maintain an effective web presence for recovery information.
- Prepare communication items such as media releases, community bulletins, advertisements, fact sheets, FAQs, speech notes and backgrounders.
- Coordinate emails, SMS alerts and website updates to communicate information to affected residents.

Internal communication

- Provide specialised and pro-active communication and issues management advice in consultation with the Manager Communications to the Recovery Manager, Mayor, CEO and Community Recovery Committee.
- Support the Recovery Team with regular media monitoring and reports.
- Pro-actively identify and support communication needs for any project rebuild team(s).
- Support internal communication initiatives with appropriate and timely written and web material.
- Provide advice to recovery staff to prepare high-level written and visual material.

Agency communication

- Liaise with other local and state government representatives and agencies to foster an integrated approach to inform and support the fire-affected community and other key stakeholders.
- Take a lead role in integrating the Council's recovery communication strategies and activities with other regional recovery communication initiatives.
- Facilitate the ongoing integration of information between the Council's Recovery Information Line, staff and other agencies.

Communication Tools

- Create templates to assist with the easy preparation and dissemination of recovery information across the organisation and for the Community Recovery Committee.
- Prepare other written, audio and visual material to support communication activities as required.
- Develop and maintain a recovery image library.

4.2.6 Recovery Planning Team

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to:	Recovery Manager or the Recovery Team Leader (if activated).
Responsibilities:	The Planning Team will work with a range of other community and organisational stakeholders to achieve broad community participation in the recovery planning process, be inclusive, ensure community ownership and support the achievement of community driven initiatives.
Initial Actions:	• Receive a briefing from the Recovery Manager, ensuring that you: ○ understand the nature and extent of the emergency; ○ are aware of any safety issues, the associated precautions and current counter measures; ○ understand the communications protocols and arrangements in place; and ○ undertake all allocated tasks • Plan and implement appropriate immediate actions as directed to by the Recovery Manager. • In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.
Ongoing Actions:	The range of actions that the Planning Team may be assigned will be many and varied, often highly situational and could involve any or all planning aspects related to the recognised environments outlined in Part 4 of the EMMV and the sections of this Plan: • People, Social, Health and Community • Economic • Natural • Built

4.2.7 Recovery Administration Team

Who:	Selected personnel directed or appointed to the position will undertake this role
Reports to:	Recovery Manager or the Recovery Team Leader (if activated).
Responsibilities:	The Administration Team will work with a range of other community and organisational stakeholders to support the Recovery Team who are active in achieving broad community participation in the recovery process and supporting the achievement of community driven initiatives. The Administration Team has general responsibility to: • Provide a high level of administrative support within the Recovery Team • Provide excellent customer service. • Achieve the required performance outputs within set timeframes. • Support the administration and office processes which contribute to the good governance of the recovery process.
Initial Actions:	• Receive a briefing from the Recovery Manager, ensuring that you: ○ understand the nature and extent of the emergency; ○ are aware of any safety issues, the associated precautions and current counter measures; ○ understand the communications protocols and arrangements in place; and ○ undertake all allocated tasks • Plan and implement appropriate immediate actions as directed to by the Recovery Manager.

- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

**Ongoing
Actions:**

The range of ongoing actions required of the Administration Team may include:

Administration

- Follow-up administration actions required after Council and/or Committee meetings.
- Assist to develop draft agendas and make arrangements for room bookings, catering, etc for all recovery meetings.
- Maintain various registers and databases to ensure they meet legislative and operational requirements.
- Assist in the production of various documents such as the Recovery Plan.
- Provide administration support to various special projects arising during the recovery process, i.e. building expo, community forums.
- Provide support to develop presentations to community and council.

Logistics

- Provide logistical support to the Recovery Team.
- Manage the receipt, authorisation and payment of invoices.
- As directed by the Recovery Manager, manage non-financial donations and offers of assistance to best meet the needs of the affected community.

Records Management

- Record all correspondence consistent with Council policies and implement effective action tracking and follow up procedures.
- Assist with the implementation of the Corporate Information Management program as it relates to the Recovery Team.

Finance

- Apply for reimbursement of reasonable costs from the State and Commonwealth governments see Finance in the Administration section.
- Monitor expenditure against budget and report to the Recovery Manager.
- As directed by the Recovery Manager, manage financial donations and ensure accurate records are kept.

4.2.8 Recovery Operations Team

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to: Recovery Manager or the Recovery Team Leader (if activated).

Responsibilities: The Operations Team will work with a range of other community and organisational stakeholders to achieve broad community participation in the recovery process, be inclusive, ensure community ownership and support the achievement of community driven initiatives.

The range of responsibilities that the Operations Team may be assigned will be many and varied, often highly situational and could involve any or all operational aspects related to:

- Recovery Centre
- Public Health

- Psychosocial
- Building Services
- Planning Services
- Case Coordination
- Case Management
- Community Engagement
- Community Development
- Community Projects
- Project Management

- Initial Actions:**
- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
 - Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
 - In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

- Ongoing Actions:**
- The Operations Team approach will be to operate at community and individual levels to:
- Establish supportive relationships with the affected individuals and communities by listening to and acknowledging:
 - how individuals and communities have been impacted by the event;
 - what they identify as their needs; and
 - their ideas for how recovery can be facilitated and achieved
 - Facilitate and support community participation in planning the rebuilding of community, including built environment and social connectivity.
 - Facilitate rapid deployment of Council public health, building and planning services to support the community.
 - Implement the Case Coordination and Case Management arrangements as required for:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with contracted service providers.
 - Provide support to community projects and initiatives including memorial projects and funded health and wellbeing projects.
 - Be Council's representative on key projects arising from the Recovery Plan, to ensure an inclusive community development approach.
 - Support the development and implementation of local solutions to recovery.
 - Liaise with local and regional support agencies to ensure community-based service delivery.
 - Facilitate the involvement of diverse groups and individuals in the recovery process.
 - Build relationships within, and across, communities and organisations.
 - Build on local strengths and assets.

4.2.9 Municipal Recovery Planning Group

The Municipal Recovery Planning Group is made up of representatives from recovery services agencies and organisations. This group is responsible for more strategic recovery activities following an incident but also convenes annually to ensure that the Recovery Plan is relevant and adequate considering the municipalities

CERM and any new or emerging recovery information from agencies or industry. The Municipal Recovery Planning Group plans for and implements recovery activities.

- Terms of Reference:**
- Convened and resourced by Council
 - Agencies and organisations will be invited to attend, and Council will take responsibility for membership of relevant agencies
 - The Municipal Recovery Planning Group shall focus on the planning and preparation of relief and recovery services covered in this MEMP and the Municipal Emergency Relief & Recovery Sub-Plan
- Membership:** The membership of the reference group could include but be not limited to representatives of:
- Banyule City Council
 - Department of Families, Fairness and Housing (DFFH)
 - Australian Red Cross
 - Salvation Army
 - Victorian Council of Churches
 - Austin Health
 - Berry Street
 - BANSIC – Banyule Support & Community Resource Centre
 - Banyule Community Health Centre
 - Case Management Service organisation appointed
- Function:**
- Planning and preparation of relief and recovery services as covered in this Plan.
 - Monitor the overall progress of the recovery process in the affected community.
 - Obtain reports from the Community Recovery Committee (CRC).
 - Identify community needs and resource requirements and make recommendations to the Community Recovery Committee (CRC).
 - Undertake specific recovery activities as determined by the circumstances and the Community Recovery Committee (CRC).

4.2.10 Community Recovery Committee

Depending on the gravity and scale of the event the Recovery Management Team may be structured using generalist roles as outlined below, or should the situation require, escalate to a more structured and function specific approach as detailed in the pages that follow. The decision will be made by the Recovery Manager based on the circumstances at the time.

- Guiding Principles:**
- The primary method of ensuring and fostering community management of recovery after an event is through the use of Community Recovery Committees.
- Council has a responsibility to resource the establishment of a Community Recovery Committee. Existing local community representative committees should be considered in the process and conversely such recovery committees can transition into more mainstream committees, when appropriate.
- Additional processes should be considered to enable the requirements of specific needs groups (vulnerable, disadvantaged, children, youth, women, men and bereaved) to be understood.
- Key Actions:**
- Where the impact of an event is sufficiently significant, the Recovery Manager and Regional Recovery Coordinator (Department of Families, Fairness and Housing (DFFH))

have a responsibility to ensure the establishment of Community Recovery Committees as soon as possible after the emergency.

The Recovery Manager should prepare a Charter for the Community Recovery Committee to convene under the auspices of the Council.

A Community Recovery Committee – Draft Charter is provided in the Forms and Templates section of this plan. It can be modified to suit the circumstances of the emergency. Each CRC provides a single point of contact for the local community.

Where the magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees (CRC's) may be established within the affected area. Each established CRC reports to the Municipal Recovery Planning Group and informs recovery planning and prioritising of recovery activities.

The composition of the CRC should be mostly community members, community groups and /or community leaders. It is important to ensure that the community feels empowered to make choices and decisions for their recovery. This is also important in improving community resilience and ability to cope with their 'new normal'.

The CRC should consider and represent all aspects of the four key functional areas (elements). Refer to Section 1.1.2 of this plan for more detail. The CRC should also be responsive to the community profile and include community representatives and leaders from all groups including CALD, young people etc.

The CRC should meet as frequently as required following an emergency and shall be established for the duration of recovery. The CRC may provide periodical reports to the Municipal Recovery Planning Group to guide more strategic recovery activities.

Terms of Reference:

- Event focussed for the life of the recovery phase
- Dependent on the needs of the community and could be short or long term
- Convened and resourced by Council
- Relevant groups must participate willingly
- Council will activate and deactivate the Committee as required in consultation with the community.

Membership:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

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

- Community Groups/Leaders
- Affected persons
- Municipal Recovery Manager or delegate
- Councillor

- Community Development Worker with knowledge of the four key functional areas (elements) of recovery planning.

Function:

- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to the Municipal Recovery Planning Group or appropriate recovery agencies, municipal councils and the State's recovery management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils.
- Liaise with the Department of Families, Fairness and Housing (DFFH) as Co-ordinator through the designated Department of Families, Fairness and Housing (DFFH) Regional Director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the Committee.
- Inform the overall planning and prioritising of recovery activities.
- All four key functional areas (elements) of recovery planning considered and prioritised.

Implementation:

- The MRM or a person delegated by him/her is to initiate recovery activities as documented in this section of the Plan as soon as possible after an emergency occurs, as directed by the MERO
- The MRM shall convene a meeting of the Municipal Recovery Planning Group as soon as is practical where the emergency is of a magnitude to require co-ordinated community input.
- A range of recovery activities may be required during and after an emergency.

5. MUNICIPAL RECOVERY

5.1 Recovery Operations

Recovery from emergencies is a developmental process of assisting individuals, families, neighbourhoods and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

Recovery activities should acknowledge the inherent resilient capabilities of individuals, households, neighbourhoods and communities affected by emergencies. Resilience is also promoted through programs that encourage, create and develop resources and connections that can be drawn on in times of crisis.

It is important to ensure that the recovery process is coordinated from the very start. There are five primary phases or steps in emergency recovery operations that are related to a time continuum. The recovery services required in each phase will vary in type or activity. The phases are:

- during the incident (usually the response phase)
- immediately after the incident (1 – 7 days)
- short term (weeks 2 – 4)
- medium term (months 2 – 3)
- long term (month 4 onwards, up to 18 months, or even 3 years – depending on the impact of the incident)

The following phases outline the recovery services that may be required during those timelines.

5.1.1 Flow Chart of Key Recovery Actions

Appendix 1 is a flowchart of key actions, which will need to be taken throughout the recovery process. These actions are by no means exhaustive and depending on the nature and location of the emergency and the affected community, a range of other actions may also need to be taken.

5.1.2 During the Incident

- Obtain reports of losses to assess community needs, collected through the MECC.
- Prepare the loss assessment team/s to enter impacted area when emergency is under control and it is safe to do so.
- Respond to reported loss from the MECC, which may include:
 - Provision of emergency grants, temporary accommodation, material aid and personal support (confirm first that the processes for these service provisions are in place).
 - Activation of Emergency Relief Centres (MERC, MERO and MRM make the decisions on which centres and when).
 - Implementation of communication strategy (community meetings, media releases, fact sheets).

5.1.3 Immediately After the Incident

- Impact needs assessment:
 - Continued from initial phase.
 - Conduct the loss and damage assessment (visits to properties) and collate the gathered information for needs assessment and planning purposes.
- If necessary, begin to plan for an Outreach Program in consultation with relevant service coordinators.
- Convene the Recovery Planning Team to conduct a needs assessment.
- Confirm required recovery services and identify the agencies/service providers that need to be involved.
- Determine whether a Community Recovery Committee will need to be established. If so, commence planning for its establishment.
- Is the capacity of some service providers exceeded? If so, then activate Regional Recovery escalation process. (confirm the regional recovery arrangements cover this)
- Long-term planning and resourcing for the Recovery Management Team

5.1.4 Short Term (weeks 2 - 4)

Social Recovery	• Initiate Case Co-ordination and Case Management processes for affected citizens (in accordance with DHHS guidelines) and ensure they have access to personal support, accommodation and material aid. • Implement an Outreach Program to gather information on how the community is travelling (ideally, this should be conducted in the 2 – 6 weeks period after the event)
Financial Assistance	• A number of organizations will be able to provide emergency grants. Ascertain which agencies will be providing emergency grants to citizens who have lost their homes or have been displaced. It is in the best interests of the affected citizens that this is coordinated, and a list of providers should be developed. • DHHS should commence processing Personal Hardship Assistance Program (PHAP) applications where residents have been directly affected by an emergency and providing for shelter, food, clothing, personal items or specific transport (i.e., to leave an affected area) has caused (or would likely cause) hardship for the affected individual or household and these needs cannot be met through the households. Own resources or as part of other relief arrangements. The emergency component of PHAP is only available for the first seven (7) days of an emergency. • Appeals and Donations – offers of various kinds will probably begin to come forth. Confirm that there is a designated aspiring/coordinating agency/person to coordinate offers of money, materials and volunteered labour. Determine how this is to be coordinated and managed.
Communication	• Conduct community meetings (as part of response and recovery) • If required, open a Recovery Centre to coordinate information flow (both ways) to the community. • Employ a Media Liaison Officer to coordinate information flow to the media. • Activate mechanisms to inform community of the situation: ○ Council social media messaging ○ Incident-specific Council newsletters and mail outs ○ Local newspapers and TV ○ Plenty Valley FM radio ○ ABC radio (other radio as well) ○ Council meetings ○ Community meetings
Community Recovery Committee	If a Community Recovery Committee is required to manage the recovery process, determine: • what the Terms of Reference are (sample format available from DHHS); • who the most suitable Chairperson would be; • what the membership is: Recovery Service Coordinators, local community leaders, Municipal Recovery Manager, LG councillor representative, DHHS, Rural Finance, DIIRD/RDV, DVC, DPI, local counselling agency representative, local business/farming organizations and other appropriate organizations and affected individuals; • how often it should meet; • the reporting process; and • it's authority

Municipal Recovery Planning Group	• Call the first meeting of the Community Recovery Committee and activate sub-environments (social, economic, built and natural). • Identify resources required to meet the needs of the recovery process. • Develop appropriate recovery plans. • Plan for the employment of a Community Development Officer (CDO) and Business Recovery Manager (BRM) if required.
Maintaining Business Continuity	• Depending on the size of the emergency, many council staff may need to be fully (or partially) devoted to the recovery effort. Confirm that the provisions have been made to backfill the Recovery Manager (and others as required) for periods of up to 6 months, (e.g. Support from other LGA's). • Failure to make provision for this contingency may lead to staff exhaustion and loss of service delivery, potentially prolonging the impact of the incident
Support from Government	• Liaise with regional DHHS to facilitate support. • Requests for resources could include funds for a CDO, discretionary purposes and rebuilding infrastructure. • Provide the timeframe in which assistance is required.
Regional Recovery Committee	• If the recovery effort is broader than a single LGA, a Regional Recovery Committee will be activated to coordinate regional resources. If that is the case, then: ○ Ensure suitable representation on Regional Recovery Committee (normally CEO or senior council representative as well as MRM). It is essential to nominate a senior council representative to ensure appropriate authority and decisions making power. ○ In conjunction with DHHS and other recovery agencies, develop funding submissions and recovery strategies for government/ministerial taskforces through the Regional Recovery Committee. • Debrief & Reporting (after week 1) ○ Capture learning and assess how recovery services and staff are managing. • Conduct appropriate local recovery debriefs and attend regional debriefs

5.1.5 Medium Term (months 2 - 3)

Many of the actions initiated in the earlier phases will continue into the medium term and include:

Social Recovery	• Continued case management of affected citizens • Action outcomes of outreach program • Distribute milestones fact sheets • Appointment of CDO/BRM and development of an action plan • Implementation of CDO/BRM action plans • Commence community social events • Temporary accommodation if required • Implement recovery plan and seek government funding support
Financial Assistance	• Emergency grants are finalized • Hardship grants still being processed, but finalized in this period • DHHS PHAP emergency assistance is only available for first 7 days of an emergency. Applications for re-establishment assistance can be accepted from eligible applicants for up to 180 days of qualifying emergency

Recovery Task Forces	• Meet as required and report to Recovery Committee • Implement Recovery Plans
Community Recovery Committee	• Meet as required to develop appropriate action plans and recovery strategies • Coordinate recovery process • Manage CDO/BRM activities
Communication	• Communication strategy expanding (regular media releases and newsletters) • Assess whether the Recovery Centre still needs to be operating • Conduct community awareness workshops
Debrief and Reporting	(After week six) • Capture learning and assess how recovery services and staff are managing • Reposition strategy/agencies and seek extra resources if required

5.1.6 Long Term (month 4 and onwards to withdrawal)

Recovery activities in this period reach their conclusion at different points of time. The aim of the Community Recovery Committee is to assist the community to recover to a position equal to, or better than before the emergency. Community needs will be ultimately brought under the umbrella of community service providers as they were prior to the emergency.

Actions	The following actions need to be considered and applied according to need: • Case management of affected citizens (NB:20% of affected people are likely to become long- term/ongoing recipients of counselling or other community services) • MRM to continue with long-term emergency management planning • Task forces will normally complete their recovery action plan and wind up as required • Completion of CDO/BRM action plan/s (community engagement) • Exit Strategy • Ensure community-based exit strategy is planned for and that the community has been part of the consultation process. • Develop briefing and budget for council consideration for longer term recovery actions • Debriefs and Reports - o Maintain regular MRM and CDO/BRM debriefs to monitor staff welfare and to ensure that the recovery process is on track - o Conduct a final debrief with all agencies at the conclusion of the recovery process - o Maintain a reporting program through the recovery process and prepare a final report. All learning must be documented.
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5.2 Recovery Environments

Effective emergency recovery should be responsive to the community and the impact of the emergency. Hence, it is not possible to provide a prescriptive series of potential emergency recovery services or activities. Rather, this section of the Plan presents a framework to consider when planning and implementing emergency recovery programs. The development of the Recovery Plan should address the four recovery environments:

- people, social, health and community environment
- economic environment

- natural environment, and
- built environment

To effectively address these four recovery environments, cooperation is required between the community and all levels of government, non-government organisations, community agencies and the private sector. Recovery initiatives may address specific elements of one recovery environment or may work across multiple environments. As process of community recovery and the recovery of individuals support each other, assistance should be based around three key elements:

- **individualised support** for people and families – information, support, access to generic services and facilitating provision of specialist services
- **focus on communities** – support for existing community agencies to identify and respond to the needs of their members in ways that promote recovery and social cohesion, and
- **vulnerable groups** – strengthen the networks of vulnerable persons and groups and ensure they are linked to the most appropriate support services – through local activities, care providers and support groups to ensure they will be supported and remain connected with their local community.

Each of these environments are discussed in in the EMMV Part 4 – State Emergency Recovery Arrangements and reference should be made to that document to obtain the most recent advice when preparing a Recovery Plan.

The Recovery Plan should be developed using the Community Recovery Plan Templates provided in the Forms and Templates section of this Plan.

5.2.1 People, Social, Health and Community Environment

Refers to the impacts on the health and wellbeing of individuals and the community resilience. This functional area includes temporary accommodation, material assistance, financial assistance, personal support, health and medical services and community development.

The people social, health and community environment refers to the impact that an emergency may have on the health and wellbeing of individuals, families, neighbourhoods, and the community fabric and includes the main elements of:

- safety and wellbeing;
- health and medical;
- psychosocial support;
- targeted programs for children, youth, men and women;
- individualised support programs; and
- community support programs

5.2.2 Economic Environment

Refers to the economic impact that an emergency may have on individuals and communities in an affected geographical area. The economic impact of an emergency is often hidden and may require detailed assessment to ascertain immediate and long term needs to ensure that economic wellbeing is re-established and that financial hardships for the affected community are ameliorated.

Economic recovery can operate at a number of levels, ranging from:

- microeconomic that address the needs of individuals and households;
- enterprise-level activities which assist businesses; and
- macroeconomic where the consequences of the economic impact of the emergency on the broader economy are monitored and addressed by both government and the private sector.

Economic recovery activities should:

- be designed to support the re-establishment of economic wellbeing and help to alleviate financial hardships in the affected community;

- facilitate effective utilisation of existing economic development and financial assistance programs and opportunities; and
- directly intervene in local economies where there is a clear likelihood of market failure and preventable hardship

Early consideration of the economic consequences of an event is critical for the economic recovery of a community. The investment, development and promotion of local employment opportunities, local tourism and support of locally affected business are all areas that need to be included in emergency recovery activities. Economic initiatives may include incorporating the use of other pre-existing strategies such as employment programs and encouraging private sector investment in retraining and redevelopment activities to assist the recovery process.

The economic environment elements may include, but are not limited to:

- employment;
- industry and primary producers;
- commercial operations (including home-operators and small business); and
- tourism and hospitality, and government

5.2.3 Natural Environment

Refers to the environmental impacts that an emergency may have on a geographical area. These impacts may include air and/or water quality, land degradation and contamination of public lands.

Emergencies can have serious effects on the natural environment which can cause community hardship. These effects can have multiple consequences which can be considered across the three themes of:

- society;
- commerce; and
- biodiversity and ecosystems

These effects include, but are not limited to impacts on:

- air quality;
- water quality and quantity (including catchment management);
- land degradation and contamination;
- agriculture;
- nature-based tourism;
- cultural heritage;
- flora and fauna; and
- terrestrial and freshwater habitats (including public/crown lands and National Parks)

5.2.4 Built Environment

Refers to the impact that an emergency may have on physical infrastructure and the need to ensure assets of the community damaged or destroyed are re-established or replaced as soon as possible following an emergency. These impacts may include electricity, gas, water, telecommunications, roads, transport and other essential services (schools, hospitals, banking, shops etc).

Infrastructure assists individuals and communities in the management of their daily lives and underpins the ability of private and public community services to function. It may also form an important part of community identity. For example, some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.

Built environment impacts include, but are not limited to:

- essential utilities and services;
- water, electricity, gas, telecommunications, roads and transport;
- residential buildings;

- water and wastewater management;
- waste and pollution management;
- fencing; and
- community and public buildings and assets

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities. In rebuilding infrastructure, responsible agencies should:

- understand the community's restoration priorities;
- keep the community informed of recovery progress; and
- wherever possible, build back better

5.3 Recovery Communications

Engaging with Community

The principles detailed below may be utilised during all stages of emergency management, however they are particularly relevant when planning and undertaking emergency relief and recovery activities. Effective community engagement and communication are important to help ensure emergency relief and recovery activities are responsive to community needs. This local commitment to community engagement is consistent with the State Emergency Relief and Recovery Plan, Part 4 of the Emergency Management Manual Victoria (EMMV).

Community engagement is:

- The communication, measures and processes used to engage or interact with communities;
- Where the view and input from communities are used; and
- To solve problems or make informed decisions relevant to the community.

The type of community engagement employed is influenced by the nature of the emergency, the outcome sought, and the degree of community input into decision-making required. Depending on these factors one or more of the following types of engagement may be employed at any point in time:

- **Inform** – providing balanced and objective information;
- **Consult** – seeking community feedback on proposed solutions, alternatives and decisions;
- **Involve** – working directly with the community to understand concerns and generate aspirations and ideas;
- **Collaborate** – a partnership with the community on each stage of a project;
- **Empower** – where all or part of the decision is implemented by the community,
- **Celebrate** – an acknowledgement of achievements of a milestone on the road to recovery.

Best practice community engagement is underpinned by a set of principles which the Banyule Recovery Team will endeavour to implement. The principles are:

- **Inclusiveness** – encourage people to participate and seek to connect with those who are hardest to reach;
- **Commitment** – should be genuine and undertaken as early as possible
- **Building relationships with mutual respect** – development of trust through personal contact and keeping promises is a priority;
- **Integrity** – the integrity of government and the democratic processes of government are maintained;
- **Transparency and accountability** – undertake engagement in a transparent and flexible manner;
- **Feedback and evaluation** – inform participants of how their input contributed to decision making.

5.3.1 Communicating with the Community

Communications refers to the practice of sending, gathering, management and evaluating information. This can occur before, during and after emergencies. Effective communications are essential to successful emergency relief and recovery and should be coordinated across relevant agencies. The information provided must be accessible during all stages of an emergency. Consideration should be given to ensuring information is accessible

by all in the community. More detailed information is available in the Communications and Media Liaison Sub-Plan.

People affected or concerned by an emergency have basic informational needs to assist in their recovery, they can include:

- What is happening? What is about to happen? What just happened?
- What, if any, physical dangers still exist?
- What support is available?
- What do they need to do to qualify for support?
- What can they do if they have questions, concerns or complaints?
- What can they do to help?

Good communication should ensure the general rules are followed. The following should be considered and applied:

- **Is it relevant?** People affected by emergencies are often overwhelmed by huge amounts of information. Ask the question, is this piece of information needed at this time?
- **It is clear?** After a disaster, people often have trouble remembering or understanding information. Ask the question, is simple, concise language being used and is the message logical?
- **It is targeted?** The method of communication should fit the audience. Ask the question, will this information make sense to those receiving it?

Best practice community communication is underpinned by a set of principles which the Banyule Recovery Team will endeavour to implement. The principles are:

- Public information, not public relations;
- The right to know;
- Respect people;
- Acknowledge the impact;
- Build on local assets – ‘asset-based community development’;
- Repeat information;
- Remember the ‘unaffected’;
- No spin;
- Communicating with people with additional needs.

5.3.2 Community Development

Often multiple community development activities will be taking place in an affected community. A community development program focuses on engaging with communities to develop and deliver shared community activities. Key tasks include:

- Extensive networking with communities;
- Undertaking comprehensive meeting and communication activities to develop responses; and
- Focus on re-strengthening the community through organising tailored events and groups.
- Incorporating the four key functional areas (elements) of recovery in all tasks. See section 1.1.2 of this plan for more detail.

Early assessment should be made of any need for, and likely benefit of, a community development service, and should focus on when the community is ready to engage in community development activities. Community development may be required when:

- The emergency has a demonstrated impact upon community networks;
- An affected area is experiencing or is likely to experience socio-economic disadvantage as a result of the emergency, and/or
- The emergency has created a high degree of stress/distress within the community that will impact upon its health and wellbeing.

Community Development activities will be facilitated by Banyule City Council when required and will be implemented with a whole of Council approach, in line with Council's vision and the objectives. Funding will be sought from the State Government for this activity.

5.4 Administration

5.4.1 Policies, Practices and Procedures

Guiding Principles

The administrative arrangements within the Recovery Team must comply with established Council policies, practices and procedures. In particular:

- Council employees, contractors, volunteers and committee members must comply with the Code of Conduct for Council Staff and Others.
- Council employees, contractors, volunteers and committee members should demonstrate and encourage ethical, professional and safe behaviour.
- Council employees must operate within financial delegations.
- Offers of a gift or other benefit must be dealt with in accordance with Council's Gift Policy.
- Council employees, contractors, volunteers and committee members should understand the importance of protecting personal information from unauthorised disclosure and carry out their obligations under information privacy legislation and Council's Information Privacy Policy and Guidelines when collecting, using and protecting personal information.
- The activities of the Recovery Team and Community Recovery Committee will be subject to the Internal Audit processes of Council.

Key Actions

The Recovery Manager is to remind all employees, and advise all contractors, volunteers and committee members of the need to comply with Council's policies, practices and procedures, especially those listed above.

5.4.2 Financial Arrangements

General

The financial arrangements provided by State and Commonwealth may vary over time or be adjusted based on circumstances contact: DTF for advice on the current arrangements and will provide a more detailed guide to the financial assistance available.

Council

In general, Council is expected to use its resources for emergency operations within the Council. Council resources are those used to perform municipal functions, even if the resources are privately owned (contracted to Council). Generally, Council is expected to provide Council resources without charge. However, some resources may be subject to limits and/or constraints, (use of some equipment may be limited to a timeframe due to the expense of operation). Such limits and/or constraints should be reasonable and commensurate with Council's capacity to provide such resources.

State Government

Victorian State Government financial assistance for municipal emergency expenditure by Local Councils is only available for 'Natural Disasters' as defined under the Commonwealth Government's Disaster Recovery Funding Arrangements 2018 (NDRFA). <https://www.disasterassist.gov.au/Pages/related-links/disaster-recovery-funding-arrangements-2018.aspx>

The NDRFA applies to any one of or a combination of the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado. These arrangements do not apply to disasters where poor environmental planning, commercial development, personal intervention (other than arson) or accidents are significant contributing factors to the event.

Ordinary standard time that would have been incurred by employees in the ordinary course of business cannot be claimed by councils. This is consistent with the terms in the NDRA. Councils may claim any extraordinary salaries, wages or other expenditure which would not have been incurred had the emergency not occurred.

Extraordinary expenditure incurred, may qualify for reimbursement by the Department of Treasury and Finance (DTF). In general, employment costs for temporary staff in the office, contractors or costs of staff seconded from other councils borne by the council can also be included where employees have been deployed to assist with the Council response to the emergency (i.e. backfilling). Councils can also claim overtime undertaken by their staff when assisting Council efforts during an emergency. Some reimbursement is available.

Commonwealth Government

The Commonwealth Government may make natural disaster relief payments to municipal councils affected by natural disasters to reimburse councils for approved costs not reimbursed by DTF.

5.5 Standard Operating Procedures

These standard operating procedures are work instructions for Council facilitated or delivered services. This section provides information for council to be used by council.

5.5.1 Communications and Media Liaison

Guiding Principles

Whilst the primary responsibility for issuing information and warning lies with the incident controller, Council has an obligation, and there is a community expectation, that council will provide direction, advice and instructions to its local community. During the response phase of an emergency, most of councils messaging will be duplicating and supporting the control agencies messaging. As the emergency transitions through relief and into recovery, the responsibility for information transfers to council as the coordinator of relief and recovery at the local level.

Relief and Recovery information may be supported by the region dependant on the impact area of the emergency. Recovery information is also available via the Vic emergency app or website: emergency.vic.gov.au

Communications in recovery should go beyond merely sending information to actually form a dialogue with the community. Recovery communications require care and sensitivity and can often be impeded by significant physical, logistical and psychosocial limitations.

Councils Media and Communications service unit have a separate sub-plan to the Banyule MEMP which details the approach to emergency communications. The objectives of the Media and Communications Sub-Plan are:

- To establish community awareness programs for the prevention and preparedness of an emergency situation.
- To establish procedures for the provision of authorised information and warnings to the community during an emergency.
- To continue the flow of communication to the community during the recovery phase.

Principles for Recovery Communications

- Public information, not public relations
- Build on local assets – asset-based community development
- Respect people
- The right to know
- Acknowledge the impact
- Ask the community how they want to receive information
- Repeat information

- Remember the ‘unaffected’
- No spin
- For more information refer to the Communicating in Recovery handbook produced by the Australian Red Cross.

Key Actions

Successful recovery is built on effective communication. Recovery should:

- Recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media channels
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals
- Repeat key recovery messages because information is more likely to reach community members when they are receptive.

Recovery Manager will:

- Ensure the community receives timely and accurate information on issues that impact them.
- Disseminate information in multiple formats available from multiple sources, i.e., written, verbal, website, radio announcements, newspaper articles etc.
- Arrange for messaging to be received by all our community and provide for any special needs including disability and language, i.e., does the information need to be translated or explained to our community members who may not read English or who may not be able to cognitively process the content.

5.5.2 Community Sessions

Guiding Principles

Community engagement, information Community briefings or meetings should be conducted by response agencies in the preparedness and response phases of an emergency as part of their role in keeping communities aware of the emergency situation before, during and after emergency events. Local and regional recovery management personnel should form part of the briefing teams.

Community information sessions should be held as soon as practicable after an emergency event has occurred. The development of these sessions is a first practical step in the process of ensuring an affected community is actively involved in the emergency recovery management process and can also be used to support the development of Community Recovery Committees.

In the event of a major incident, community information (including community briefings and meetings) will be led jointly by Council and Department of Families, Fairness and Housing (DFFH).

The role of community briefings in the emergency recovery context is to provide:

- clarification of the emergency event (control agency);
- advice on services available (recovery agencies);
- input into the development of management strategies (municipal council), and
- advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers)

Key Actions

- liaise with DHHS and agree on location(s) and timing(s) for the Community Information Session(s), as required;
- communicate the agreed location and times to the affected community;

- prepare the venues; and
- in conjunction with DHHS establish an agenda

5.5.3 Damage and Needs Assessment

Guiding Principles	It is important to assess the impact of each event to determine what services should be made available. The delivery of recovery services will be undertaken by agencies nominated in the Municipal Emergency Management Plan or the Services and Support section of this plan. The Council has responsibility for the coordination of recovery activities within the municipal boundaries and Department of Families, Fairness and Housing (DFFH) coordinates larger scale events.
Key Actions	The following activities may be undertaken to coordinate the provision of recovery services during and/or after an emergency: • Coordination of local resource provision through the Recovery Manager; • Provision and staffing of recovery/information centre(s); • Post-impact assessment (gathering and processing of information); • Survey and determination regarding fitness for occupancy of damaged buildings; • Environmental health management (food, water, sanitation, vector control); • Monitoring the progress of recovery; • Provision of information to recovery agencies and government; • Representation of the interests of the affected community; • Establishing and supporting Community Recovery Committees; • Establishing case management service; • Supervision and inspection of rebuilding/redevelopment; • Provision and management of community development services; • Provision and/or coordination of volunteer helpers; and • Ensuring the coordination of material aid and donations.
Recovery Manager will:	The Recovery Manager in conjunction with the Recovery Team will coordinate the services and programs required to implement Clean Up and Repair activities following the cessation of the Response stage. Development of arrangements requiring the utilisation of resources to support this activity will be developed in conjunction with the MERC and MERO prior to the declaration of stand down for the Response phase.

5.5.4 Post Impact Assessment – Household

Guiding Principles	A post-impact assessment (PIA) is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency. The PIA report should identify premises that have been destroyed, or affected by major or minor damage, and indicate the accessibility situation. The Emergency Management Group may co-opt persons within the community with appropriate expertise to assist with the above tasks. To avoid over servicing this function will be conducted on a team basis. In this way, details can be gathered regarding losses and needs, while at the same time providing support and services
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to affected persons. Sharing of information between agencies is another means of facilitating this process.

Should the emergency extend beyond the boundaries of the Council the post-impact assessment may be merged with that of the other affected municipality(s).

Key Actions

The Council will as early as practicably perform the following tasks:

- Survey the extent of damage, indicating evaluation of financial and material aid needed;
- Determine the number, location and circumstances of the affected people;
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions;
- Determine the extent of damage to essential services;
- Inspect damaged buildings to assess level of safety for the approved use of those buildings; and
- Establish visitation/outreach programs (Council of Churches/Volunteers/Red Cross)

To assist this process the Council will utilise the Post Impact Assessment forms developed by the Department of Families, Fairness and Housing (DFFH).

Once initial rapid loss/damage information has been collected by the Incident Management Team an Outreach Program is required to qualify impacts to principal place of residence (including farms), non-principal places of residences, caravans/temporary accommodation facilities, community facilities and business premises.

An outreach team may be multi-agency and co-ordinated by the Council. This should generally commence once access to affected areas is available and be concluded within a week of the incident to enable the prioritisation of recovery services/resources to support affected persons, where applicable.

5.5.5 Recovery Centres

Guiding Principles

A Recovery Centre is designed to provide a single point of entry for affected persons for an “all agency, all stakeholders” integrated recovery process - a ‘one-stop shop’. A Recovery Centre provides support to affected communities in the restoration of their emotional, social, economic and physical wellbeing and facilitates the provision of services, such as:

- psychological services (for example, counselling);
- temporary and medium-term accommodation;
- environmental (for example, public health);
- financial assistance and legal and insurance advice;
- case coordination/management service; and
- primary industry advice

Community Service Hubs

Community Service Hubs are similar to Recovery Centres; however, they are established by the Department of Families, Fairness and Housing (DFFH) and are longer term establishments. The type, size and complexity of an emergency event will determine the need to establish a Community Service Hub. The Community Service Hubs can operate in conjunction with Emergency Relief Centres and Recovery Centres to address the long-term recovery needs of the affected community.

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| Key Actions | <ul style="list-style-type: none"> • The Recovery Manager in consultation with the CEO and DHHS will consider the: <ul style="list-style-type: none"> o geographic location; o timeframe for operation; o staffing; and o service functions to be delivered at the proposed Recovery Centre o establish the Recovery Centre • request various emergency recovery support agencies to attend the Recovery Centre to provide services and support |
|-------------|---|

5.5.6 Recovery Centres

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| Guiding Principles | <p>It is essential to ensure a smooth transition from the response phase to the recovery phase at the municipal level. While it is recognized that recovery activities commence with the response, and continue in parallel with the response, there is a cessation of response activities and a hand over to recovery agencies.</p> <p>An agreement for transition from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination of activities. For this to occur, the control agency, the MERC and MERO consult with the MRM and Recovery Manager (if activated), to reach agreement on the timing and process of the “stand down” of response. Key considerations in reaching an agreement on the timing of the transition of response to recovery include:</p> <ul style="list-style-type: none"> • The nature of the hazard/threat and the risk of continuing/recurring threat; • The extent of impact on communities, this may determine if a prolonged transition period is required; • The extent of loss and damage as well as the extent of emergency relief required; and • Anticipated resource needs for an effective recovery operation. |
| Key Actions | <ul style="list-style-type: none"> • <i>Transition Activities and Tasks</i>
At the municipal level, as the Response Coordinator, the MERO passes responsibility to the MRM to take over as the Recovery Manager. At the state level, Victoria Police as the Response Coordinator passes responsibility to the Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH) • <i>Notification to response and recovery agencies</i>
The Incident Control Agency notifies response and recovery agencies of the transition plan. Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. • <i>Media Coordination</i>
The Control Agency will hand over the immediate media coordination arrangements to the Recovery Coordination Agency. • <i>Community Information Sessions</i>
During the emergency, members of the Community Recovery Committee attend community information sessions convened by the Control Agency that provide information about the risk and consequences of the hazard to the community.
After the impact/response phase, Community Information Sessions are to be convened by the Recovery Manager, with the assistance of DHHS as required. The Control Agency continues to attend meetings after the impact/response phase. |

Community Information sessions are an important avenue for the community to share their experiences, to have these heard and acknowledged, and to understand how the event is being managed. The information sessions are also an opportunity to identify issues that may require additional advice or clarification as part of the recovery process.

- *Loss and damage impact data / information*
Loss and damage impact data / information, including status of clean-up projects by the response agencies, must be collected and collated, and then provided to the MERO.
- *Identification of Resources*
Loss and damage data informs the identification of the necessary resources to transfer from response to recovery for services, including logistics and supply contracts. The CEO (or delegate) should approve an appropriate financial delegation to the Recovery Manager to coordinate recovery activities.
- *Validation of Information*
Information collected on the Rapid Impact Assessment (Premises) form requires validation against the rates database. The information should then be consolidated for referral to the Department of Families, Fairness and Housing (DFFH), where applicable, to enable processing of relevant grants.
- *Rapid Impact Assessment Acceptance*
The transition agreement cannot be fulfilled until the MRM accepts and approves the Rapid Impact Assessment Form from the control agency. This is a compilation of data collected by agencies involved in the emergency response. The Rapid Impact Assessment team is activated by the Office of the Emergency Services Commissioner (OESC) at the initial stages of an emergency, with RIA staff providing data and analysis via loss and damage reports through the Incident Control Centre and Municipal Emergency Coordination Centre.
Note: In the event where an emergency spans an area greater than the Council LGA, DHHS is responsible for compiling information in the Rapid Impact Assessment Form into a single Detailed Rapid Impact Assessment Summary for the region.

5.5.7 Case Management Services

There is a difference between case co-ordination and case management, although the two terms are often used inter-changeably. We often refer to the provision of support and assistance as ‘case management’, however not all residents will require a case management service; they may only need case co-ordination.

Case Coordination	Is suitable for people who have the capacity to look after themselves. It is the provision of information and advice, an over-arching monitoring service of how clients and their issues are progressing. Council will be expected to provide case coordination, without external funding, during smaller scale events.
Case Management	Is suitable for people who have experienced significant impact and do not have the capacity to undertake the tasks of recovery by themselves. The allocated case manager will facilitate contact with the range of services the client needs e.g. assisting people to access information from which they can make decisions, accessing accommodation both temporary and permanent, managing insurance issues, reconnecting utilities, assisting with sorting through finances and obtaining new ID, accessing specialist services including counselling.

A case management service responds to short-, medium- and longer-term needs. It is typically characterised by the case manager undertaking tasks, providing

information to assist decision making, advocacy and facilitation of access to services, supports, emotional support, etc. The case management service offers one point of contact for all issues through a dedicated 1:1 relationship and is typically in place for 9 – 12 months after an event. However, in the case of the Victorian bushfires, case management was provided for up to two years post event.

As Council has no financial capacity to deliver a case management service, or to fund a Community Service Organisation to deliver a case management service, it is likely that Council will be unable to either deliver or co-ordinate an Emergency Case Management Service in the absence of additional funding.

5.5.8 Banyule’s Case Management Approach

Under the Emergency Management Manual Victoria (EMMV), Council must provide Emergency Case Management Services (ECMS) to Banyule residents and to individuals who relocate to Banyule following an emergency elsewhere.

ECMS may be delivered directly by Council or through a contracted Community Service Organisation (CSO) such as Banyule Community Health, Berry Street or Kildonan Family Services. Currently, Council has not established formal arrangements with external providers.

Case Managers are recommended to hold relevant qualifications (e.g. Social Work or Community Welfare). As Council has limited qualified staff, training or outsourcing may be required.

Responsibilities by Emergency Tier

Tier 0–1 events:

Council coordinates ECMS with no external funding.

Tier 2–3+ events:

DHHS coordinates ECMS and engages Council or a CSO to deliver services. These arrangements are funded.

Case Coordination

Guiding Principles	There is a difference between case coordination and case management, although the two terms are often used inter-changeably. We often refer to the provision of support and assistance as ‘case management’, however not all residents will require a case management service; they may only need case co-ordination. Case coordination is suitable for people who have the capacity to look after themselves. It is the provision of information and advice, an over-arching monitoring service of how clients and their issues are progressing. The Council is expected to offer case coordination, without external funding, during smaller scale events
Key Actions	The Recovery Manager will liaise with DHHS and arrange case coordination for the affected community.

Case Management

Guiding Principles	Case management is an individualised service that is more comprehensive than care coordination. It encompasses a comprehensive assessment and development of a recovery plan for individuals in need. The recovery plan is developed in collaboration with the individual/family and works to strengthen their resilience.
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Case management offers personal support, advocacy, attends to immediate needs, provides information, assesses current circumstances, and undertakes risk minimisation. Case management actively engages other service providers for the benefit of the individual or family and ensures that services are coordinated.

An effective case management program can greatly assist vulnerable individuals and families to establish a recovery plan and assist them to implement this plan. Early identification for the need of case management is critical.

Key Actions

- The Recovery Manager will assess the situation and if the need is limited, then existing community service agencies should be utilised to meet the demand:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with Contracted Service Provider.
- Where these local arrangements will need to be supplemented, the Recovery Manager will liaise with the Regional Recovery Coordinator (Department of Families, Fairness and Housing (DFFH) to seek authorisation and funding for additional case management resources and to identify a lead agency to deliver the case management program.
- Where primary producers are impacted, the Recovery Manager should liaise with the Agriculture Victoria to determine what level of case management deployment the Agriculture Victoria will activate to ensure coordination and minimise duplication.
- Lessons Learnt - The Victorian Bushfire Case Management Service Evaluation
- People were most satisfied when their case manager contacted them regularly, made efforts to advocate for them, supported them in accessing grants or helped them get counselling services.
- People valued the way their case manager found the information they needed and helped them make sense of it.
- Many people who used the service had never had to ask for help before. They valued case managers who persisted, gave them help with paperwork and anticipated needs and issues they hadn't thought of.
- People thought case managers should know how to help people affected by trauma. They should be good communicators and have good problem-solving skills. A case manager should have good people skills, be a good listener and be able to dig a little deeper.
- Satisfaction with the service increased over time, with people still using the service at the time of the evaluation reporting higher satisfaction ratings.
- The evaluation provided valuable information about what could be improved including:
 - making sure that recovery services work more closely together;
 - improving client feedback processes; and
 - making sure that case closure is planned carefully with each client

5.5.9 Support for Vulnerable People

Guiding Principles

The Council will be responsible for the identification of vulnerable people within the community who are clients of the Council and deemed “high needs” or “at high risk” in the event of an emergency, either local or municipal.

The identification process is coordinated by the Resilience Management Coordinator who liaises with the Manager Aged & Disability Services, Manager Family and Youth Services, and Manager Community and Cultural Development.

This information is primarily derived through the Home and Community Care (HACC) and MCH assessment processes and community engagement with the CALD community.

The Department of Families, Fairness and Housing (DFFH) will coordinate other agencies providing services to high risk, such as RDNS, DHHS - Disability Services and local hospitals. DHHS will provide this information to Council in a form which can be readily linked to the Council GIS computer system.

Key Actions

Database and GIS Information

- The information regarding the high-risk clients is established and maintained by Council and will include appropriate information to ensure that clients will not be at increased risk in the event of an emergency. This database of information will be updated in a timely manner and is linked to the Council GIS computer system.
- This database information will be held in confidence, with only appropriate agencies and staff having access to ensure risk minimisation for client, both individual and groups.

Contingency Plan

- Where service provision to high needs clients is essential or necessary to ensure continuity of care during an emergency, contingency plans will be developed by the service agency.

Provision of Services

- The services provision for clients within the Council who are considered at high risk in the event of an emergency within the Council is the responsibility of the service agency.

Regional Responsibility

- It is the responsibility of DHHS to ensure their funded services in scope of the Emergency Preparedness Clients and Services policy and Vulnerable People in Emergencies policy are aware of their obligations under these policies including to register and maintain records of relevant clients in the council vulnerable people register.
- Department of Families, Fairness and Housing (DFFH) will therefore act as a facilitator to the process and ensure relevant Department of Families, Fairness and Housing (DFFH) and Department of Health provided and funded services are aware of the Council - MEMP.

5.5.10 Outreach Programs

Guiding Principles

Outreach support is an important component of recovery to both fully assess the impact of the event and ensure all community members have access to core recovery information and services available. Outreach support aims to:

- confirm impacts to premises and principal places of residence;
- inform household/community recovery needs;
- identify emerging needs to assist in information for planning;
- provide the opportunity for people who are socially isolated or vulnerable to receive recovery related information and be advised of available services;
- reduce the level of anxiety in people affected by a disaster;

	• enable people to ‘tell their story’ To someone who will be supportive and attentive; and • provide referral to other community services including counselling were requested
Agencies Involved	• Red Cross may be requested to provide outreach coordination as well as being one of a few organisations who provide outreach services. • Department of Primary Industries will visit all affected properties within the Farming, Rural Activity, Rural Conservation and Green Wedges Zones of the affected area to assess the impact of the event, commence remediation activities and plan for further recovery.
Key Actions	• The Recovery Manager will: - o organise and coordinate outreach teams which may be multi-agency and place them on standby for rapid deployment; - o arrange rapid contact, including initial proactive telephone contact with affected households and a prompt initial needs assessment of information recovery planning and priority setting; - o brief the teams before they enter the affected area, including any safety issues and counter measures; - o deploy the teams as soon as access is made available to affected area; and - o conclude the initial outreach as soon as practicable; • The Recovery Manager will from the initial outreach activities establish as rapidly as practicable the: - o identification of immediate service delivery needs; - o requests for additional support; and - o briefing and prioritising activities of outreach teams

5.5.11 Volunteer Management

Guiding Principles	Emergencies may provoke a desire to assist the affected community amongst members of both the affected and broader communities. The larger the event the more likely that media attention which will drive many unsolicited offers of voluntary support. The volunteer coordination role is required during an event to ensure volunteer registration occurs during an emergency. In the case of an extended emergency, Volunteers of Banyule will manage volunteers. In the short term, Council staff will register volunteers and provide the information to Volunteers of Banyule for future coordination. Volunteers are required to be trained and have extensive knowledge and/or experience in the tasks they are to carry out. In using volunteers, you need to consider the following: • volunteers from outside the affected area may cause resentment amongst people living within the affected area; • volunteers may not be appropriate for tasks; • volunteers may not be appropriately skilled; • the motivation of volunteers may be questionable; • public liability insurance and duty of care need to be clarified; • the process for recording offers of voluntary support and allocating volunteers needs to be clear;
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- unsolicited volunteers may call many different organisations with their offer of support, causing more work for each organisation;
- volunteers may become frustrated if they have not heard from council; and
- offers of voluntary support need to be acknowledged, both in the initial stages and after the conclusion of recovery activities

Key Actions

The Volunteer Officer will:

- register all volunteers working under the auspices of the Council;
- ensure they are tasked within their level of qualification and competency; and
- record their activities and hours worked

5.5.12 Material Aid

Guiding Principles

During emergencies, there is often unsolicited offers of material aid. It is important that those making offers:

- Receive a professional and courteous response from Council Recovery Team
- Understand the conditions whereby offers of support can or cannot be accepted
- Are made aware of ways to get involved in the longer-term recovery activity, and
- Are made aware that material aid is managed by the Salvation Army at agreed locations

Key Actions

The Recovery Manager shall ensure the following key messages are delivered to all offers of material aid:

- Council appreciate the community's generous offer of support
- No material goods can be accepted at the ERC or Recovery Centre
- The Salvation Army is responsible for material aid through nominated distribution centres

5.5.13 Physical Re-Instatement of the Natural Environment

Guiding Principles

Dependant on the nature of the emergency, many natural environmental impacts may result. Council in conjunction with other agencies including the EPA and Yarra Valley Water would work together to ensure environmental impacts are minimised and hazards are controlled as quickly as possible.

Key Actions

The Recovery Manager shall liaise with BERT and ensure the following service units are engaged:

- Environmental Planning
- Bushland and Parks and Gardens
- Drainage Engineers

5.5.14 Physical Re-instatement of the Built Environment

Guiding Principles

Dependant on the nature of the emergency, physical assets may be damaged or destroyed. Some will need immediate repair or replacement, whilst others may be programmed for repair or replacement as soon as practical. Assets and infrastructure damage must be prioritised.

Key Actions	The Recovery Manager shall liaise with BERT and ensure the following service units are engaged: • Infrastructure Maintenance • Buildings and Civil Works • Planning and Engineering
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5.5.15 Places of Worship or Community Gathering

Guiding Principles	Place of Worship or Community Gathering are often not considered as high a priority for restoration as private dwellings and accommodation, however communities regard places of worship and community gathering venues as important. Often their quick reinstatement can support resilience and offer community support to socially isolated community members. It is important to consider and equitably consider the supported reinstatement of all community venues including sporting clubs, community halls and places of worship. This may include offering alternative/temporary places and spaces
Key Actions	The Recovery Manager shall: • Determine the community's needs and wants regarding places of worship and community gathering • Assist in the prioritisation of council owned places and spaces. • Support the community with sources alternative/temporary places and spaces to meet their needs whilst formal places and spaces are being reinstated.

5.5.16 Animal and Stock Welfare – Recovery and Disease Control

Prevention, Mitigation and Risk Reduction	Ensure emergency relief and recovery components of Municipal Emergency Management Plans detail local arrangements and providers for relevant animal welfare services including consideration of the following: • DEPI (companion animals and livestock) and DEPI (wildlife) contacts for animal assessment activities, • carcass transport providers and disposal sites, • options for the management of displaced animals, including those presenting at emergency relief centres, • potential sites for donated fodder distribution, • alternative emergency water sources for animals, and • systems for the management of offers of assistance or donations made to local government. • Communicate municipal animal welfare contacts and arrangements to relevant stakeholders. • Reference animal welfare information in publications and websites to assist broader community awareness, education and understanding.
Response	• Liaise with relevant animal welfare agencies and organisations to enable effective and timely delivery of council's animal welfare services. This will typically be done at the Municipal Emergency Coordination Centre (MECC). • Develop information for the public and media relating to the management of animals impacted by the emergency (domestic, livestock and wildlife) for release through the Incident Controller.

Relief	• Provide assistance with urgent animal welfare needs, including emergency shelter, catering or fodder and veterinary needs for companion animals and livestock. • Manage donated goods and services offered to the municipality. • Emergency confinement of displaced animals within the local government area. • Referral of animal welfare needs to responsible animal welfare agencies and organisations. • Coordination of clean-up activities, including disposal of dead animals (companion, livestock, wildlife and feral). • Provide a municipal point of contact for other agencies and organisations (e.g. CFA, DEPI, RSPCA, AVA), in relation to animal welfare needs or issues. • Make provisions for animals presenting at emergency relief centres. Consideration should be given to: • Companion animal admission, identification and record keeping, • Secure and functional housing or holding facilities and their proximity to evacuation sites, • Feed and water requirements, • Access to veterinary treatment for injuries, illness and humane destruction, • Identifying and contacting owners, • Animals requiring specialist attention (such as horses and wildlife), • Referral of animals with special needs, or that are unable to be supported by the relief centre, to appropriate shelters or containment facilities. • Staff health and safety.
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5.5.17 Economic Development

Guiding Principles	Economic recovery maintains its focus on the development of a community's economic capacity. Economic recovery from disaster is most effective when: • Response and recovery actions actively support the recovery of business and industry. • Business and/or industry representatives participate in economic recovery decision-making. • Business and industry are returned to activity as early as possible. • Economic recovery strategies are an integral part of the overall recovery management process. • Measures are taken to mitigate against the impacts of future disaster on business continuity, and • There is coordination of all recovery programs to support and enhance the economic structure.
Key Actions	The Recovery Manager, in conjunction with Economic Development Officers shall adopt the following strategies: Conceptual • Resettle evacuees into the affected area as soon as possible. • Encourage emergency service agencies to implement procedures to support economic recovery (i.e. assistance with clean-up etc). • Support and promote the economic viability of the affected community.

- Purchase replacement goods and services, via local business and tradespeople wherever practical.
- Maintain the integrity of local agencies and their capability.
- Build on existing organisations and networks within the community.
- Encourage support of local trade and commerce.
- Encourage agencies to employ local residents and to purchase resources and services locally.
- Provide government grants, appeal distribution and charitable payments as financial rather than material assistance in support of economic and local business recovery.
- Avoid duplication of services and identify gaps, and
- Maintain confidentiality and privacy principles.

Management

- Identify all segments of the business community which may be affected.
- Establish dialogue between business, industry and government representatives in the community.
- Establish a reference group which is representative of business, industry and employee groups.
- Provide the business community with information about the recovery process and resources available through the reference group and other appropriate mechanisms.
- Ensure business community participation in the Community Recovery Committee.
- Conduct inter-agency briefings and feedback session on the effectiveness and progress of the economic recovery program.
- Identify threats to business continuity for consideration in risk management processes, and
- Develop risk management assessments aimed at minimising future damage.

Service Delivery

- Ensure service delivery personnel have an awareness of the range of service available and appropriate referral processes.
- Ensure service delivery personnel are aware of the local economic circumstance.
- Provide financial assistance measures in a timely, fair, equitable and flexible manner.
- Ensure financial support is needs based and timely.
- Provide financial counselling and management services.
- Advocate with financial institutions on behalf of disaster-affected residents.
- Ensure services and/or information is coordinated and provided by a variety of means. See 3.5.1 Media and Communications Liaison.
- Ensure availability and accessibility of economic recovery information and services.

5.5.18 Withdrawal from Recovery

Guiding Principles

The withdrawal of services must be coordinated and well-planned to prevent feelings of desertion and isolation that the affected community may experience. Community involvement will help alleviate this. Withdrawal and handover must

be gradual. Where possible, local support services and agencies should be empowered to take over these functions.

Withdrawal should be highlighted as a very positive achievement for the community, as it is recognition that the community is in a position to successfully manage their own recovery. Commemorative events can be the ideal opportunity to begin this withdrawal process.

Need to consider

- Well-planned
- Timing
- Needs to be a gradual not sudden process
- Handover to local agencies and support services
- Involve the community
- Potential feelings of desertion and isolation from within the affected community may occur

Key Actions

The Recovery Manager has the responsibility to determine, through consultation with Department of Families, Fairness and Housing (DFFH) and the Community Recovery Committee, the best timing to cease formalised support services to the affected community from outside agencies.

5.5.19 Public Health

Guiding Principles

In any emergency event, public health risks or incidents can add to the hazards confronting the community and emergency services personnel. Plans must be prepared in advance to enable such risks to be effectively eliminated or mitigated.

The Banyule Public Health Emergency Management sub-plan (PHEMP) is a component of the Banyule Municipal Emergency Management Plan (MEMP). It exists and operates within the context of Commonwealth, State and municipal emergency management arrangements.

The PHEMP may also operate in conjunction with the regional and/or state public health plans, without activation of other local arrangements.

The PHEMP records local public health emergency management arrangements. This includes notification, identification of available resources and specific instructions as to how resources should be used.

Officers with roles and responsibilities in municipal emergencies should have a comprehensive knowledge of the PHEMP, prior to an emergency.

The PHEMP describes local arrangements for public health emergency management and addresses the following risk areas:

- food safety (including donated food)
- safe and adequate water supply
- infectious disease control
- shelter
- waste collection and disposal
- wastewater management
- emergency toilets and ablution facilities
- vermin and vector control
- disposal of dead stock and other animals
- pollution of water, land and air

- public health risks from the emergency.

It also addresses public health risks specific to this municipality as identified in the Community Emergency Risk Assessment (CERA) Plan, as follows:

- Extreme Temperatures - Heatwave
- Human Epidemic/Pandemic

Key Actions

The Recovery Manager shall liaise with the Coordinator Health Services.

In an emergency, the Coordinator Health Services (or Deputy) will manage municipal public health response and recovery activities and resources. This role includes the following functions:

- receive and record information on the specifics of the incident
- identify and assess public health risks
- advise and consult with the MERO and MRM
- assume the role of Municipal Public Health Liaison Officer in the MECC (or other ECC that has been established)
- advise Environmental Health Department line managers and brief personnel
- liaise with MERO and request support, or arrange for additional external resources (if needed) from partners, DH and other relevant agencies
- prioritise and organise operational activities, including:
 - allocation of tasks to staff
 - coordination of rosters
 - resource management
 - staff communications.
- ensure EHP's operate in accordance with SOPs
- ensure staff/EHP's from other councils are given appropriate delegation of authority prior to undertaking field work
- use procedures and systems established by the MERO to monitor and record expenditure
- facilitate the distribution of public health information to the community
- attend municipal/community recovery meetings
- give consideration to individual staff who may need to attend to their own personal situation

5.5.20 Welfare of Workers in Recovery

Guiding Principles

Managing recovery is dependent upon competent people who are willing to work in disrupted and non-ideal circumstances, often engaged in stressful duties. These people—the human resources—whether paid or voluntary, need to be supported and managed appropriately to ensure consistent and effective services are provided to the affected communities, often over an extended period of time.

Many services, agencies and people are required to contribute to the recovery process. Some have specific jobs that only last a short time; others are involved for long periods, but in different ways. Some of these workers will be community members who were employed to provide services in their community prior to the disaster; others may be from outside agencies, or volunteers sourced from any location. Indeed, managers may find themselves having to respond to disasters when it might not be 'what they signed up for'. Organisational training, role clarity and capacity building is essential.

Regardless of the way they are recruited to the recovery process, workers who are well trained, well supported, flexible, and secure in their professional identity and secure in their environment provide the best possible opportunity to minimise the trauma of the post-disaster experiences of people.

In a disaster, staff are employed for construction, logistics, housing, financial assistance, essential services repair, health and psychological wellbeing activities, and natural environment protection and restoration, and may be recruited on short-term contracts or seconded from the private or public sector for the duration of the emergency.

As a consequence of a disaster additional staff may be required to enable agencies to meet their responsibilities. In determining additional staffing requirements, the demands of recovery operations, as well as the ongoing operational needs of the organisation, should be considered.

The most common mistake in determining staffing requirements is to underestimate the duration of recovery operations. The recovery process may be lengthy, and some services may be required for a period of months, while others may be required for years after the event. Overloading of staff will occur if adequate arrangements have not been made to perform their normal duties. This will exert enormous pressure on recovery workers to finish their tasks prematurely and return to day-to-day agency tasks.

The complexity, intensity and dynamics of the disaster context may erode, challenge or obscure a number of professional issues for service providers. Consequently, it is important that managers and service providers be particularly conscious of the physical and emotional requirements of staff.

Recovery managers also need to take care of themselves. There is a high level of expectation put on managers from front line staff, and sustainable practices are critical.

In choosing appropriate staff for recovery work, it may be useful to consider that recovery workers:

- who are understanding, caring, patient, informative, encouraging and supportive to disaster-affected people are the single most important influence in helping people resume their lives and in minimising adverse consequences
- need an ability to stand apart from emotional encounters with the community and not to take issues beyond their control personally
- need a high level of team skills for work with their colleagues
- should have consolidated their core professional skills, and have a clear understanding of their place in the recovery system as a whole, of their own job and of their organisations' tasks and responsibilities—a disaster is not a training ground for inexperienced workers
- should be secure in their professional identity, otherwise the uncertainty of the disaster situation and its consequent stresses may seriously undermine their confidence and capacity to deliver the relevant service
- should be secure in their roles in their agencies or organisations—the nature of recovery work necessitates time spent out in the field, away from the normal working environment: workers cannot function effectively or provide the time required if they are anxious about their positions or feel that their agencies are ambivalent towards them being away; work roles should permit a degree of flexibility

- need to adopt flexible working styles and, allowing for the unexpected, be prepared to improvise strategies for the delivery of services, and be empowered to make the best decisions at the time
- are likely to be required to travel and work out of hours in less-than-optimal conditions
- must be prepared to accept the limitations of what can be achieved during disasters and be willing to work within agreed hours and rosters—taking time away from emergency sites is a vital element of sustainability and in managing vicarious trauma and fatigue.

Key Actions

To address the ongoing recovery needs of the community, management needs to strategically consider rostering, briefing, debriefing, mechanisms such as MOUs, identifying and sourcing funding, and the engagement of community development processes.

In addition to the usual requirements of occupational health and safety and industrial legislation, the following specific issues require consideration in managing workers in a disaster recovery context:

- awareness of stress indicators
- well-developed structures regarding roles and responsibilities/accountability, with the capacity for flexibility (that is, regular team meetings and management of expectations between manager/workers)
- flexibility of conditions to allow staff time off/time out
- clearly delineated boundaries on worker responsibilities
- professional supervision (task and process, regular and planned)
- access to ongoing training
- personal and team debriefing, utilising appropriate processes and models
- regular briefing and debriefing of key operational and community issues

5.6 External Referral to Service and Support

These standard operating procedures are work instructions for Council facilitated or delivered services. This section provides information for council to be used by council.

5.6.1 Overview

Municipal councils are the primary agencies for the establishment and management of emergency shelter and emergency accommodation. Municipal councils will assess the need for emergency shelter and emergency accommodation during and following an emergency and deliver appropriate support.

The Department of Families, Fairness and Housing (DFFH) Personal Hardship Assistance Program (PHAP) can provide financial assistance to meet immediate accommodation requirements as a result of an emergency. Information obtained by PHAP Officers can provide information on people's potential living arrangements and expected longer term needs. Departmental PHAP officers can refer people seeking interim temporary accommodation where this need becomes apparent during the PHAP application process.

DHHS responsibility includes co-ordinate provision of Interim Accommodation following emergencies with major housing impacts. This external referral to services and support section provides guidance to Recovery Officers for referring affected community members to other agencies or groups responsible for the provision of areas outside of council's direct service responsibilities. This section provides information for council to provide to the community.

5.6.2 Accommodation Services

Primary Agencies

Department of Families, Fairness and Housing (DFFH)

Support Agencies	• Council • Real Estate Agents • Local Hotels/Motels • Council Housing Agencies (emergency housing)
Cost	Dependent upon whether the State Government declares a “State of Emergency”. If it is not declared, individual affected persons must cover the cost of temporary accommodation using financial assistance such as the Temporary Living Expense and Re-establishment Grants (These are only available for emergencies meeting the criteria for the PHAP program. Under the PHAP program both Temporary Living expenses and re-establishment assistance have specific eligibility criteria).
Need to consider	• Ability of ERC to cope with the number of evacuees • Contact DHHS Housing Unit • Conduct initial assessment of housing needs • Privacy, security, dignity, autonomy and cultural differences when selecting temporary accommodation • Minimise the disruption to education, employment and social activities • Plan for longer term needs • Encourage affected persons to seek short to medium-term accommodation with friends and family. • Liaise with local motels, real estate agents and Council Housing Agencies regarding availability • Determine whether on-site living in caravans and/or temporary buildings will be permitted by Council • Restoration advice and assistance As temporary accommodation options are limited within the Council, planning for the relocation of evacuees must be done as a matter of urgency.

5.6.3 Animal Assistance

Primary Agencies	Department of Energy, Environment and Climate Action
Support Agencies	• Council: Local Laws (ERC and stray animals) • RSPCA (ERC) • Local Vets • DSE (wildlife) • DPI (stock)
Cost	
Need to consider	• ERC - minimise the number of pets taken to these centres • Pound – maximise available holding capacity • Establishment of a temporary animal holding area / pound • Treatment of injured animals at the ERC

5.6.4 Building Safety

Primary Agencies	Council: Building Services
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Support Agencies	• Building Commission Victoria • Utility Services Companies
Cost	
Need to consider	• Assessment of damaged buildings: repair or demolition orders • Provision of building advice and information • Liaison with insurance companies • Assessment of repaired / restored buildings prior to occupation

5.6.5 Business Economic Support

Primary Agencies	Department of State Development, Business and Innovation (DSDBI)
Support Agencies	• Banyule City Council – Economic Development Unit • Local Traders Associations Australian Taxation Office
Cost	
Need to consider	• DSDBI is the lead agency for the promotion and facilitation of the state's economic development. It covers Small Business Victoria which is known for its efforts in assisting small businesses that have been impacted through bushfires through the provision of mentoring assistance. • Considerations will vary depending on the disaster and level of impact. It may include the provision of business mentioning and information, liaison with trader associations, advocacy regarding state/federal funding assistance.

5.6.6 Employment Services

Primary Agencies	Department of Families, Fairness and Housing (DFFH)
Support Agencies	Private recruitment companies
Cost	
Need to consider	Publicity of available assistance measures

5.6.7 Financial Assistance

Primary Agencies	Department of Families, Fairness and Housing (DFFH) Services Australia
Support Agencies	• Insurance Council of Australia • Department of Treasury and Finance • Financial Institutions • Charities • Victorian Grants Commission • Council
Cost	• Department of Families, Fairness and Housing (DFFH) and Services Australia with Agency Providers
Need to consider	• Publicity of available assistance measures • Adaptation of assistance measures to best suit the community

- Encourage monetary donations
- Nominate agency to coordinate public appeals and financial donations
- Establish management committee to oversee the public appeal
- Establish distribution guidelines
- Encourage media advertisement of appeals
- Determine administrative procedures and administrative cost coverage
- Contact Insurance Council re: processing of claims
- Access to financial counselling

5.6.8 Food and Catering Services

Primary Agencies	Red Cross
Support Agencies	• Salvation Army • Local Food Businesses • Council Contractors
Council's Role	Provision of catering facilities (e.g. kitchens) and supervision of food preparation and distribution.
Cost	Council
Need to consider	• Contact Red Cross • Seek alternative catering if Red Cross cannot provide • Location – where are services needed? • Existing catering facilities at the ERC • Number of affected persons & emergency personnel to be fed at a given point in time • Dietary / cultural requirements • Aged: are vitamised meals needed? • Infants: is baby formula or baby food needed? • EHO supervision: supplies, food preparation & storage, personal hygiene, donated food • Rubbish collection and disposal • Duration – how long will services be required? • Local food supplier agreements Emergency catering is provided for evacuees and emergency service workers. This may occur at the ERC where they are based or off-site at staging areas and outreach posts.

5.6.9 Material and Financial Aid

Primary Agencies	Salvation Army
Support Agencies	• Department of Families, Fairness and Housing (DFFH) (financial assistance) • Red Cross • Council
Cost	
Need to consider	• Implement Material Aid Strategy

- Identify and appoint suitable coordination agency, e.g. Salvation Army, Red Cross
- Establish good communication links with coordination agency
- Encourage monetary donations or donations of new items only
- Determine location for delivery of donated second-hand items
- Establish sub-committee to monitor record-keeping systems and equitable distribution
- Ensure financial assistance measures and funding arrangements are in place
- Community needs analysis – initial assessment & continual review
- Special needs groups – are there additional needs for these groups?
- Use local suppliers whenever possible
- Use existing material aid networks whenever possible
- Ensure second-hand goods are sorted
- Assistance from volunteers in sorting goods
- Media Liaison – publicise program and acknowledge all donations

Material aid is the provision of basic personal items including bedding, clothing, personal items, furniture, electrical goods, family needs (nappies, toys etc.) and household items such as domestic gardening and building tools.

5.6.10 Medical Support

Primary Agencies Ambulance Victoria

Support Agencies

- St John's Ambulance
- Hospitals
- General Practitioners
- Council

Cost

Need to consider

- Services required
- Location – where are services needed?
- Extent of injuries and illness
- Triage at ERC
- Deceased: number, temporary morgue facilities, coroner inquiry
- Access to pharmaceuticals and necessary medical equipment
- Nursing / home support

5.6.11 Personal Support Services

Primary Agencies Department of Families, Fairness and Housing (DFFH) b Services Australia

Support Agencies

- Salvation Army
- Council
- Community Organisations
- Victorian Council of Churches Emergencies Ministry
- Royal Children's Hospital
- Insurance Council of Australia
- Red Cross
- Private Providers

Council's Role	Overall coordination of services within the municipality.
Cost	Incurred by individual organisations
Need to consider	• What services are needed? e.g. outreach / visitation program, information services, counselling, etc. • Contact Department of Families, Fairness and Housing (DFFH) Services Australia – counselling services • Contact Victorian Council of Churches – visitation program • Location – where are services needed? • Estimated time of arrival of agency staff • Management issues for visitation programs • Monitor information from outreach teams • Access to counselling services • Privacy and confidentiality • Liaise with key service providers to meet the changing needs of the community • Advertisement and promotion of services with the media • Debriefing for staff • Duration – how long will services be required?

5.6.12 Public Health

Primary Agencies	Council (Health Services)
Support Agencies	Department of Families, Fairness and Housing (DFFH) Department of Health and Human Services (DHHS)
Cost	Council
Need to consider	• Extent of disaster • Areas of concern: food safety, water quality, sanitation, wastewater disposal, immunisation, infectious disease control, refuse, vermin and vector control • Hot spot areas, e.g. ERC, information centres, central business district, affected homes and businesses • Staffing requirements • Requests for additional resources • Contingency / alternate temporary services • Re-establishment processes for homes and registered premises • Information dissemination

5.6.13 Schooling and Education

Primary Agencies	Department of Education
Support Agencies	• Centrelink • Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH) - (child protection)
Cost	
Need to consider	• Return to schooling as soon as possible • Uniforms and equipment (books and stationery)

- IT requirements of students
- Transportation

5.6.14 Transport

Primary Agencies	need to determine
Support Agencies	• Public Transport Users Association • Metro • Victorian Taxi Service • LINK Community Transport
Cost	Council
Need to consider	• Ability to return to employment and/or study • Ability to shop and access services

6. APPENDICES

6.1 MRM Responsibilities Checklist

The MRM is responsible for the coordination of municipal and community resources within the municipality during the recovery stage of an emergency. Below is a list of possible tasks for the MRM in an emergency situation. It is by no means exhaustive and is just an indicator of progress of activity. Tasks would be significantly more complex in a protracted event.

Action Required		Time Completed	Next Check	Action Completed
PHASE ONE	DURING THE INCIDENT – ACTIVATION (see 3.1.3)			
1	Receive advice of the emergency from the MERO and take action under the MEMP as required			
2	MRM to locate at MECC and delegate any day-to-day responsibilities for substantive role to appropriate staff			
3	Assess immediate resource needs and place BERT on standby			
4	Meet with Deputy MRMs and together make the assessment of the nature and extent of the emergency and likely impact to the community			
5	Make contact with DHHS Regional Recovery Manager			
6	Establish contact with and maintain liaison with key BERT members			
7	Obtain reports of losses to assess community needs, collected through the MECC			
8	Prepare the loss assessment team/s to enter impacted area when emergency is under control and it is safe to do so			
9	Respond to reported loss from the MECC which may include: - Provision of emergency grants, temporary accommodation, material aid and personal support. - Activation of ERC's - Implementation of communication strategy (community meetings, media releases, fact sheets)			
10	Organise and be part of debriefing/post emergency counselling			
PHASE TWO	IMMEDIATELY AFTER THE INCIDENT (see 3.1.4)			
11	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager			
12	Provide regular situation reports to MERO			
13	Impact needs assessment: Continued from initial phase Conduct the loss and damage assessment (visit to properties) and collate the gathered information for needs assessment and planning purposes.			
14	If necessary, begin to plan for an outreach program in consultation with relevant service coordinators			
15	Convene the Municipal Recovery Planning Group to conduct a needs assessment			

Action Required		Time Completed	Next Check	Action Completed
16	Confirm required recovery services and identify the agencies/service providers that need to be involved			
17	Determine whether a Community Recovery Committee will need to be established. If so, commence planning for establishing it/them.			
18	Is the capacity of some service providers exceeded? If so, then activate the Regional Recovery escalation process by contacting the DHHS Regional Recovery Manager			
19	Commence long-term planning and resourcing			
20	Organise and be part of debriefing/post emergency counselling			
PHASE THREE	SHORT TERM (2-4 WEEKS) (see 3.1.5)			
21	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and requires support as required			
22	Provide regular situation reports to MERO			
23	Social Recovery - Initial case coordination and case management - Implement outreach program			
24	Financial Assistance - Source emergency grants - Ensure DHHS are processing personal hardship grants - Maintain appeals and donations			
25	Communication - Conduct community meetings - Determine the transition from ERC to Recovery Centre - Liaise with communications to determine media liaison requirements - Identify community communication methods appropriate and demanded			
26	Municipal Recovery Planning Group - Establish CRCs as required - Develop recovery plans - Recruit community development officers as required			
27	Organise and be part of debriefing/post emergency counselling			
PHASE FOUR	MEDIUM TERM (MONTHS 2-3) (see 3.1.5)			
28	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and request support as required			
29	Provide regular situation reports to MERO			

Action Required		Time Completed	Next Check	Action Completed
30	Social Recovery - Continue case coordination and case management - Action issues identified in outreach program - Commence community social events - Implement recovery plan and seek government funding support			
31	Financial Assistance - Emergency grants being finalised - Hardship grants still being processed			
32	Communication - Implement communication strategy with regular community information - Assess whether Recovery Centre still needs to be operating - Conduct community awareness workshops			
33	Municipal Recovery Planning Group - Meet as required and monitor the CRC(s) - Implement Recovery Plans - CRCs to continue developing action plans and recovery strategies			
34	Debrief and Reporting - Capture learning and assess how recovery services and staff are managing - Reposition strategy/agencies and seek extra resources if required.			
35	Organise and be part of debriefing/post emergency counselling			
PHASE FIVE	LONG TERM (MONTH 4 AND ONWARDS)			
36	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and request support as required			
37	Provide regular situation reports to MERO			
38	Continue to coordinate case management service			
39	Municipal Recovery Planning Group to implement the recovery plan and monitor CRCs. Develop exit strategies (with community consultation) when appropriate.			
40	Develop briefing and budget for council consideration for longer term recovery actions			
41	Debriefs and Reports - Conduct regular team debrief and monitor staff welfare - Conduct a final debrief with all agencies - Maintain a reporting program through the recovery process and prepare a final report.			
42	Organise and be part of debriefing/post emergency counselling			

Action Required		Time Completed	Next Check	Action Completed
PHASE SIX	WITHDRAWAL FROM RECOVERY (see 3.5.18)			
43	Commence gradual withdrawal in conjunction with the community to prevent feelings of desertion and isolation. It should be highlighted as a very positive achievement for the community.			
44	Conduct community information sessions			
45	Referral to existing and ongoing support services and local agencies			
46	Consider commemorative events and ongoing anniversary activities			
47	Conduct formal operational debriefing meeting involving all key community agencies, staff, BERT and Community Recovery Committee			

6.2 Checklist for Transition Arrangements

The table below should be used to assist in the transition. Note that some actions may occur concurrently

Key Actions – Incident Control Agency		Lead Agency	Confirmation
1	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGA's dependent on timing of impacts and continued threat.		Handover report
2	Recognition of the continuing role of the Incident Control Agency in the management of the control threats and mitigation works.		Handover report
3	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator from the Incident Control Agency.		Handover report
4	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGA's and DHHS for community interests.		Briefing
5	Identification of resources required from response to recovery for continuity of services, including logistics and supply contracts.		Verbal Briefing
6	Provision of rapid loss and damage impact data/information report, and the status of cleanup projects by control agency including the coordination of information from DPI, DSE and LGA.		Report
7	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
Key Actions – Response Coordination Agency			
9	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and Municipal Recovery Manager. Briefing to include the ongoing MECC functionality requirements.	VicPol	Verbal Briefing
Key Actions – Recovery Coordination Agency			
10	Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery: including DPI, DSE, LGA, RDV:	DHHS	Via Recovery Planning Arrangements
11	Integration of recovery issues into existing STATE arrangements, where applicable.	DHHS	Via Recovery Planning Arrangements
12	Consolidation of Rapid Impact Assessment Form to a single Detailed Rapid Impact Assessment Summary for the region.	DHHS	Via Recovery Planning Arrangements
13	Needs assessment and distribution of emergency grants.	DHHS	Via Recovery Planning Arrangements

Key Actions – Incident Control Agency		Lead Agency	Confirmation
Key Actions - Municipalities			
14	Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	Council	Verbal Briefing
15	Analysis of rapid impact loss and damage information, validation with municipal records/data base and provision of a consolidated report.	Council	Report DHHS Region
16	Ongoing management of Relief Centers and establish Recovery Coordination Centers (recovery hubs) with key contact information by Local Government.	Council	Via Recovery Planning Arrangements
17	Establish community-based recovery processes as per Municipal Emergency Management Plan.	Council	Via Recovery Planning Arrangements

6.3 Community Recovery Committee Terms of Reference Template

The following is a draft Terms of Reference for a Community Recovery Committee. It is envisaged that this Terms may be adapted to meet the requirements of the particular emergency and its impacts on the community.

TERMS OF REFERENCE FOR COMMUNITY RECOVERY COMMITTEE

1.1 Purpose

The purpose of the Community Recovery Committee is to represent the views and ideas of people living in the area affected by the emergency and make recommendations to local and state government to assist community recovery.

1.2 Scope

The Community Recovery Committee is charged with assisting their community by:

- Identifying and presenting issues arising from the impact of the emergency on individuals, families and communities and prioritise them for action.
- Advising a range of government and non-government organisations on appropriate actions for the recovery.
- Undertaking appropriate actions for recovery and proactive community building, in partnership with a range of government and non-government organisations.
- Creating a feedback loop using reference group members, social, informal and formal networks to connect community, government and non-government agencies.

The scope of the Community Recovery Committee can be expanded or modified with the approval of the City Council.

1.3 Authority

The Community Recovery Committee is convened under the auspices of the Council City Council and provides recommendations to the Council, government and non-government agencies related to community recovery.

1.4 Membership

The Committee will comprise approximately 10 members, including residents from affected areas, school representatives and various community groups based in the Council involved in the recovery.

1.5 Chair of Committee

The Chair of the will be elected by the members. Should the Chair be absent then the members present must appoint a Chair for that particular meeting. It is the role of the Chairperson to prepare an agenda for the next meeting.

1.6 Education

The Chair is responsible for providing new members with an appropriate induction.

1.7 Meetings

The Committee will meet at least monthly or more frequently where determined. Minutes of meetings shall be kept.

1.8 Meeting Attendance

Committee members can nominate a representative to attend the meeting.

1.9 Minutes

A copy of the minutes of each meeting will be distributed to all members and tabled for acceptance at the next Committee meeting. A copy of the Minutes is to be forwarded to the Council City Council, Recovery Manager.

1.10 Reporting

The Committee shall report to the Council quarterly. The report should include all matters as agreed with the Recovery Manager

6.4 Community Recovery Committee Terms of Reference Example

The following is the Terms of Reference for the Council Bushfire Community Reference Committee; these Terms were developed by the Committee and represent the community view of what the Terms should be.

TERMS OF REFERENCE

COUNCIL

BUSHFIRE RECOVERY COMMUNITY REFERENCE COMMITTEE

(Adopted 20 May 2019)

Our Vision:

We get the job done. We are for community. We express our integrity through achieving action for and with local people. We have the ongoing will to really listen to and ensure that the needs of all local people (including those who do not qualify for Government help) are met with compassion, commitment and a sense of urgency. Our role and activities are well understood by our local communities and by those charged with assisting local people recover from the Bushfires.

To achieve outcomes for others we operate in a way that all members of the Committee have an equal opportunity to have a say and have a sense of control over our activities. A local community person chairs the Committee, and the Committee is made up predominately of local people affected by the bushfires. The Committee values our partnership with local, State Government and non-government agency representatives who share our intent and are charged with a clear mandate to work with and act upon locally identified priority actions for recovery. This action is communicated by way of prompt, honest and realistic feedback to and from the Committee.

Our Purpose as the Bushfire Recovery Committee is to:

- Listen to and promote the needs and achievements of individuals, families and communities affected by the bushfires.
- Identify and present issues arising from the impact of the bushfires on individuals, families and communities and prioritise them for action.
- Advise a range of Government and non-Government organisations on appropriate actions for bushfire recovery.
- Undertake appropriate actions for bushfire recovery and strategic actions for proactive community building into the future in partnership with a range of Government and non-government organisations.
- Create a feedback loop, utilising reference group members' social, informal and formal networks to connect community, Government and non-Government agencies.

Our role as the Bushfire Recovery Committee is to:

- Monitor the progress of recovery in the affected communities.
- Meet with and be guided by the needs and aspirations of local community members
- Ensure that all community members are treated with a sense of compassion, commitment and urgency (including those people who do not qualify for Government help)
- Provide each other and other community members with a sense of control over fire recovery actions taking place in their community
- Identify community needs and resource requirements and make recommendations to appropriate agencies, council and the Municipal Recovery Manager
- Seek prompt, honest and realistic feedback from Government and Non- government Organisations
- Attract additional partners and alternative sources of funding where required to meet identified community need
- Liaise, consult and negotiate on behalf of the affected community.
- Advocate on behalf of bushfire impacted communities where appropriate.
- Undertake specific recovery activities as determined by the circumstances and the committee.
- Raise the profile of the committee so that people can get information to and from us
- Establish a regular communication format (including a flyer) that shares identified issues and community achievements with each other, Government, non-government agencies and the broader community

Our Mandate:

The Committee will monitor the progress of recovery in the affected communities.

The Committee will liaise directly with the Council through the Bushfire Recovery team so that appropriate recovery actions can be authorised, facilitated and completed.

The Committee will make recommendations for actions that are informed by and represent the needs and ideas expressed by local people affected by the bushfires.

The Committee will seek and develop partnerships with the Council; all levels of Government; non-Government agencies and the broader community to achieve identified actions.

The Committee will co-opt expertise and resources to the Committee for the purpose of achieving identified actions as required.

Committee Chairperson

A Local Community member shall chair meetings and be elected by and from the local community members of the Committee.

A deputy chairperson shall be elected by and from the local community members of the Committee.

Committee membership

The Committee shall consist of predominately bushfire affected residents.

Minimum community representation shall be 5 members for a meeting quorum.

Committee members may send a proxy if unable to attend.

New members will be invited on to the committee as determined by the committee and the chairperson.

Local, State and Non-Government staff will be invited to meetings as required.

Frequency of meetings

Meeting shall be weekly unless otherwise determined by the Committee.

Committee Protocols / Standing orders

- Outcomes and statements by or on behalf of the CRC will reflect the views of the CRC which in turn will reflect community views.
- Correspondence inwards and outwards that is to or on behalf of the CRC to be circulated electronically to the CRC in a timely manner.
- Council Recovery Staff will support and advocate for CRC desired outcomes on behalf of the CRC
- The CRC will network with all relevant community agencies.
- Actions and requests will be recorded in the minutes and be dealt with in a timely manner with reports on progress at subsequent meetings.
- It is acceptable and within scope of CRC role to hold and promote views that do not necessarily reflect those of the Council
- The CRC will be strategic as well as reactive. Looking ahead to build community resources.
- Decisions will be made on a majority basis.
- If a member is absent from three consecutive monthly meetings of the CRC, without providing reason or apology, the Chairperson may notify the member in writing that their membership may be terminated, unless there are or have been extenuating circumstances.

Committee members' reimbursement for out of pockets expense.

Council will reimburse committee members for reasonable out of pockets expenses including but not limited to travel, telephone, child minding etc. Claims will be processed monthly.

6.5 Relief and Recovery Centres

When compiling a hard copy of this Recovery Plan the following documents shall be inserted here:
NWMR Emergency Relief Centre SOG's
ERC Manual

6.7 MRM Responsibilities Checklist

The MRM is responsible for the coordination of municipal and community resources within the municipality during the recovery stage of an emergency.

Please refer to the North West Metro Regional Emergency Management Collaboration’s Municipal Emergency Management Guidelines (MERG) for a list of possible tasks for the MRM in an emergency situation. It is by no means exhaustive and is just an indicator of progress of activity. Tasks would be significantly more complex in a protracted event.

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FOREWORD

Purpose

This Banyule Municipal Emergency Recovery Plan (the Recovery Plan) is a sub-plan to Banyule Municipal Emergency Management Plan (MEMP). The Recovery Plan shall be read in conjunction with the North West Metropolitan Region Emergency Relief Centre Standard Operating Guidelines and Municipal Emergency Relief and Recovery Centre Manual (ERC Manual).

This is the Recovery Plan for the municipality of Banyule as a supporting document to the Banyule Municipal Emergency Management Plan (MEMP). The MEMP is strengthened by many sub-plans and support plans. Together, these plans address recognised agency and organisational responsibilities in Planning, Prevention, Relief and Recovery aspects of emergency management at the municipal level. The sub-plans are maintained by Council, and a designated officer from the nominated control agency is responsible to facilitate their periodical review. Each review includes consultation with key agency and organisation members of the Municipal Emergency Management Planning Committee (MEMPC).

The Emergency Management Manual Victoria (EMMV) provides directions and processes to enable community recovery from emergencies which impact the State. Most incidents are of local concern and can be coordinated from local municipal resources. However, when local resources are exhausted, the State Emergency Recovery Plan provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and then, on a state-wide basis. This escalation process is enacted through the Municipal Recovery Manager (MRM) and Department of Health and Human Services (DHHS) Emergency Management Branch.

Recovery Plan Amendment Record

No.	Date of Issue	Page No's. Amended
Original	2002*	Development of Recovery Plan
1	2003*	Review following MEMP audit.
2	2004*	Full plan review
3	2006*	Full plan review and restructure
4	December 2009	Full plan review
5	23/05/2011	Full plan re-structure and review in accordance with the MEMP Workbook, Audit Tool and Evidence Guide and EMMV Part 4 update.
6	01/04/2014	Full plan re-structure and review by MEMPC with consideration of the NWMR Recovery Plan Template.
7	25/03/2020	Full review and update
8	NOV 2026	Full review and update -

* Approximate history of amendments only

1. WHAT IS RECOVERY?

The frequency, severity and impacts of emergencies have increased in recent years. Communities that have long lived with natural hazards are experiencing them more often and with greater intensity, while Victorians are also facing new and emerging types of emergencies. At the same time, demographic and technological changes are reshaping community expectations of government and how governments and communities interact.

These changes are challenging traditional recovery approaches, including established roles, responsibilities and partnerships across government and non-government organisations. By working together, recovery partners can improve the timeliness and coordination of services, reduce duplication, make better use of shared resources, and provide communities with a clearer understanding of the support available to them.

While government aims to respond quickly following emergencies, meaningful community engagement remains essential. Communities that are empowered to help shape recovery services are better placed to build resilience and support their own recovery. This approach strengthens our shared responsibility with communities and helps ensure recovery support is equitable, responsive and effective.

Victoria's Recovery Arrangements

Victoria has a well-established recovery system supported by government and non-government workers. This strategy builds on existing strengths to improve access to streamlined recovery support.

Councils and state agencies partner with community groups, NGOs, and businesses to deliver recovery services, which are typically place-based and led by councils.

For large or complex emergencies, coordination occurs at a regional or state level, led by the Victorian Government in partnership with local communities through structures such as Community Recovery Committees. Effective coordination depends on clear roles and responsibilities, as defined in the *Emergency Management Act 2013* and the *Emergency Management Manual Victoria (EMMV)*.

Context of events and communities

To ensure effective recovery there is a strong need to understand the context of an emergency event and the individuals and communities affected. If community is involved early in the planning and design of recovery programs and services, these services are more likely to meet the needs of those affected. There is opportunity to identify best practice and lessons learned in these partnerships and apply these more consistently across the state. Clear governance and planning arrangements will empower communities to shape their own recovery.

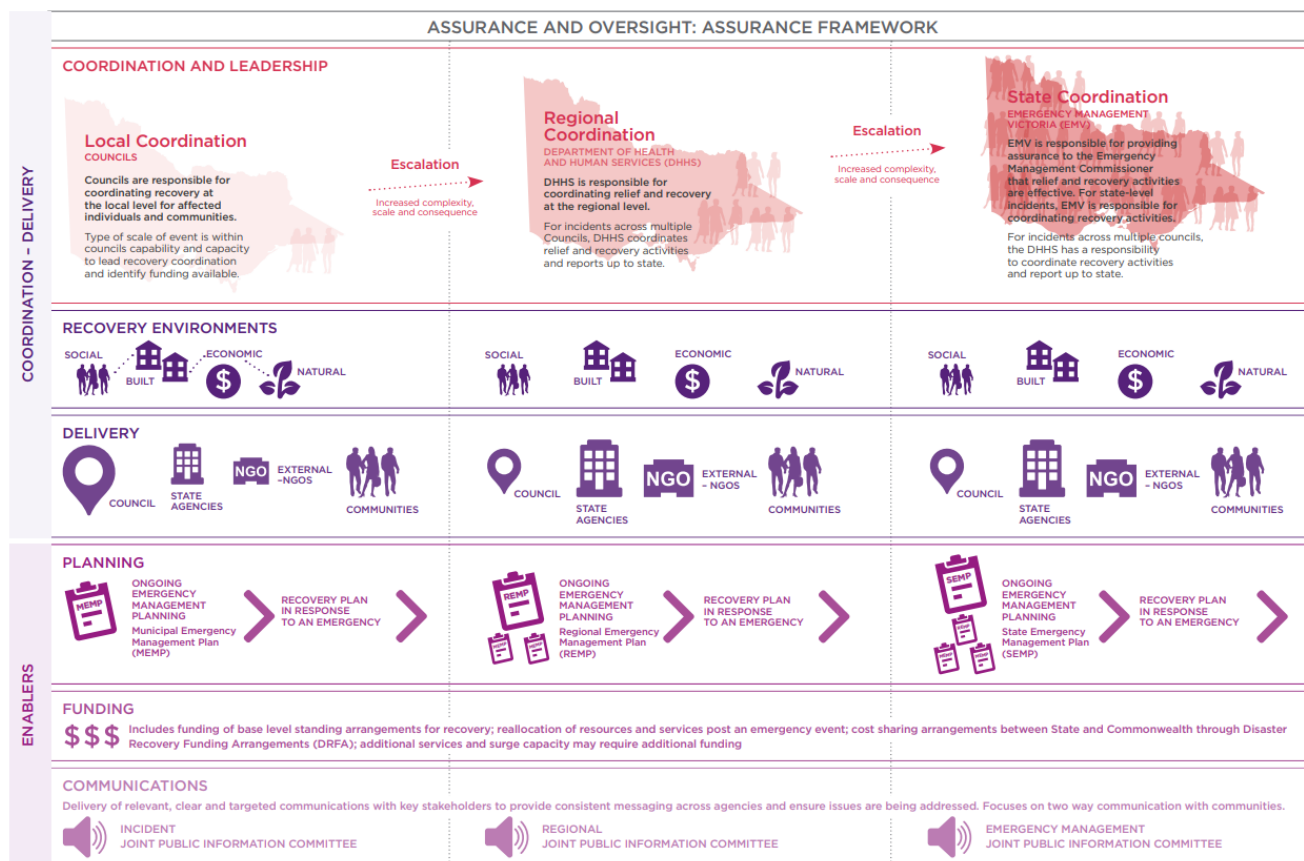


Figure 1: Victoria's current recovery model Resilient Recovery Strategy, 2019 Emergency Management Victoria

Integration of services

Government has agreed leads who will act in an emergency and respond to the various impacts to community and the environment, within their portfolios. This allows the design and delivery of appropriate recovery services and programs. While these arrangements enable specific elements of recovery to be addressed, integration across programs and services can be lacking. In complex recovery environments (that escalate to region or state) recovery services and programs can be even more siloed within different parts of government. This can lead to fractured connections to community services and programs.

Enabling arrangements

Recovery is supported by key functions, planning, funding, and communications, which enable effective service coordination and delivery at all levels.

Strong community engagement and existing networks, including community groups and CRCs, support clear, timely, and relevant communication to aid recovery.

While councils and the state primarily rely on existing resources, major events may require surge capacity, including additional or interstate support. A key challenge is mobilising and sustaining resources to meet community needs, which requires flexibility, strong relationships, and coordinated use of available resources.

Towards Resilient Recovery

There is no timeframe for recovery. Recovery cannot be measured by how long it takes or by a definition of what a successful recovery looks like. It is impossible to return to a pre-event state. In many instances, people may never recover fully from an event. This can sometimes be a challenge to how the sector, with impacted communities, determines success in the recovery and the supporting recovery system. Emergency Management Victoria's (EMV) Resilient Recovery Strategy identifies four strategic actions that promote a shared responsibility approach to emergency management and the importance of recovery planning. They are:

1. Deliver a people and community centred recovery.

A community-centred approach ensures government and those delivering recovery services partner with community and allow people to play a greater role in their recovery.

2. Strengthen recovery through better emergency management planning.

By bringing community into the planning process before an emergency, and drawing on community involvement after an emergency, recovery activities will be able to better reflect community needs and values.

3. Streamlined and flexible recovery system.

Improving operating processes and providing clearer, more-timely resourcing for recovery will ensure recovery services and supports are delivered in a more coordinated and effective way.

4. Support the recovery workforce.

This strategy aims to better connect and enhance existing support and wellbeing programs across the sector to ensure appropriate wellbeing support for all people working in recovery.

The strategy aims to build on and complement existing initiatives and work in the sector that will enhance recovery outcomes and build resilience for Victorians.

1.1 Understanding Recovery

Recovery is one of the three stages in emergency management. These stages are largely sequential although

‘recovery’ commences at the same time as ‘response’, becoming the primary focus as immediate threats to life and property subside. Because prevention decisions can be informed by the experience of recovery from previous events, emergency management can usefully be viewed as a cycle. Figure 2 illustrates and describes these stages:



Recovery continues long after the emergency event to support people to restore their lives, on their own terms. Emergencies disrupt normal relationships and recovery requires a different temporary relationship between the community and service providers.

Figure 2: Emergency Management Cycle

Note: This model is adapted from the Victorian Emergency Management Manual.

1.2 Purpose of Recovery

The purpose of providing recovery services is to assist the affected community towards management of its own recovery. Where a community experiences a significant emergency or event there is a need to supplement the personal, family and community structures that have been disrupted. (Australian Emergency Management Institute, 2011)

1.2.1 Wellbeing in the Community

Wellbeing defines the quality of our lives; our health; our outlook and our relationships. Whether people enjoy positive wellbeing is determined by the interaction between their age, gender, hereditary factors, lifestyle choices and behaviours and the general socioeconomic, cultural and environmental conditions in which they live.

These environments can be categorised as:

- **SOCIAL** – such as, informal networks and support, arts, culture and historic influences, health and social services, and general participation in the life of the community.
- **BUILT** – such as, housing, parks and facilities, public and commercial buildings, roads, paths, essential services (power, water, communication) and other infrastructure.
- **NATURAL** – such as, land management, air quality, natural heritage and ecological conservation, animal welfare, primary producers and agricultural enterprise.
- **ECONOMIC** – such as, work, job creation and distribution of wealth.

1.2.2 Recovery and the four environments

Recovery is guided by four environments social, economic, natural, and built to ensure all aspects of community life are considered. Post-emergency conditions require approaches beyond “business as usual,” with a strong focus on how people think, feel, and respond under stress.

The social environment is especially important, as individuals and communities may experience trauma, affecting behaviour, communication, and interactions. Even routine actions can be perceived negatively, highlighting the need for empathy and understanding in all recovery responses.

Recovery efforts must adapt to these changed conditions, ensuring systems and services are responsive and sensitive to community experiences. This includes working closely with communities and partners to restore wellbeing, rebuild livelihoods, and support a return to independence.

1.3 How are People and Communities Affected by an Emergency?

1.3.1 Individual impact of emergencies

The impacts of an emergency can affect people’s lives in many ways including:

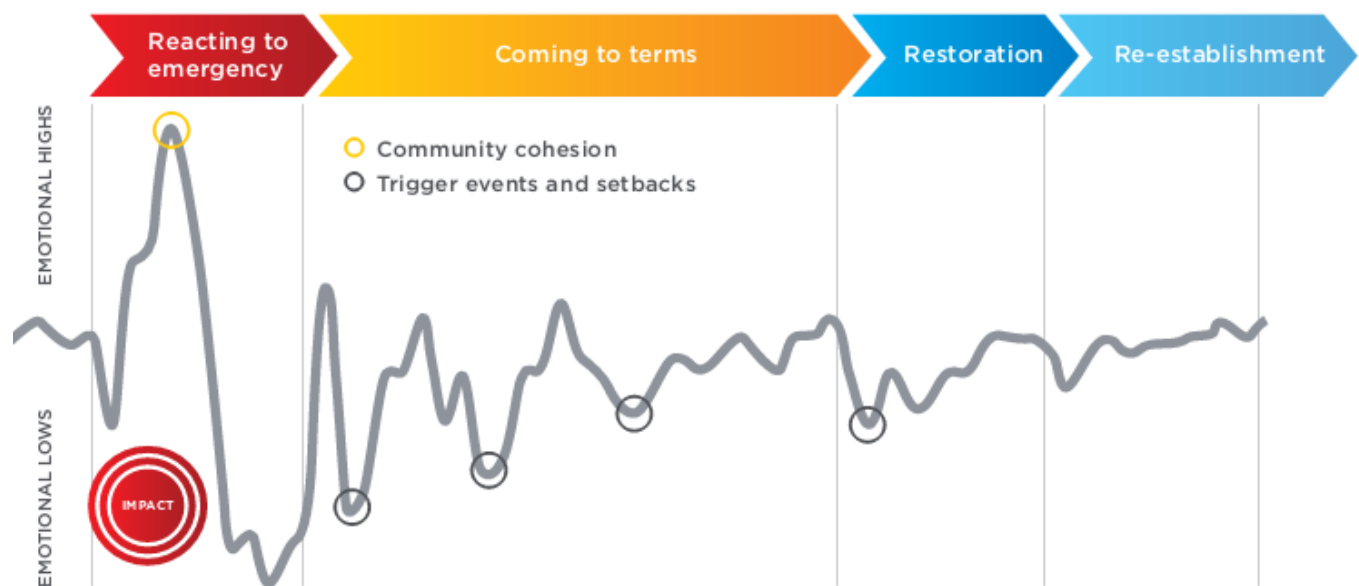
- physical harm to themselves or close ones
- damage to their homes or property the loss of other things they value – be they tangible or intangible
- destruction of a valued environment
- disruption of routines, relationships and familiar patterns of daily life

These impacts disrupt normal social structures, shifting interactions from formal roles to personal, emotionally driven relationships focused on immediate needs. While survival can bring resilience, it can also negatively affect health and wellbeing, with reactions such as trauma, grief, and stress varying across individuals and over time.

People experience fluctuating emotional states during recovery, affecting their ability to understand, plan, and act. Progress is uneven, with periods of improvement often interrupted by setbacks and renewed stress.

Recovery is often described as a four-phase journey reacting, coming to terms, restoring, and re-establishing but individuals move through these stages at different paces. For many, recovery is complex, uncertain, and prolonged, sometimes lasting years or remaining incomplete.

Figure 3: Phases of Recovery – What is happening to People?



In the days, weeks and sometimes months following an event the three dimensions of society, community and personal relationships that organise ‘normal life’ can collapse as societal rules and community roles are overtaken by the very personal needs of survival. From an individual perspective this makes all relationships personal in that they are intense, emotional and personal interactions with whomever they meet regardless of the rules or roles.

People also tend to look for emotional support and understanding of their own personal immediate needs from authority figures and are not able to appreciate the complex, competing demands these people are under. At no other time is the style of interaction between council and the community so important. The feeling of being cared for and supported gives confidence in the future, which enables people to make decisions and be self-reliant.

The following table illustrates the influences acting on people during each phase; how this might manifest in their psychological state and behaviours; and consequently, identifying their broad psychological needs.

Table 1: What is happening to people following an emergency?

PRE- EVENT	REACTING TO EMERGENCY		COMING TO TERMS	RESTORATION	RE-ESTABLISHMENT
	IMMEDIATE	AFTERMATH			
Influences: Social networks Identity and history Routines of work and rest	EMERGENCY EVENT	Loss of people and property Loss of previous identity, history and routines	Consequences of loss Stabilising a temporary life	Elements of new identity and routines emerging Losing recovery community support	Transition to new life Pressure from others to 'get over it' and 'move on'
Support: Family, friends and ad-hoc services, includes 'taken for granted' council services		Family, friend's random community members and emergency staff Family, friends' community members and relief agencies	Valued family, friends and pre-existing or emergency community groups with a recovery focus	Family, friends' community and groups with a restoration focus	Family, friends' community and groups and services with a holistic focus
Emotional state: Normal life Complex identity Self-aware Reliable problem-solving		High stress Survivor/victim identity Normal life overwhelmed Relying on snap judgements – often unreliable Fluctuating stress Event is the whole world Problem-solving confined to necessities	Chronic stress Recovery is the whole world – previous life is gone Self-awareness is on hold - numb Quick fix problem solving	Stress subsiding Difficulty letting go of event identity Obvious neglect of one-self Hard to find meaning in bigger picture	Longer term health issues emerge Renewed identity and changed priorities accepted Ready to face future, plan and rebuild
Behaviour: Social interactions are adapted to requirements: Society Community People		Extended very high energy specialised for survival activity. Extreme personal focus dominates expressed as fear, anger, shock, grief, heroism (Adrenalin state) Periods of very high energy (adrenalin) combined with very low energy (post-adrenalin). Extreme personal focus flows into altruism and community cohesion. Extreme frustration if needs not met	Medium to low energy (cortisol). High activity low productivity. Overwhelming recovery tasks derail routines. Interactions are minimal, intense, intolerant, and grim. Strong commitment to community recovery activity	Fatigue as energy reserves is restocked. Looking for rest and relaxation. As common problems subside issues put on hold can re-emerge leading to relationship issues	Recharging health and lifestyle but with periods of fatigue that emerge as intolerances towards others. Reappraising and adjusting to personal relationships
Needs: Self-managed to maintain comfort zones		Threats eliminated or managed. Survival information Reunion with family, friends and neighbours Uncertainty reduced Crisis information Reconnection with community Informal support networks	Situation stabilised Information on future options with time to consider. Social, leisure and cultural opportunities	Moving forward on plans for the future More privacy Continued social connection and activities	New routines and lifestyle supported Embrace g new 'comfort zone'

Victoria's recovery system focuses on **locally led recovery**, supported by partners and able to scale when needed. It follows national principles by understanding community context, recognising complexity, supporting **community-led approaches**, coordinating efforts, communicating clearly, and **building resilience and capacity** across communities and organisations.

1.4 Community impacts of emergencies

The breakdown of normal social structures places relationships on a personal footing, often creating strong initial community cohesion. Over time, however, differences in individual circumstances can lead to tension, distrust, and division if not managed well. Economic concerns especially for local businesses add further pressure, contributing to cumulative impacts across the community. See Table 1.

Emergencies can also disrupt community groups and social connections, making it essential to support both individuals and the restoration of community cohesion and functioning.

Communities often seek to take an active role in their own recovery, which is positive, but existing groups may be affected by trauma, reduced capacity, or loss of resources. As a result, new, purpose-built groups are often formed to lead recovery efforts.

1.5 Contributors to Successful Recovery

Apart from a focus on the four environments there are critical factors that when tackled together will contribute to the success of recovery. These are shown below in Table 2.

Table 2: Contributors to Recovery Success

Community Focus

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

Leadership and coordination

Recovery is supported by effective management structures and processes to enable the coordination of recovery efforts by all council department, the community and other stakeholder.

Informed decision making

Decisions about recovery action are clearly stated and based on the best available information, data and identified community needs.

Communication

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

Capacity Building

Adequate resources are directed to recovery and personnel within council; the community and other stakeholders are supported to increase their skills and experience to contribute to effective recovery outcomes.

2. RESILIENCE

Recovery is strongly influenced by the initial experiences of individuals and communities, making early, effective action critical. Recovery must be planned and embedded from the outset of an emergency, as starting after the event is too late.

Poor preparation can also place recovery personnel at risk, leading to unclear roles, limited training, and reduced effectiveness, as well as impacts on their wellbeing.

Recovery readiness is primarily addressed through Municipal Emergency Management Plans (MEMPs), which outline prevention, response, and recovery responsibilities. While the level of planning varies, MEMPs should identify community characteristics and assets, define roles and responsibilities, build local capacity, and outline when to seek external support.

2.1 Community Focus

2.2.1 Community-led Recovery

Community-led recovery is a national principle that acknowledges and supports the resources, capacity, resilience and leadership already present within individuals and communities. Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

- centre on the community, to enable those affected by an event to actively participate in their own recovery;
- seek to address the needs of all affected communities;
- allow individuals, families and communities to manage their own recovery;
- consider the values, culture and priorities of all affected communities;
- use and develop community knowledge, leadership and resilience;
- recognise that communities may choose different paths to recovery;
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process;

As the level of government closest to the community and as a leader in the community, Council plays a key role in both facilitating and demonstrating community-led recovery. A community focus on recovery will mean understanding, representing and supporting the needs of emergency affected communities and ensuring that communities can identify their own needs and capabilities to identify recovery priorities and actions. It also means modelling and reflecting good practice in community leadership to other stakeholders.

2.2 Leadership and Coordination

2.2.1 Leadership

While recovery aims to be community-led, strong council leadership is essential to build confidence, support local initiatives, and advocate for community needs. This leadership comes from the CEO, senior managers, recovery role holders, the mayor, and councillors.

The CEO provides overall direction and delegates operational responsibilities. Councillors do not have a direct operational role but play a key part in recovery by supporting community morale, facilitating communication, and advocating for their communities. (A Guide to the Role of Mayors and Councillors in Emergency Management, MAV)

2.2.2 Partners

Communities operate through diverse formal and informal networks, including local groups, businesses, and service organisations. Many of these networks have skills, resources, and relationships that can support recovery efforts.

While some organisations have clear recovery roles, others may require creative approaches to contribute effectively. Identifying and planning for these roles before an event helps speed up recovery.

Recovery partners also include Australian and Victorian Government agencies with defined responsibilities, alongside other stakeholders involved in community recovery.

Table 3: What is happening to people following an emergency?

SOCIAL	BUILT	NATURAL	ECONOMIC
Response agencies Non-profit organisations	Public transport	State and federal departments (parks, water, EPA)	Local industry and business
State and federal departments (DHHS, communities, education, housing and public health)	Road and rail authorities Water and sewage authorities, waste management	Environmental groups such as Landcare and 'friends of...', Plant Health Australia	Industry bodies (e.g. Chamber of Commerce, growers, tourism associations, manufacturers)
Ratepayer Associations	Energy suppliers and retailers	Primary producers, VFF, RSPCA, Wildlife services,	State and federal departments (e.g. ATO, Centrelink)
Health authorities, GPs, Community Health	Telecommunications	Veterinary services, animal welfare	Micro/home business
Representatives from community groups, social and sporting clubs, RSLs, Church groups	Health and education organisations, national trust and conservation groups	Catchment management authorities, natural heritage groups	Banking and Finance, Insurance Council, Employment and training services
Arts and cultural groups	Professional bodies	Local history society	Charities

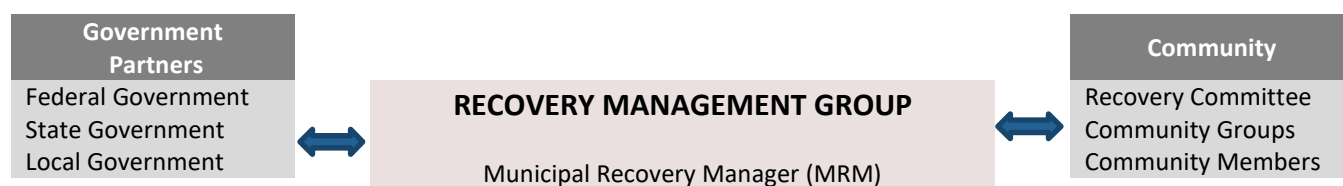
Note: other stakeholders might be involved depending on the nature of local needs.

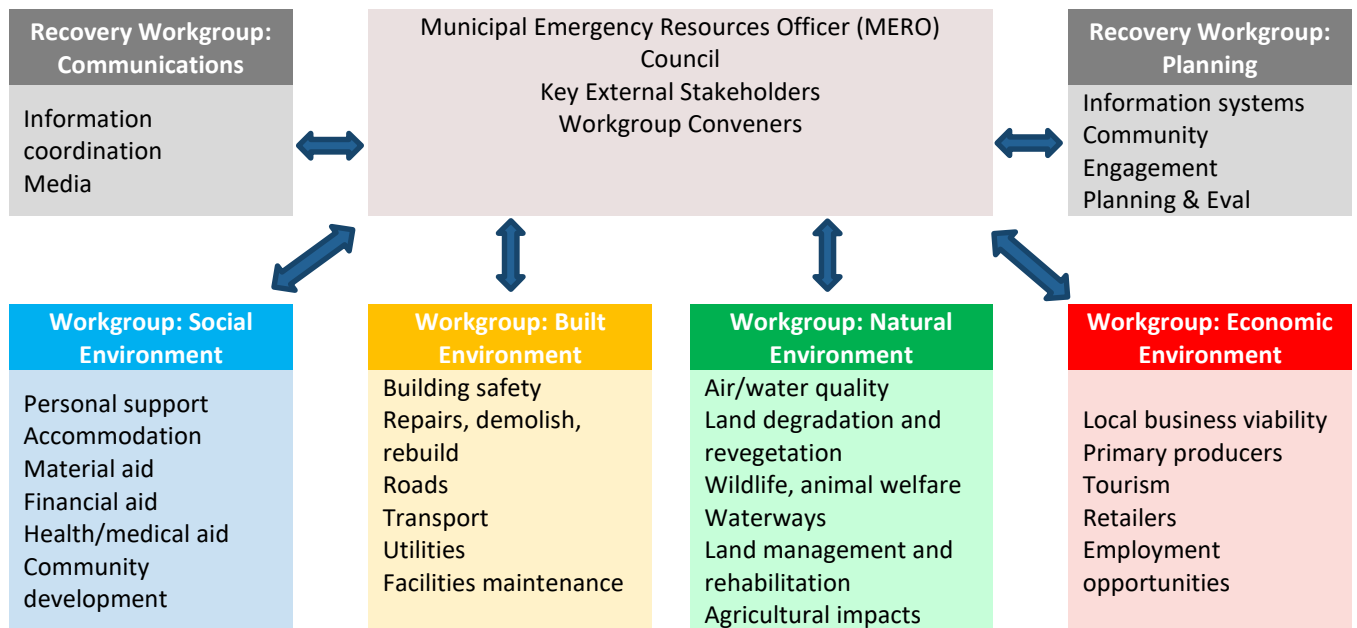
Once the key stakeholders are identified and their recovery roles and functions are clear, consideration should be given to formalising the relationship and arrangements you have agreed in a document such as a partner agreement or memorandum of understanding.

2.3 Recovery Decision-making Structure

Responding effectively to the recovery challenge requires clear decision-making structures. A useful model of recovery governance is to assign responsibility for the social, built, natural, and economic environments separately to a senior council officer from the most relevant content area. In major events it is preferable that this be an officer likely to have organisational influence and decision-making authority. This overall arrangement is particularly well suited to scaling up or down with council or community membership based on the scope of the event. It can also be replicated at state, regional or community levels. See figure 4.

Figure 4: Recovery Management Structure





Led by the Municipal Recovery Manager (MRM), this structure will coordinate multi-environment or cross-environment issues working closely with the MERO to access resources. Part of establishing such a structure is to ensure that vision, goals and objectives of the recovery effort link to the broader council vision, goals and objectives and to utilise existing structures, knowledge, resources, relationships and expertise.

The model is strengthened by a separate recovery planning function and a separate recovery communications function. Creating a separate recovery planning workgroup reduces the risk of individuals getting caught up in relief and recovery operations and creates a setting that supports strategic thinking and planning for the medium to longer term. Smaller councils with fewer resources might need to merge some workgroups, however, separation of the planning function would still be preferable.

Likewise, the separation of a recovery communication function if practical should facilitate an objective appraisal of the messages being generated by the other parts of the structure; ensure consistency in messages to the public and other key stakeholders; and maximise the selection and use of the most effective communication channels.

The number of personnel assigned to each workgroup will vary over time depending on the size and complexity of the recovery effort. If there is high demand it might be necessary to call on personnel from other councils (the North West Metro Region Emergency Management Collaboration), use staff provided by other agencies or use volunteers. The model supports a clear interface between council recovery activities and the community via Community Recovery Committees and other community groups. The structure also provides for the inclusion of representatives from partners and community stakeholders as appropriate.

Interaction with other tiers of government is likely to occur at several levels in the structure depending on the role of the external agencies. However, the MRM role provides a single point contact with coordinating agencies. The structures depicted in Figure 4 are intended to oversee all aspects of event recovery. Therefore, an effective event recovery leadership and coordination structure will need to be strongly connected with council and the MERO. This resource will be used to determine what management structure will be put in place and what personnel and positions will fill it during the planning for recovery phase.

3. ACTIVATION

3.1. Authority to activate the Recovery Plan

The MRM will assess the situation and determine the need to activate this plan and may consult with the control agency of the emergency and the MERC

3.2 Activation Criteria

The actual determination of the need to activate this plan rests with the in consultation with the Deputy MRM/MEMO and Municipal Emergency Management Planning Committee. The decision whether to authorise the activation of the Recovery Plan in part or full will depend upon the:

- extent and predicted duration of the impact; and
- whether or not those impacts can be managed in part or in full through normal council operations

The MRM shall convene a meeting of the Banyule Recovery Team (Banyule City Council staff) and/or the Municipal Recovery Planning Group (Banyule City Council and Recovery Agencies) as soon as is practical where the emergency is of a magnitude that requires their involvement.

The MRM may also, through the MERO, notify the Banyule Emergency Resource Team (BERT). BERT is made up of key personnel who represent each of the individual emergency management plans and key Service Units across the organisation.

The role of the BERT is to:

- Ensure that each stream of emergency management is adequately resourced to deliver legislated responsibilities.
- Assist in the allocation of Councils resources including the re-deployment of people across the organisation to those Service Units delivering critical services.

3.3 Imminent Threat Standby Protocol

Where an imminent threat has been identified, selected emergency recovery resources may be placed on stand-by for potential activation. The MRM, or acting Deputy MRM, is authorised to notify physical and human resources of possible activation.

Based on Banyule's historical experience with emergencies requiring an Emergency Relief or Recovery Centre, it is not common practice to deploy physical resources in advance on stand-by. However, human resources may be placed on alert. In some cases, Banyule City Council staff may be released from duty to ensure availability for potential shift-based response requirements.

Many external partners involved in emergency relief and recovery including emergency services and agencies maintain continuous 24/7 operational capability. These organisations will be notified as appropriate.

The MRM/MEMO is responsible for issuing early notifications of imminent threats. Following this, each organisation is responsible for determining and implementing its own stand-by arrangements based on:

- Available situational information
- Rapid impact assessments
- Situation reports
- Anticipated incident developments

Banyule City Council maintains Duty Officers to respond to after-hours requests. These staff are supported by on-call and overtime allowances. While the Council does not have dedicated after-hours emergency management structures for role holders, provisions within the Enterprise Bargaining Agreement (EBA), along with coordination with Managers, Coordinators, and Supervisors, enable the establishment of 24/7 staffing rosters when required.

Stand-by arrangements may also include notification of North West Metropolitan Region Collaboration councils. A Memorandum of Understanding (MoU) between the 14 NWMR councils outlines activation and notification processes. Additional support may also be accessed through the Municipal Association of Victoria (MAV) via the Resource Sharing Protocol.

3.4 Secondary Impact Assessment (SIA)

Relief and recovery decisions are made based on the assessment of available information provided by a number of sources. Up to date, accurate and relevant information is required to ensure that the best decisions are made as early as possible to ensure the best outcomes for the affected community. The situation needs to be constantly re-assessed as new information comes to hand.

The collection, processing and organising of up-to-date information relating to emergencies, on an ongoing basis, informs our decisions for which relief and/or recovery services will be required.

In the initial stages of an emergency, our information sources are limited. Basic information can be collected from:

- the Vic Emergency website (www.emergency.vic.gov.au)
- the Control Agency where contact has been established
- the Municipal Emergency Response Coordinator (MERC)

This will help predict anticipated community needs and inform decision making to establish an ERC and commence recovery planning activities.

Escalation and Intelligence Sharing

As the situation escalates, the Control Agency may establish an Incident Control Centre (ICC). Where this occurs, it is strongly recommended that the EMLO attends to support effective intelligence gathering and information sharing.

In the early stages, data collection is primarily verbal. Where time and capacity allow, the Control Agency may undertake a Rapid Impact Assessment (RIA). The RIA is designed to capture critical information regarding:

- The extent of damage
- Community disruption
- Infrastructure impacts

This assessment considers impacts across four key domains:

- Social (people)
- Economic
- Built environment
- Natural environment

However, reliance on RIA data should not delay response actions, as it is often not available until later in the incident.

Post Impact Assessment (PIA)

A more comprehensive analysis of impacts, including loss and damage to the community and individuals, is undertaken by Banyule City Council once the affected area is declared safe for entry by the Control Agency.

The PIA process may also be conducted collaboratively across the North West Metropolitan Region (NWMR) councils and supported by CrisisWorks.

3.5 Escalation Arrangements

Consistent with the *Emergency Management Manual Victoria (EMMV)*, emergency relief and recovery follow a tiered coordination approach, with escalation determined by Regional or State Recovery Coordinators and adjusted as events evolve.

If an emergency exceeds Banyule City Council's capacity, coordination may be escalated to the regional level, and for large or complex events, to the state level with potential Commonwealth support.

Escalation adds layers of coordination without removing existing responsibilities and also reflects the level of resources required to support effective recovery.

Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH)

	Tier 0	Tier 1	Tier 2	Tier 3	Tier 3+
Likely Incidence	Frequent	Occasional	Rare	Very Rare	Extremely Rare
Complexity	Low-Medium	Medium	Medium-High	High	Extreme
Consequence	Low-Medium	Medium	Medium-High	High	Extreme
Population Effects	No significant disruptions	Minor localised disruptions	Moderate short-term disruptions	Major medium-term disruptions	Most or all usual activity disrupted

Activation	Normal business procedures	MEMPs	Regional Plans	State Plans	State Plans (possible Commonwealth involvement)
Coordination	Local	Local	Regional	State	State
Coordination Point	None	Municipal Emergency Coordination Centre	Regional Emergency Coordination Centre	Health & Human Services State EM Centre	Health & Human Services State EM Centre
Illustrative Examples	House fire Car accident	Gas leak in a block of flats Fire in an aged care facility	Widespread hailstorm Significant bus crash	Major bushfire Prolonged food situation	Terrorist attack Significant earthquake

Figure1: Emergency relief and recovery coordination levels

Figure 1 above is a summary of the considerations that influence the tier designation of an emergency. The tier is designated by the Regional Recovery Coordinator (or delegate) or State Recovery Coordinator (or delegate) for Tier 2, 3 or 3+ and can shift over time as emergencies unfold. The tiers provide an indicative framework which will primarily be used by Health & Human Services Emergency Management for understanding the currently active level of coordination of emergency relief and recovery. The tiers may also be useful for relief and recovery agencies and organisations in planning, preparedness and service delivery.

3.6 Transition from Emergency Relief to Recovery

In most cases, operational plans for providing emergency relief activities will have been activated as soon as an emergency has or is expected to have an impact. Recovery should commence as soon as practical and after the threat to human life subsides. In many cases recovery commences alongside emergency relief activities.

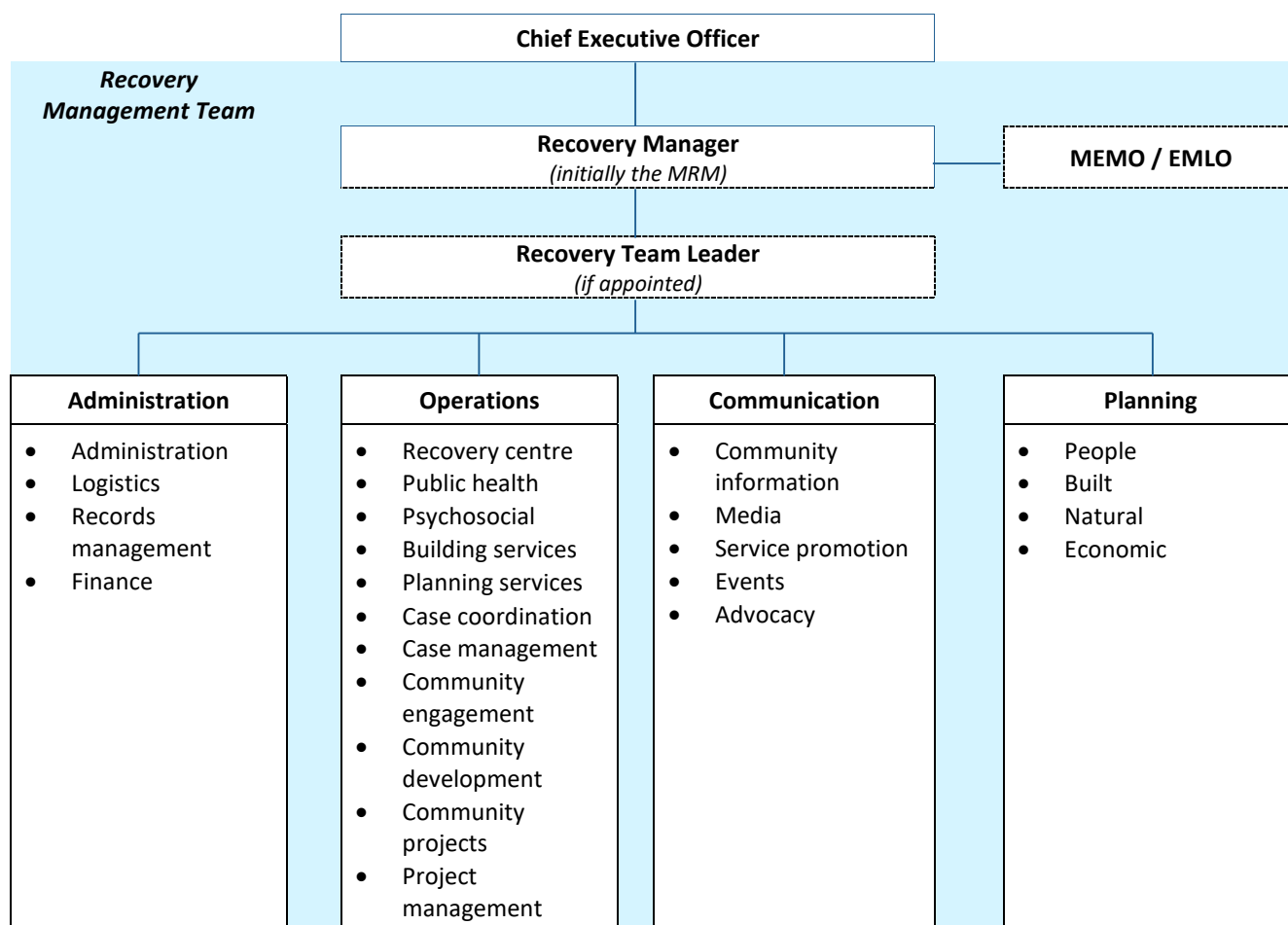
Recovery operational planning should commence as soon as possible after the impact of an emergency. The Incident Controller, Emergency Response Co-ordinator and the Recovery Manager should commence transition planning as soon as possible following the start of the emergency. The decision relating to the timing of the transition of overall co-ordination from response to recovery will be impacted by a number of key considerations. The Emergency Response Co-ordinator is responsible for advising all agencies involved in the emergency of the time at which response terminates. Following the conclusion of response activities, the effects of the emergency may continue, and recovery activities will often go on for some time.

For more information on the Transition from Emergency Response to Recovery, see section 3.5.6 of this plan.

4. ROLES AND RESPONSIBILITIES

4.1. Command Structure

The Municipal Recovery Manager (MRM) will establish a recovery team based on the scale, gravity and expected duration of the recovery period. The structure depicted below should be used as guide.



4.2 Role Statements

4.2.1 Municipal Recovery Manager (MRM)

The Municipal Recovery Manager (MRM) maintains overall responsibility to ensure that both immediate and long-term individual and community needs are met in the relief/recovery process. The establishment of the relief/recovery process on behalf of Banyule City Council requires:

- Assessing the impact of the emergency (i.e. type and scale of event)
- Identification of:
 - facilities and resources that are required, available and not exposed to threat from the emergency
 - internal and external relief and recovery stakeholders
 - community profile and possible needs
 - forward planning to address short-, medium- and long-term recovery

Specific MRM Responsibilities

The roles and responsibilities of the MRM in relief and recovery includes (but not limited to):

- Liaise with the MERO and Banyule Emergency Resource Team (BERT) to determine the best use of municipal resources, to enable the recovery by individuals or the community from the effects of an emergency.

- Liaise, consult and negotiate on behalf of the affected community with recovery agencies and the municipality.
- Liaise with the Department of Families, Fairness and Housing (DFFH) Recovery Manager.
- Collate and evaluate information gathered in the post impact assessment.
- Establish priorities for the restoration of community services and needs in conjunction with the Community Recovery Committee and the Municipal Recovery Planning Group.
- Undertake specific relief and recovery activities in consultation with the MERC, MERO and BERT. On request from the MERO activates municipal recovery team members.
- Brief municipal recovery team members from the 4 functional areas of relief and recovery as needed, re: emergency, allocate tasks, advise location of ERC to be opened and request the ERC to be established.
- Co-ordinate recovery response within the municipality during an emergency.
- Establish a Recovery Co-ordination Centre in an appropriate location or at the MECC, for the coordination of relief and recovery activities.
- Facilitate the establishment and operation of a Community Recovery Committee as required, ensuring the inclusion of all principal stakeholders.
- Ensure all queries/requests are recorded using approved paperwork.

For a more comprehensive list of responsibilities, refer to Appendix 4.1 - MRM Responsibilities Checklist.

Ongoing Requirements for MRM during Non-Emergency Periods

- Regularly update Sub Plan, including:
 - Operational Procedures;
 - Contact Lists;
 - Make sure all staff holding key response positions have most up to date version of plan.
- Facilitate the Municipal Recovery Planning Group. Maintain list of agreed roles and responsibilities of agency/community groups;
- Undertake periodical inspections of Emergency Relief/Recovery Centres with Emergency Relief Centre Co-ordinator;
- Determine what roles and responsibilities are to be delegated to specific operational procedures;
- Ensure that staff occupying relief/recovery positions are fully conversant with their roles and responsibilities and arrange needs based training where relevant;
- Test plan at least annually, review effectiveness of simulations and implement action to remedy issues identified.

4.2.2 Recovery Manager

Who:	Initially the MRM until a Recovery Manager is appointed
Reports to:	Chief Executive Officer
Authority:	Unless relieved or otherwise directed by the Chief Executive Officer, the absolute authority to manage the recovery and use all reasonable endeavours to aid the community recovery and in particular to: • commit appropriate personnel, equipment, finances and resources to the recovery; and • represent the Council's involvement with external entities
Responsibilities:	• Effective leadership and management of the Recovery Team in all aspects of performance, service and outcomes. • Represent Council on recovery matters and work with a range of government, community and organisational stakeholders to support community recovery. • Ensure community ownership of the recovery process and support the achievement of community driven initiatives.

- Establish, lead and resource the Community Recovery Committee and working groups to progress the desired outcomes of the Recovery process.
- Identifying opportunities for brokering strategic partnerships between Government departments, service agencies, the private sector and the community to align efforts for the development of effective and sustainable models of support for the affected community.
- Lead the establishment of the Community Services Information Centre and the integration of recovery support services operating from the Centre.

Initial Actions:

- Assume control of the overall recovery process and effort for the Council.
- Establish, clarify and assess the details of the situation with the MERC, MERO and DHHS.
- Review the current response and plan any immediate actions and allocate tasks, as required.
- Brief the Chief Executive Officer on the situation and advise on the need to activate the Recovery Team.
- Activate the Recovery Management Team and any support personnel required:
 - give brief details of event; and
 - advise location to convene
- Ensure your staff are briefed on your whereabouts, how to contact you, and what matters.
- Confirm attendance of all mobilised Recovery Management Team members and:
 - announce situation details as known; and
 - advise on how the Recovery Management Team will operate
- Establish operation of the Recovery Management Team area.
- Establish robust communications with other Agencies.
- Activate the Resource Sharing MoU with NWMR collaboration, as required.
- Establish and deploy teams to undertake Secondary Impact Assessment.

Ongoing Actions:

- Develop and implement the Recovery Plan ensuring input from key council staff and community agencies based on the
 - Post Impact Assessment; and
 - Community key priorities for the restoration of services
- Depending on the nature and scope of the emergency and in consultation with key response agencies and the Regional Recovery Manager, determine the need for sub-committees and sub-plan of the Recovery Plan to facilitate recovery.
- Liaise, consult and negotiate on behalf of the affected area with:
 - Recovery Agencies; and
 - Regional Recovery Management Committee or Department of Families, Fairness and Housing (DFFH).
- As soon as reasonably practical establish a Community Recovery Committee that meets on a regular basis to:
 - lead and monitor effective and efficient recovery activities;
 - identify any gaps that exist; and
 - provide effective solutions to those gaps
- Establish the Case Coordination and Case Management arrangements as required for:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with contracted service providers.
- Establish and develop Outreach programs as deemed appropriate and necessary.
- Manage donations and offers of assistance to best meet the needs of the affected community.

- Build relationships with government departments, and across, communities and organisations
- Liaise with regional recovery management committees and DHHS, as directed by the MRM.
- Chair community meetings and represent Council at community meetings, forums and working groups related to bushfire recovery, as required.
- Engage with DHHS and ensure Council involvement at Community Information Sessions.
- Oversee communication processes including community meetings, newsletters, press releases, bulletins etc.
- Establish supportive relationships with affected individuals and communities by listening to and acknowledging:
 - how individuals and communities have been impacted by the event;
 - what they identify as their needs; and
 - their ideas for how recovery can be facilitated and achieved.
- Facilitate and support community participation in the recovery process.
- Support the development and implementation of local solutions to the recovery.
- Continually assess the impact of the Council's involvement in the recovery and coordinate response actions to meet any changes in the situation.
- Prepare Recovery Reports and brief Council, CMT and staff on recovery progress.
- Work with Council's managers across the community, economic, natural and built environments to ensure a holistic Recovery Plan is developed and delivered.
- Establish effective Staff Rotation throughout the recovery period to avoid staff burnout

4.2.3 Recovery Management Team (Generalist)

Depending on the gravity and scale of the event the Recovery Management Team may be structured using generalist roles as outlined below, or should the situation require, escalate to a more structured and function specific approach as detailed in the pages that follow. The decision will be made by the Recovery Manager based on the circumstances at the time.

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to: Recovery Manager

Responsibilities:

- Assist with the establishment and operation of the Administrative, Communication, Planning and Operations functions and the effective integration of these functions into a comprehensive recovery to support the community.
- As directed by the Recovery Manager, assist with recovery matters and work with a range of government, community and organisational stakeholders to support community recovery.
- Assist in identifying community needs and resource requirements and making recommendations to appropriate agencies.
- Undertaking other specific recovery activities as determined by the circumstances.

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks

- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day to day functions and inform staff on how you can be contacted and on what matters.

Ongoing

Actions:

- Assist in the establishment of Teams to undertake initial Post Impact Assessment.
- Participate in the planning function as directed by the Recovery Manager to ensure that the following questions can be addressed:
 - What is the current situation?
 - What is the predicted situation for the next week, month and beyond?
 - What is the current Recovery Plan across the four environments – people, built, economic and natural?
 - If the current strategy needs modifying, what are the alternatives?
- Assist in the preparation of Recovery Reports.

4.2.4 Recovery Team Leader

It is envisaged that this role will not be activated except in exceptional circumstances. However, depending on the scale, gravity and duration of the event a Recovery Team Leader may be appointed to assist with the management of the operational aspects of the recovery and allow the Recovery Manager to provide greater focus on the strategic issues, key stakeholder and community relationships.

Who: Council personnel as directed or appointed.

Reports to: Recovery Manager

Responsibilities: As delegated by the Recovery Manager:

- Manage the Recovery Team in all aspects of performance, service and outcomes.
- Represent Council on recovery matters and work with a range of government, community and organisational stakeholders to support community recovery.
- Ensure community ownership of the recovery process and support the achievement of community driven initiatives.
- Establish, lead and resource the Community Recovery Committee and working groups to progress the desired outcomes of the Recovery process.
- Identifying opportunities for brokering strategic partnerships between Government departments, service agencies, the private sector and the community to align efforts for the development of innovative and sustainable models of support for the affected community.
- Lead the establishment of the Community Services Information Centre, which may be at the Community Recovery Centre and the integration of recovery support services operating from the Centre.
-

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks

- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

Ongoing Actions:

Undertake duties and tasks as directed by the Recovery Manager. It is envisaged that for the most part these will be all duties and tasks of an operational nature that are normally allocated to the Recovery Manager. These tasks may include the day-to-day management of the Recovery Team and the functional areas of Administration, Communication, Planning and Operations.

4.2.5 Recovery Communication Team

Who:

Selected personnel directed or appointed to the position will undertake this role

Reports to:

Recovery Manager or the Recovery Team Leader (if activated).

Responsibilities:

- To develop, implement and review communication strategies and activities that support the priorities of Council's Recovery Plan.
- To support key stakeholders including the Community Recovery Committee through recovery and rebuilding with communication strategies and activities that foster strong and resilient communities, minimise negative impacts and maximise rebuilding outcomes.
- To support and promote a positive image for the Council and its affected communities.

Initial Actions:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

Ongoing Actions:

The range of ongoing actions required of the Communications Team may include:

Strategy

- Develop a recovery communication strategy consistent with the Recovery Communication section of this plan and implement associated communication plans and activities.
- Develop and maintain a consistent and effective brand to easily identify recovery information.
- Engage stakeholders and staff to develop and adopt a shared vision and shared responsibility for recovery communication activities.
- Develop a comprehensive database of all key stakeholders.
- Build relationships with local, state, national and specialised media to maximise positive media opportunities.

- Build internal and external relationships that foster a commitment to pro-active issues management and open, transparent, two-way communication and community engagement.
- Develop and implement targeted media strategies for key issues and activities of the recovery plan, Community Recovery Committee and community working groups.

Public communications

- Identify and address critical Recovery Communication needs to ensure affected residents, council staff and service providers are well-informed and well-supported.
- Prepare targeted communication plans to advocate for the needs of the Council's affected community.
- Represent Council's views and the views of the Community Recovery Committee at meetings.
- Create and maintain an effective web presence for recovery information.
- Prepare communication items such as media releases, community bulletins, advertisements, fact sheets, FAQs, speech notes and backgrounders.
- Coordinate emails, SMS alerts and website updates to communicate information to affected residents.

Internal communication

- Provide specialised and pro-active communication and issues management advice in consultation with the Manager Communications to the Recovery Manager, Mayor, CEO and Community Recovery Committee.
- Support the Recovery Team with regular media monitoring and reports.
- Pro-actively identify and support communication needs for any project rebuild team(s).
- Support internal communication initiatives with appropriate and timely written and web material.
- Provide advice to recovery staff to prepare high-level written and visual material.

Agency communication

- Liaise with other local and state government representatives and agencies to foster an integrated approach to inform and support the fire-affected community and other key stakeholders.
- Take a lead role in integrating the Council's recovery communication strategies and activities with other regional recovery communication initiatives.
- Facilitate the ongoing integration of information between the Council's Recovery Information Line, staff and other agencies.

Communication Tools

- Create templates to assist with the easy preparation and dissemination of recovery information across the organisation and for the Community Recovery Committee.
- Prepare other written, audio and visual material to support communication activities as required.
- Develop and maintain a recovery image library.

4.2.6 Recovery Planning Team

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to:	Recovery Manager or the Recovery Team Leader (if activated).
Responsibilities:	The Planning Team will work with a range of other community and organisational stakeholders to achieve broad community participation in the recovery planning process, be inclusive, ensure community ownership and support the achievement of community driven initiatives.
Initial Actions:	• Receive a briefing from the Recovery Manager, ensuring that you: ○ understand the nature and extent of the emergency; ○ are aware of any safety issues, the associated precautions and current counter measures; ○ understand the communications protocols and arrangements in place; and ○ undertake all allocated tasks • Plan and implement appropriate immediate actions as directed to by the Recovery Manager. • In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.
Ongoing Actions:	The range of actions that the Planning Team may be assigned will be many and varied, often highly situational and could involve any or all planning aspects related to the recognised environments outlined in Part 4 of the EMMV and the sections of this Plan: • People, Social, Health and Community • Economic • Natural • Built

4.2.7 Recovery Administration Team

Who:	Selected personnel directed or appointed to the position will undertake this role
Reports to:	Recovery Manager or the Recovery Team Leader (if activated).
Responsibilities:	The Administration Team will work with a range of other community and organisational stakeholders to support the Recovery Team who are active in achieving broad community participation in the recovery process and supporting the achievement of community driven initiatives. The Administration Team has general responsibility to: • Provide a high level of administrative support within the Recovery Team • Provide excellent customer service. • Achieve the required performance outputs within set timeframes. • Support the administration and office processes which contribute to the good governance of the recovery process.
Initial Actions:	• Receive a briefing from the Recovery Manager, ensuring that you: ○ understand the nature and extent of the emergency; ○ are aware of any safety issues, the associated precautions and current counter measures; ○ understand the communications protocols and arrangements in place; and ○ undertake all allocated tasks • Plan and implement appropriate immediate actions as directed to by the Recovery Manager.

- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

**Ongoing
Actions:**

The range of ongoing actions required of the Administration Team may include:

Administration

- Follow-up administration actions required after Council and/or Committee meetings.
- Assist to develop draft agendas and make arrangements for room bookings, catering, etc for all recovery meetings.
- Maintain various registers and databases to ensure they meet legislative and operational requirements.
- Assist in the production of various documents such as the Recovery Plan.
- Provide administration support to various special projects arising during the recovery process, i.e. building expo, community forums.
- Provide support to develop presentations to community and council.

Logistics

- Provide logistical support to the Recovery Team.
- Manage the receipt, authorisation and payment of invoices.
- As directed by the Recovery Manager, manage non-financial donations and offers of assistance to best meet the needs of the affected community.

Records Management

- Record all correspondence consistent with Council policies and implement effective action tracking and follow up procedures.
- Assist with the implementation of the Corporate Information Management program as it relates to the Recovery Team.

Finance

- Apply for reimbursement of reasonable costs from the State and Commonwealth governments see Finance in the Administration section.
- Monitor expenditure against budget and report to the Recovery Manager.
- As directed by the Recovery Manager, manage financial donations and ensure accurate records are kept.

4.2.8 Recovery Operations Team

Who: Selected personnel directed or appointed to the position will undertake this role

Reports to: Recovery Manager or the Recovery Team Leader (if activated).

Responsibilities: The Operations Team will work with a range of other community and organisational stakeholders to achieve broad community participation in the recovery process, be inclusive, ensure community ownership and support the achievement of community driven initiatives.

The range of responsibilities that the Operations Team may be assigned will be many and varied, often highly situational and could involve any or all operational aspects related to:

- Recovery Centre
- Public Health

- Psychosocial
- Building Services
- Planning Services
- Case Coordination
- Case Management
- Community Engagement
- Community Development
- Community Projects
- Project Management

- Initial Actions:**
- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
 - Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
 - In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

- Ongoing Actions:**
- The Operations Team approach will be to operate at community and individual levels to:
- Establish supportive relationships with the affected individuals and communities by listening to and acknowledging:
 - how individuals and communities have been impacted by the event;
 - what they identify as their needs; and
 - their ideas for how recovery can be facilitated and achieved
 - Facilitate and support community participation in planning the rebuilding of community, including built environment and social connectivity.
 - Facilitate rapid deployment of Council public health, building and planning services to support the community.
 - Implement the Case Coordination and Case Management arrangements as required for:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with contracted service providers.
 - Provide support to community projects and initiatives including memorial projects and funded health and wellbeing projects.
 - Be Council's representative on key projects arising from the Recovery Plan, to ensure an inclusive community development approach.
 - Support the development and implementation of local solutions to recovery.
 - Liaise with local and regional support agencies to ensure community-based service delivery.
 - Facilitate the involvement of diverse groups and individuals in the recovery process.
 - Build relationships within, and across, communities and organisations.
 - Build on local strengths and assets.

4.2.9 Municipal Recovery Planning Group

The Municipal Recovery Planning Group is made up of representatives from recovery services agencies and organisations. This group is responsible for more strategic recovery activities following an incident but also convenes annually to ensure that the Recovery Plan is relevant and adequate considering the municipalities

CERM and any new or emerging recovery information from agencies or industry. The Municipal Recovery Planning Group plans for and implements recovery activities.

- Terms of Reference:**
- Convened and resourced by Council
 - Agencies and organisations will be invited to attend, and Council will take responsibility for membership of relevant agencies
 - The Municipal Recovery Planning Group shall focus on the planning and preparation of relief and recovery services covered in this MEMP and the Municipal Emergency Relief & Recovery Sub-Plan
- Membership:** The membership of the reference group could include but be not limited to representatives of:
- Banyule City Council
 - Department of Families, Fairness and Housing (DFFH)
 - Australian Red Cross
 - Salvation Army
 - Victorian Council of Churches
 - Austin Health
 - Berry Street
 - BANSIC – Banyule Support & Community Resource Centre
 - Banyule Community Health Centre
 - Case Management Service organisation appointed
- Function:**
- Planning and preparation of relief and recovery services as covered in this Plan.
 - Monitor the overall progress of the recovery process in the affected community.
 - Obtain reports from the Community Recovery Committee (CRC).
 - Identify community needs and resource requirements and make recommendations to the Community Recovery Committee (CRC).
 - Undertake specific recovery activities as determined by the circumstances and the Community Recovery Committee (CRC).

4.2.10 Community Recovery Committee

Depending on the gravity and scale of the event the Recovery Management Team may be structured using generalist roles as outlined below, or should the situation require, escalate to a more structured and function specific approach as detailed in the pages that follow. The decision will be made by the Recovery Manager based on the circumstances at the time.

- Guiding Principles:**
- The primary method of ensuring and fostering community management of recovery after an event is through the use of Community Recovery Committees.
- Council has a responsibility to resource the establishment of a Community Recovery Committee. Existing local community representative committees should be considered in the process and conversely such recovery committees can transition into more mainstream committees, when appropriate.
- Additional processes should be considered to enable the requirements of specific needs groups (vulnerable, disadvantaged, children, youth, women, men and bereaved) to be understood.
- Key Actions:**
- Where the impact of an event is sufficiently significant, the Recovery Manager and Regional Recovery Coordinator (Department of Families, Fairness and Housing (DFFH))

have a responsibility to ensure the establishment of Community Recovery Committees as soon as possible after the emergency.

The Recovery Manager should prepare a Charter for the Community Recovery Committee to convene under the auspices of the Council.

A Community Recovery Committee – Draft Charter is provided in the Forms and Templates section of this plan. It can be modified to suit the circumstances of the emergency. Each CRC provides a single point of contact for the local community.

Where the magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees (CRC's) may be established within the affected area. Each established CRC reports to the Municipal Recovery Planning Group and informs recovery planning and prioritising of recovery activities.

The composition of the CRC should be mostly community members, community groups and /or community leaders. It is important to ensure that the community feels empowered to make choices and decisions for their recovery. This is also important in improving community resilience and ability to cope with their 'new normal'.

The CRC should consider and represent all aspects of the four key functional areas (elements). Refer to Section 1.1.2 of this plan for more detail. The CRC should also be responsive to the community profile and include community representatives and leaders from all groups including CALD, young people etc.

The CRC should meet as frequently as required following an emergency and shall be established for the duration of recovery. The CRC may provide periodical reports to the Municipal Recovery Planning Group to guide more strategic recovery activities.

Terms of Reference:

- Event focussed for the life of the recovery phase
- Dependent on the needs of the community and could be short or long term
- Convened and resourced by Council
- Relevant groups must participate willingly
- Council will activate and deactivate the Committee as required in consultation with the community.

Membership:

- Receive a briefing from the Recovery Manager, ensuring that you:
 - understand the nature and extent of the emergency;
 - are aware of any safety issues, the associated precautions and current counter measures;
 - understand the communications protocols and arrangements in place; and
 - undertake all allocated tasks
- Plan and implement appropriate immediate actions as directed to by the Recovery Manager.
- In consultation with your manager or Supervisor delegate responsibility for your day-to-day functions and inform staff on how you can be contacted and on what matters.

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

- Community Groups/Leaders
- Affected persons
- Municipal Recovery Manager or delegate
- Councillor

- Community Development Worker with knowledge of the four key functional areas (elements) of recovery planning.

Function:

- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to the Municipal Recovery Planning Group or appropriate recovery agencies, municipal councils and the State's recovery management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils.
- Liaise with the Department of Families, Fairness and Housing (DFFH) as Co-ordinator through the designated Department of Families, Fairness and Housing (DFFH) Regional Director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the Committee.
- Inform the overall planning and prioritising of recovery activities.
- All four key functional areas (elements) of recovery planning considered and prioritised.

Implementation:

- The MRM or a person delegated by him/her is to initiate recovery activities as documented in this section of the Plan as soon as possible after an emergency occurs, as directed by the MERO
- The MRM shall convene a meeting of the Municipal Recovery Planning Group as soon as is practical where the emergency is of a magnitude to require co-ordinated community input.
- A range of recovery activities may be required during and after an emergency.

5. MUNICIPAL RECOVERY

5.1 Recovery Operations

Recovery from emergencies is a developmental process of assisting individuals, families, neighbourhoods and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

Recovery activities should acknowledge the inherent resilient capabilities of individuals, households, neighbourhoods and communities affected by emergencies. Resilience is also promoted through programs that encourage, create and develop resources and connections that can be drawn on in times of crisis.

It is important to ensure that the recovery process is coordinated from the very start. There are five primary phases or steps in emergency recovery operations that are related to a time continuum. The recovery services required in each phase will vary in type or activity. The phases are:

- during the incident (usually the response phase)
- immediately after the incident (1 – 7 days)
- short term (weeks 2 – 4)
- medium term (months 2 – 3)
- long term (month 4 onwards, up to 18 months, or even 3 years – depending on the impact of the incident)

The following phases outline the recovery services that may be required during those timelines.

5.1.1 Flow Chart of Key Recovery Actions

Appendix 1 is a flowchart of key actions, which will need to be taken throughout the recovery process. These actions are by no means exhaustive and depending on the nature and location of the emergency and the affected community, a range of other actions may also need to be taken.

5.1.2 During the Incident

- Obtain reports of losses to assess community needs, collected through the MECC.
- Prepare the loss assessment team/s to enter impacted area when emergency is under control and it is safe to do so.
- Respond to reported loss from the MECC, which may include:
 - Provision of emergency grants, temporary accommodation, material aid and personal support (confirm first that the processes for these service provisions are in place).
 - Activation of Emergency Relief Centres (MERC, MERO and MRM make the decisions on which centres and when).
 - Implementation of communication strategy (community meetings, media releases, fact sheets).

5.1.3 Immediately After the Incident

- Impact needs assessment:
 - Continued from initial phase.
 - Conduct the loss and damage assessment (visits to properties) and collate the gathered information for needs assessment and planning purposes.
- If necessary, begin to plan for an Outreach Program in consultation with relevant service coordinators.
- Convene the Recovery Planning Team to conduct a needs assessment.
- Confirm required recovery services and identify the agencies/service providers that need to be involved.
- Determine whether a Community Recovery Committee will need to be established. If so, commence planning for its establishment.
- Is the capacity of some service providers exceeded? If so, then activate Regional Recovery escalation process. (confirm the regional recovery arrangements cover this)
- Long-term planning and resourcing for the Recovery Management Team

5.1.4 Short Term (weeks 2 - 4)

Social Recovery	• Initiate Case Co-ordination and Case Management processes for affected citizens (in accordance with DHHS guidelines) and ensure they have access to personal support, accommodation and material aid. • Implement an Outreach Program to gather information on how the community is travelling (ideally, this should be conducted in the 2 – 6 weeks period after the event)
Financial Assistance	• A number of organizations will be able to provide emergency grants. Ascertain which agencies will be providing emergency grants to citizens who have lost their homes or have been displaced. It is in the best interests of the affected citizens that this is coordinated, and a list of providers should be developed. • DHHS should commence processing Personal Hardship Assistance Program (PHAP) applications where residents have been directly affected by an emergency and providing for shelter, food, clothing, personal items or specific transport (i.e., to leave an affected area) has caused (or would likely cause) hardship for the affected individual or household and these needs cannot be met through the households. Own resources or as part of other relief arrangements. The emergency component of PHAP is only available for the first seven (7) days of an emergency. • Appeals and Donations – offers of various kinds will probably begin to come forth. Confirm that there is a designated aspiring/coordinating agency/person to coordinate offers of money, materials and volunteered labour. Determine how this is to be coordinated and managed.
Communication	• Conduct community meetings (as part of response and recovery) • If required, open a Recovery Centre to coordinate information flow (both ways) to the community. • Employ a Media Liaison Officer to coordinate information flow to the media. • Activate mechanisms to inform community of the situation: ○ Council social media messaging ○ Incident-specific Council newsletters and mail outs ○ Local newspapers and TV ○ Plenty Valley FM radio ○ ABC radio (other radio as well) ○ Council meetings ○ Community meetings
Community Recovery Committee	If a Community Recovery Committee is required to manage the recovery process, determine: • what the Terms of Reference are (sample format available from DHHS); • who the most suitable Chairperson would be; • what the membership is: Recovery Service Coordinators, local community leaders, Municipal Recovery Manager, LG councillor representative, DHHS, Rural Finance, DIIRD/RDV, DVC, DPI, local counselling agency representative, local business/farming organizations and other appropriate organizations and affected individuals; • how often it should meet; • the reporting process; and • it's authority

Municipal Recovery Planning Group	• Call the first meeting of the Community Recovery Committee and activate sub-environments (social, economic, built and natural). • Identify resources required to meet the needs of the recovery process. • Develop appropriate recovery plans. • Plan for the employment of a Community Development Officer (CDO) and Business Recovery Manager (BRM) if required.
Maintaining Business Continuity	• Depending on the size of the emergency, many council staff may need to be fully (or partially) devoted to the recovery effort. Confirm that the provisions have been made to backfill the Recovery Manager (and others as required) for periods of up to 6 months, (e.g. Support from other LGA's). • Failure to make provision for this contingency may lead to staff exhaustion and loss of service delivery, potentially prolonging the impact of the incident
Support from Government	• Liaise with regional DHHS to facilitate support. • Requests for resources could include funds for a CDO, discretionary purposes and rebuilding infrastructure. • Provide the timeframe in which assistance is required.
Regional Recovery Committee	• If the recovery effort is broader than a single LGA, a Regional Recovery Committee will be activated to coordinate regional resources. If that is the case, then: ○ Ensure suitable representation on Regional Recovery Committee (normally CEO or senior council representative as well as MRM). It is essential to nominate a senior council representative to ensure appropriate authority and decisions making power. ○ In conjunction with DHHS and other recovery agencies, develop funding submissions and recovery strategies for government/ministerial taskforces through the Regional Recovery Committee. • Debrief & Reporting (after week 1) ○ Capture learning and assess how recovery services and staff are managing. • Conduct appropriate local recovery debriefs and attend regional debriefs

5.1.5 Medium Term (months 2 - 3)

Many of the actions initiated in the earlier phases will continue into the medium term and include:

Social Recovery	• Continued case management of affected citizens • Action outcomes of outreach program • Distribute milestones fact sheets • Appointment of CDO/BRM and development of an action plan • Implementation of CDO/BRM action plans • Commence community social events • Temporary accommodation if required • Implement recovery plan and seek government funding support
Financial Assistance	• Emergency grants are finalized • Hardship grants still being processed, but finalized in this period • DHHS PHAP emergency assistance is only available for first 7 days of an emergency. Applications for re-establishment assistance can be accepted from eligible applicants for up to 180 days of qualifying emergency

Recovery Task Forces	• Meet as required and report to Recovery Committee • Implement Recovery Plans
Community Recovery Committee	• Meet as required to develop appropriate action plans and recovery strategies • Coordinate recovery process • Manage CDO/BRM activities
Communication	• Communication strategy expanding (regular media releases and newsletters) • Assess whether the Recovery Centre still needs to be operating • Conduct community awareness workshops
Debrief and Reporting	(After week six) • Capture learning and assess how recovery services and staff are managing • Reposition strategy/agencies and seek extra resources if required

5.1.6 Long Term (month 4 and onwards to withdrawal)

Recovery activities in this period reach their conclusion at different points of time. The aim of the Community Recovery Committee is to assist the community to recover to a position equal to, or better than before the emergency. Community needs will be ultimately brought under the umbrella of community service providers as they were prior to the emergency.

Actions	The following actions need to be considered and applied according to need: • Case management of affected citizens (NB:20% of affected people are likely to become long- term/ongoing recipients of counselling or other community services) • MRM to continue with long-term emergency management planning • Task forces will normally complete their recovery action plan and wind up as required • Completion of CDO/BRM action plan/s (community engagement) • Exit Strategy • Ensure community-based exit strategy is planned for and that the community has been part of the consultation process. • Develop briefing and budget for council consideration for longer term recovery actions • Debriefs and Reports - o Maintain regular MRM and CDO/BRM debriefs to monitor staff welfare and to ensure that the recovery process is on track - o Conduct a final debrief with all agencies at the conclusion of the recovery process - o Maintain a reporting program through the recovery process and prepare a final report. All learning must be documented.
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5.2 Recovery Environments

Effective emergency recovery should be responsive to the community and the impact of the emergency. Hence, it is not possible to provide a prescriptive series of potential emergency recovery services or activities. Rather, this section of the Plan presents a framework to consider when planning and implementing emergency recovery programs. The development of the Recovery Plan should address the four recovery environments:

- people, social, health and community environment
- economic environment

- natural environment, and
- built environment

To effectively address these four recovery environments, cooperation is required between the community and all levels of government, non-government organisations, community agencies and the private sector. Recovery initiatives may address specific elements of one recovery environment or may work across multiple environments. As process of community recovery and the recovery of individuals support each other, assistance should be based around three key elements:

- **individualised support** for people and families – information, support, access to generic services and facilitating provision of specialist services
- **focus on communities** – support for existing community agencies to identify and respond to the needs of their members in ways that promote recovery and social cohesion, and
- **vulnerable groups** – strengthen the networks of vulnerable persons and groups and ensure they are linked to the most appropriate support services – through local activities, care providers and support groups to ensure they will be supported and remain connected with their local community.

Each of these environments are discussed in in the EMMV Part 4 – State Emergency Recovery Arrangements and reference should be made to that document to obtain the most recent advice when preparing a Recovery Plan.

The Recovery Plan should be developed using the Community Recovery Plan Templates provided in the Forms and Templates section of this Plan.

5.2.1 People, Social, Health and Community Environment

Refers to the impacts on the health and wellbeing of individuals and the community resilience. This functional area includes temporary accommodation, material assistance, financial assistance, personal support, health and medical services and community development.

The people social, health and community environment refers to the impact that an emergency may have on the health and wellbeing of individuals, families, neighbourhoods, and the community fabric and includes the main elements of:

- safety and wellbeing;
- health and medical;
- psychosocial support;
- targeted programs for children, youth, men and women;
- individualised support programs; and
- community support programs

5.2.2 Economic Environment

Refers to the economic impact that an emergency may have on individuals and communities in an affected geographical area. The economic impact of an emergency is often hidden and may require detailed assessment to ascertain immediate and long term needs to ensure that economic wellbeing is re-established and that financial hardships for the affected community are ameliorated.

Economic recovery can operate at a number of levels, ranging from:

- microeconomic that address the needs of individuals and households;
- enterprise-level activities which assist businesses; and
- macroeconomic where the consequences of the economic impact of the emergency on the broader economy are monitored and addressed by both government and the private sector.

Economic recovery activities should:

- be designed to support the re-establishment of economic wellbeing and help to alleviate financial hardships in the affected community;

- facilitate effective utilisation of existing economic development and financial assistance programs and opportunities; and
- directly intervene in local economies where there is a clear likelihood of market failure and preventable hardship

Early consideration of the economic consequences of an event is critical for the economic recovery of a community. The investment, development and promotion of local employment opportunities, local tourism and support of locally affected business are all areas that need to be included in emergency recovery activities. Economic initiatives may include incorporating the use of other pre-existing strategies such as employment programs and encouraging private sector investment in retraining and redevelopment activities to assist the recovery process.

The economic environment elements may include, but are not limited to:

- employment;
- industry and primary producers;
- commercial operations (including home-operators and small business); and
- tourism and hospitality, and government

5.2.3 Natural Environment

Refers to the environmental impacts that an emergency may have on a geographical area. These impacts may include air and/or water quality, land degradation and contamination of public lands.

Emergencies can have serious effects on the natural environment which can cause community hardship. These effects can have multiple consequences which can be considered across the three themes of:

- society;
- commerce; and
- biodiversity and ecosystems

These effects include, but are not limited to impacts on:

- air quality;
- water quality and quantity (including catchment management);
- land degradation and contamination;
- agriculture;
- nature-based tourism;
- cultural heritage;
- flora and fauna; and
- terrestrial and freshwater habitats (including public/crown lands and National Parks)

5.2.4 Built Environment

Refers to the impact that an emergency may have on physical infrastructure and the need to ensure assets of the community damaged or destroyed are re-established or replaced as soon as possible following an emergency. These impacts may include electricity, gas, water, telecommunications, roads, transport and other essential services (schools, hospitals, banking, shops etc).

Infrastructure assists individuals and communities in the management of their daily lives and underpins the ability of private and public community services to function. It may also form an important part of community identity. For example, some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.

Built environment impacts include, but are not limited to:

- essential utilities and services;
- water, electricity, gas, telecommunications, roads and transport;
- residential buildings;

- water and wastewater management;
- waste and pollution management;
- fencing; and
- community and public buildings and assets

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities. In rebuilding infrastructure, responsible agencies should:

- understand the community's restoration priorities;
- keep the community informed of recovery progress; and
- wherever possible, build back better

5.3 Recovery Communications

Engaging with Community

The principles detailed below may be utilised during all stages of emergency management, however they are particularly relevant when planning and undertaking emergency relief and recovery activities. Effective community engagement and communication are important to help ensure emergency relief and recovery activities are responsive to community needs. This local commitment to community engagement is consistent with the State Emergency Relief and Recovery Plan, Part 4 of the Emergency Management Manual Victoria (EMMV).

Community engagement is:

- The communication, measures and processes used to engage or interact with communities;
- Where the view and input from communities are used; and
- To solve problems or make informed decisions relevant to the community.

The type of community engagement employed is influenced by the nature of the emergency, the outcome sought, and the degree of community input into decision-making required. Depending on these factors one or more of the following types of engagement may be employed at any point in time:

- **Inform** – providing balanced and objective information;
- **Consult** – seeking community feedback on proposed solutions, alternatives and decisions;
- **Involve** – working directly with the community to understand concerns and generate aspirations and ideas;
- **Collaborate** – a partnership with the community on each stage of a project;
- **Empower** – where all or part of the decision is implemented by the community,
- **Celebrate** – an acknowledgement of achievements of a milestone on the road to recovery.

Best practice community engagement is underpinned by a set of principles which the Banyule Recovery Team will endeavour to implement. The principles are:

- **Inclusiveness** – encourage people to participate and seek to connect with those who are hardest to reach;
- **Commitment** – should be genuine and undertaken as early as possible
- **Building relationships with mutual respect** – development of trust through personal contact and keeping promises is a priority;
- **Integrity** – the integrity of government and the democratic processes of government are maintained;
- **Transparency and accountability** – undertake engagement in a transparent and flexible manner;
- **Feedback and evaluation** – inform participants of how their input contributed to decision making.

5.3.1 Communicating with the Community

Communications refers to the practice of sending, gathering, management and evaluating information. This can occur before, during and after emergencies. Effective communications are essential to successful emergency relief and recovery and should be coordinated across relevant agencies. The information provided must be accessible during all stages of an emergency. Consideration should be given to ensuring information is accessible

by all in the community. More detailed information is available in the Communications and Media Liaison Sub-Plan.

People affected or concerned by an emergency have basic informational needs to assist in their recovery, they can include:

- What is happening? What is about to happen? What just happened?
- What, if any, physical dangers still exist?
- What support is available?
- What do they need to do to qualify for support?
- What can they do if they have questions, concerns or complaints?
- What can they do to help?

Good communication should ensure the general rules are followed. The following should be considered and applied:

- **Is it relevant?** People affected by emergencies are often overwhelmed by huge amounts of information. Ask the question, is this piece of information needed at this time?
- **It is clear?** After a disaster, people often have trouble remembering or understanding information. Ask the question, is simple, concise language being used and is the message logical?
- **It is targeted?** The method of communication should fit the audience. Ask the question, will this information make sense to those receiving it?

Best practice community communication is underpinned by a set of principles which the Banyule Recovery Team will endeavour to implement. The principles are:

- Public information, not public relations;
- The right to know;
- Respect people;
- Acknowledge the impact;
- Build on local assets – ‘asset-based community development’;
- Repeat information;
- Remember the ‘unaffected’;
- No spin;
- Communicating with people with additional needs.

5.3.2 Community Development

Often multiple community development activities will be taking place in an affected community. A community development program focuses on engaging with communities to develop and deliver shared community activities. Key tasks include:

- Extensive networking with communities;
- Undertaking comprehensive meeting and communication activities to develop responses; and
- Focus on re-strengthening the community through organising tailored events and groups.
- Incorporating the four key functional areas (elements) of recovery in all tasks. See section 1.1.2 of this plan for more detail.

Early assessment should be made of any need for, and likely benefit of, a community development service, and should focus on when the community is ready to engage in community development activities. Community development may be required when:

- The emergency has a demonstrated impact upon community networks;
- An affected area is experiencing or is likely to experience socio-economic disadvantage as a result of the emergency, and/or
- The emergency has created a high degree of stress/distress within the community that will impact upon its health and wellbeing.

Community Development activities will be facilitated by Banyule City Council when required and will be implemented with a whole of Council approach, in line with Council's vision and the objectives. Funding will be sought from the State Government for this activity.

5.4 Administration

5.4.1 Policies, Practices and Procedures

Guiding Principles

The administrative arrangements within the Recovery Team must comply with established Council policies, practices and procedures. In particular:

- Council employees, contractors, volunteers and committee members must comply with the Code of Conduct for Council Staff and Others.
- Council employees, contractors, volunteers and committee members should demonstrate and encourage ethical, professional and safe behaviour.
- Council employees must operate within financial delegations.
- Offers of a gift or other benefit must be dealt with in accordance with Council's Gift Policy.
- Council employees, contractors, volunteers and committee members should understand the importance of protecting personal information from unauthorised disclosure and carry out their obligations under information privacy legislation and Council's Information Privacy Policy and Guidelines when collecting, using and protecting personal information.
- The activities of the Recovery Team and Community Recovery Committee will be subject to the Internal Audit processes of Council.

Key Actions

The Recovery Manager is to remind all employees, and advise all contractors, volunteers and committee members of the need to comply with Council's policies, practices and procedures, especially those listed above.

5.4.2 Financial Arrangements

General

The financial arrangements provided by State and Commonwealth may vary over time or be adjusted based on circumstances contact: DTF for advice on the current arrangements and will provide a more detailed guide to the financial assistance available.

Council

In general, Council is expected to use its resources for emergency operations within the Council. Council resources are those used to perform municipal functions, even if the resources are privately owned (contracted to Council). Generally, Council is expected to provide Council resources without charge. However, some resources may be subject to limits and/or constraints, (use of some equipment may be limited to a timeframe due to the expense of operation). Such limits and/or constraints should be reasonable and commensurate with Council's capacity to provide such resources.

State Government

Victorian State Government financial assistance for municipal emergency expenditure by Local Councils is only available for 'Natural Disasters' as defined under the Commonwealth Government's Disaster Recovery Funding Arrangements 2018 (NDRFA). <https://www.disasterassist.gov.au/Pages/related-links/disaster-recovery-funding-arrangements-2018.aspx>

The NDRFA applies to any one of or a combination of the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado. These arrangements do not apply to disasters where poor environmental planning, commercial development, personal intervention (other than arson) or accidents are significant contributing factors to the event.

Ordinary standard time that would have been incurred by employees in the ordinary course of business cannot be claimed by councils. This is consistent with the terms in the NDRA. Councils may claim any extraordinary salaries, wages or other expenditure which would not have been incurred had the emergency not occurred.

Extraordinary expenditure incurred, may qualify for reimbursement by the Department of Treasury and Finance (DTF). In general, employment costs for temporary staff in the office, contractors or costs of staff seconded from other councils borne by the council can also be included where employees have been deployed to assist with the Council response to the emergency (i.e. backfilling). Councils can also claim overtime undertaken by their staff when assisting Council efforts during an emergency. Some reimbursement is available.

Commonwealth Government

The Commonwealth Government may make natural disaster relief payments to municipal councils affected by natural disasters to reimburse councils for approved costs not reimbursed by DTF.

5.5 Standard Operating Procedures

These standard operating procedures are work instructions for Council facilitated or delivered services. This section provides information for council to be used by council.

5.5.1 Communications and Media Liaison

Guiding Principles

Whilst the primary responsibility for issuing information and warning lies with the incident controller, Council has an obligation, and there is a community expectation, that council will provide direction, advice and instructions to its local community. During the response phase of an emergency, most of councils messaging will be duplicating and supporting the control agencies messaging. As the emergency transitions through relief and into recovery, the responsibility for information transfers to council as the coordinator of relief and recovery at the local level.

Relief and Recovery information may be supported by the region dependant on the impact area of the emergency. Recovery information is also available via the Vic emergency app or website: emergency.vic.gov.au

Communications in recovery should go beyond merely sending information to actually form a dialogue with the community. Recovery communications require care and sensitivity and can often be impeded by significant physical, logistical and psychosocial limitations.

Councils Media and Communications service unit have a separate sub-plan to the Banyule MEMP which details the approach to emergency communications. The objectives of the Media and Communications Sub-Plan are:

- To establish community awareness programs for the prevention and preparedness of an emergency situation.
- To establish procedures for the provision of authorised information and warnings to the community during an emergency.
- To continue the flow of communication to the community during the recovery phase.

Principles for Recovery Communications

- Public information, not public relations
- Build on local assets – asset-based community development
- Respect people
- The right to know
- Acknowledge the impact
- Ask the community how they want to receive information
- Repeat information

- Remember the ‘unaffected’
- No spin
- For more information refer to the Communicating in Recovery handbook produced by the Australian Red Cross.

Key Actions

Successful recovery is built on effective communication. Recovery should:

- Recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media channels
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals
- Repeat key recovery messages because information is more likely to reach community members when they are receptive.

Recovery Manager will:

- Ensure the community receives timely and accurate information on issues that impact them.
- Disseminate information in multiple formats available from multiple sources, i.e., written, verbal, website, radio announcements, newspaper articles etc.
- Arrange for messaging to be received by all our community and provide for any special needs including disability and language, i.e., does the information need to be translated or explained to our community members who may not read English or who may not be able to cognitively process the content.

5.5.2 Community Sessions

Guiding Principles

Community engagement, information Community briefings or meetings should be conducted by response agencies in the preparedness and response phases of an emergency as part of their role in keeping communities aware of the emergency situation before, during and after emergency events. Local and regional recovery management personnel should form part of the briefing teams.

Community information sessions should be held as soon as practicable after an emergency event has occurred. The development of these sessions is a first practical step in the process of ensuring an affected community is actively involved in the emergency recovery management process and can also be used to support the development of Community Recovery Committees.

In the event of a major incident, community information (including community briefings and meetings) will be led jointly by Council and Department of Families, Fairness and Housing (DFFH).

The role of community briefings in the emergency recovery context is to provide:

- clarification of the emergency event (control agency);
- advice on services available (recovery agencies);
- input into the development of management strategies (municipal council), and
- advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers)

Key Actions

- liaise with DHHS and agree on location(s) and timing(s) for the Community Information Session(s), as required;
- communicate the agreed location and times to the affected community;

- prepare the venues; and
- in conjunction with DHHS establish an agenda

5.5.3 Damage and Needs Assessment

Guiding Principles	It is important to assess the impact of each event to determine what services should be made available. The delivery of recovery services will be undertaken by agencies nominated in the Municipal Emergency Management Plan or the Services and Support section of this plan. The Council has responsibility for the coordination of recovery activities within the municipal boundaries and Department of Families, Fairness and Housing (DFFH) coordinates larger scale events.
Key Actions	The following activities may be undertaken to coordinate the provision of recovery services during and/or after an emergency: • Coordination of local resource provision through the Recovery Manager; • Provision and staffing of recovery/information centre(s); • Post-impact assessment (gathering and processing of information); • Survey and determination regarding fitness for occupancy of damaged buildings; • Environmental health management (food, water, sanitation, vector control); • Monitoring the progress of recovery; • Provision of information to recovery agencies and government; • Representation of the interests of the affected community; • Establishing and supporting Community Recovery Committees; • Establishing case management service; • Supervision and inspection of rebuilding/redevelopment; • Provision and management of community development services; • Provision and/or coordination of volunteer helpers; and • Ensuring the coordination of material aid and donations.
Recovery Manager will:	The Recovery Manager in conjunction with the Recovery Team will coordinate the services and programs required to implement Clean Up and Repair activities following the cessation of the Response stage. Development of arrangements requiring the utilisation of resources to support this activity will be developed in conjunction with the MERC and MERO prior to the declaration of stand down for the Response phase.

5.5.4 Post Impact Assessment – Household

Guiding Principles	A post-impact assessment (PIA) is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency. The PIA report should identify premises that have been destroyed, or affected by major or minor damage, and indicate the accessibility situation. The Emergency Management Group may co-opt persons within the community with appropriate expertise to assist with the above tasks. To avoid over servicing this function will be conducted on a team basis. In this way, details can be gathered regarding losses and needs, while at the same time providing support and services
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to affected persons. Sharing of information between agencies is another means of facilitating this process.

Should the emergency extend beyond the boundaries of the Council the post-impact assessment may be merged with that of the other affected municipality(s).

Key Actions

The Council will as early as practicably perform the following tasks:

- Survey the extent of damage, indicating evaluation of financial and material aid needed;
- Determine the number, location and circumstances of the affected people;
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions;
- Determine the extent of damage to essential services;
- Inspect damaged buildings to assess level of safety for the approved use of those buildings; and
- Establish visitation/outreach programs (Council of Churches/Volunteers/Red Cross)

To assist this process the Council will utilise the Post Impact Assessment forms developed by the Department of Families, Fairness and Housing (DFFH).

Once initial rapid loss/damage information has been collected by the Incident Management Team an Outreach Program is required to qualify impacts to principal place of residence (including farms), non-principal places of residences, caravans/temporary accommodation facilities, community facilities and business premises.

An outreach team may be multi-agency and co-ordinated by the Council. This should generally commence once access to affected areas is available and be concluded within a week of the incident to enable the prioritisation of recovery services/resources to support affected persons, where applicable.

5.5.5 Recovery Centres

Guiding Principles

A Recovery Centre is designed to provide a single point of entry for affected persons for an “all agency, all stakeholders” integrated recovery process - a ‘one-stop shop’. A Recovery Centre provides support to affected communities in the restoration of their emotional, social, economic and physical wellbeing and facilitates the provision of services, such as:

- psychological services (for example, counselling);
- temporary and medium-term accommodation;
- environmental (for example, public health);
- financial assistance and legal and insurance advice;
- case coordination/management service; and
- primary industry advice

Community Service Hubs

Community Service Hubs are similar to Recovery Centres; however, they are established by the Department of Families, Fairness and Housing (DFFH) and are longer term establishments. The type, size and complexity of an emergency event will determine the need to establish a Community Service Hub. The Community Service Hubs can operate in conjunction with Emergency Relief Centres and Recovery Centres to address the long-term recovery needs of the affected community.

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| Key Actions | <ul style="list-style-type: none"> • The Recovery Manager in consultation with the CEO and DHHS will consider the: <ul style="list-style-type: none"> o geographic location; o timeframe for operation; o staffing; and o service functions to be delivered at the proposed Recovery Centre o establish the Recovery Centre • request various emergency recovery support agencies to attend the Recovery Centre to provide services and support |
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5.5.6 Recovery Centres

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| Guiding Principles | <p>It is essential to ensure a smooth transition from the response phase to the recovery phase at the municipal level. While it is recognized that recovery activities commence with the response, and continue in parallel with the response, there is a cessation of response activities and a hand over to recovery agencies.</p> <p>An agreement for transition from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination of activities. For this to occur, the control agency, the MERC and MERO consult with the MRM and Recovery Manager (if activated), to reach agreement on the timing and process of the “stand down” of response. Key considerations in reaching an agreement on the timing of the transition of response to recovery include:</p> <ul style="list-style-type: none"> • The nature of the hazard/threat and the risk of continuing/recurring threat; • The extent of impact on communities, this may determine if a prolonged transition period is required; • The extent of loss and damage as well as the extent of emergency relief required; and • Anticipated resource needs for an effective recovery operation. |
| Key Actions | <ul style="list-style-type: none"> • <i>Transition Activities and Tasks</i>
At the municipal level, as the Response Coordinator, the MERO passes responsibility to the MRM to take over as the Recovery Manager. At the state level, Victoria Police as the Response Coordinator passes responsibility to the Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH) • <i>Notification to response and recovery agencies</i>
The Incident Control Agency notifies response and recovery agencies of the transition plan. Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. • <i>Media Coordination</i>
The Control Agency will hand over the immediate media coordination arrangements to the Recovery Coordination Agency. • <i>Community Information Sessions</i>
During the emergency, members of the Community Recovery Committee attend community information sessions convened by the Control Agency that provide information about the risk and consequences of the hazard to the community.
After the impact/response phase, Community Information Sessions are to be convened by the Recovery Manager, with the assistance of DHHS as required. The Control Agency continues to attend meetings after the impact/response phase. |

Community Information sessions are an important avenue for the community to share their experiences, to have these heard and acknowledged, and to understand how the event is being managed. The information sessions are also an opportunity to identify issues that may require additional advice or clarification as part of the recovery process.

- *Loss and damage impact data / information*
Loss and damage impact data / information, including status of clean-up projects by the response agencies, must be collected and collated, and then provided to the MERO.
- *Identification of Resources*
Loss and damage data informs the identification of the necessary resources to transfer from response to recovery for services, including logistics and supply contracts. The CEO (or delegate) should approve an appropriate financial delegation to the Recovery Manager to coordinate recovery activities.
- *Validation of Information*
Information collected on the Rapid Impact Assessment (Premises) form requires validation against the rates database. The information should then be consolidated for referral to the Department of Families, Fairness and Housing (DFFH), where applicable, to enable processing of relevant grants.
- *Rapid Impact Assessment Acceptance*
The transition agreement cannot be fulfilled until the MRM accepts and approves the Rapid Impact Assessment Form from the control agency. This is a compilation of data collected by agencies involved in the emergency response. The Rapid Impact Assessment team is activated by the Office of the Emergency Services Commissioner (OESC) at the initial stages of an emergency, with RIA staff providing data and analysis via loss and damage reports through the Incident Control Centre and Municipal Emergency Coordination Centre.
Note: In the event where an emergency spans an area greater than the Council LGA, DHHS is responsible for compiling information in the Rapid Impact Assessment Form into a single Detailed Rapid Impact Assessment Summary for the region.

5.5.7 Case Management Services

There is a difference between case co-ordination and case management, although the two terms are often used inter-changeably. We often refer to the provision of support and assistance as 'case management', however not all residents will require a case management service; they may only need case co-ordination.

Case Coordination	Is suitable for people who have the capacity to look after themselves. It is the provision of information and advice, an over-arching monitoring service of how clients and their issues are progressing. Council will be expected to provide case coordination, without external funding, during smaller scale events.
Case Management	Is suitable for people who have experienced significant impact and do not have the capacity to undertake the tasks of recovery by themselves. The allocated case manager will facilitate contact with the range of services the client needs e.g. assisting people to access information from which they can make decisions, accessing accommodation both temporary and permanent, managing insurance issues, reconnecting utilities, assisting with sorting through finances and obtaining new ID, accessing specialist services including counselling.

A case management service responds to short-, medium- and longer-term needs. It is typically characterised by the case manager undertaking tasks, providing

information to assist decision making, advocacy and facilitation of access to services, supports, emotional support, etc. The case management service offers one point of contact for all issues through a dedicated 1:1 relationship and is typically in place for 9 – 12 months after an event. However, in the case of the Victorian bushfires, case management was provided for up to two years post event.

As Council has no financial capacity to deliver a case management service, or to fund a Community Service Organisation to deliver a case management service, it is likely that Council will be unable to either deliver or co-ordinate an Emergency Case Management Service in the absence of additional funding.

5.5.8 Banyule’s Case Management Approach

Under the Emergency Management Manual Victoria (EMMV), Council must provide Emergency Case Management Services (ECMS) to Banyule residents and to individuals who relocate to Banyule following an emergency elsewhere.

ECMS may be delivered directly by Council or through a contracted Community Service Organisation (CSO) such as Banyule Community Health, Berry Street or Kildonan Family Services. Currently, Council has not established formal arrangements with external providers.

Case Managers are recommended to hold relevant qualifications (e.g. Social Work or Community Welfare). As Council has limited qualified staff, training or outsourcing may be required.

Responsibilities by Emergency Tier

Tier 0–1 events:

Council coordinates ECMS with no external funding.

Tier 2–3+ events:

DHHS coordinates ECMS and engages Council or a CSO to deliver services. These arrangements are funded.

Case Coordination

Guiding Principles	There is a difference between case coordination and case management, although the two terms are often used inter-changeably. We often refer to the provision of support and assistance as ‘case management’, however not all residents will require a case management service; they may only need case co-ordination. Case coordination is suitable for people who have the capacity to look after themselves. It is the provision of information and advice, an over-arching monitoring service of how clients and their issues are progressing. The Council is expected to offer case coordination, without external funding, during smaller scale events
Key Actions	The Recovery Manager will liaise with DHHS and arrange case coordination for the affected community.

Case Management

Guiding Principles	Case management is an individualised service that is more comprehensive than care coordination. It encompasses a comprehensive assessment and development of a recovery plan for individuals in need. The recovery plan is developed in collaboration with the individual/family and works to strengthen their resilience.
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Case management offers personal support, advocacy, attends to immediate needs, provides information, assesses current circumstances, and undertakes risk minimisation. Case management actively engages other service providers for the benefit of the individual or family and ensures that services are coordinated.

An effective case management program can greatly assist vulnerable individuals and families to establish a recovery plan and assist them to implement this plan. Early identification for the need of case management is critical.

Key Actions

- The Recovery Manager will assess the situation and if the need is limited, then existing community service agencies should be utilised to meet the demand:
 - Phase 1 Case Management model; and/or
 - Phase 2 and 3 with Contracted Service Provider.
- Where these local arrangements will need to be supplemented, the Recovery Manager will liaise with the Regional Recovery Coordinator (Department of Families, Fairness and Housing (DFFH) to seek authorisation and funding for additional case management resources and to identify a lead agency to deliver the case management program.
- Where primary producers are impacted, the Recovery Manager should liaise with the Agriculture Victoria to determine what level of case management deployment the Agriculture Victoria will activate to ensure coordination and minimise duplication.
- Lessons Learnt - The Victorian Bushfire Case Management Service Evaluation
- People were most satisfied when their case manager contacted them regularly, made efforts to advocate for them, supported them in accessing grants or helped them get counselling services.
- People valued the way their case manager found the information they needed and helped them make sense of it.
- Many people who used the service had never had to ask for help before. They valued case managers who persisted, gave them help with paperwork and anticipated needs and issues they hadn't thought of.
- People thought case managers should know how to help people affected by trauma. They should be good communicators and have good problem-solving skills. A case manager should have good people skills, be a good listener and be able to dig a little deeper.
- Satisfaction with the service increased over time, with people still using the service at the time of the evaluation reporting higher satisfaction ratings.
- The evaluation provided valuable information about what could be improved including:
 - making sure that recovery services work more closely together;
 - improving client feedback processes; and
 - making sure that case closure is planned carefully with each client

5.5.9 Support for Vulnerable People

Guiding Principles

The Council will be responsible for the identification of vulnerable people within the community who are clients of the Council and deemed “high needs” or “at high risk” in the event of an emergency, either local or municipal.

The identification process is coordinated by the Resilience Management Coordinator who liaises with the Manager Aged & Disability Services, Manager Family and Youth Services, and Manager Community and Cultural Development.

This information is primarily derived through the Home and Community Care (HACC) and MCH assessment processes and community engagement with the CALD community.

The Department of Families, Fairness and Housing (DFFH) will coordinate other agencies providing services to high risk, such as RDNS, DHHS - Disability Services and local hospitals. DHHS will provide this information to Council in a form which can be readily linked to the Council GIS computer system.

Key Actions

Database and GIS Information

- The information regarding the high-risk clients is established and maintained by Council and will include appropriate information to ensure that clients will not be at increased risk in the event of an emergency. This database of information will be updated in a timely manner and is linked to the Council GIS computer system.
- This database information will be held in confidence, with only appropriate agencies and staff having access to ensure risk minimisation for client, both individual and groups.

Contingency Plan

- Where service provision to high needs clients is essential or necessary to ensure continuity of care during an emergency, contingency plans will be developed by the service agency.

Provision of Services

- The services provision for clients within the Council who are considered at high risk in the event of an emergency within the Council is the responsibility of the service agency.

Regional Responsibility

- It is the responsibility of DHHS to ensure their funded services in scope of the Emergency Preparedness Clients and Services policy and Vulnerable People in Emergencies policy are aware of their obligations under these policies including to register and maintain records of relevant clients in the council vulnerable people register.
- Department of Families, Fairness and Housing (DFFH) will therefore act as a facilitator to the process and ensure relevant Department of Families, Fairness and Housing (DFFH) and Department of Health provided and funded services are aware of the Council - MEMP.

5.5.10 Outreach Programs

Guiding Principles

Outreach support is an important component of recovery to both fully assess the impact of the event and ensure all community members have access to core recovery information and services available. Outreach support aims to:

- confirm impacts to premises and principal places of residence;
- inform household/community recovery needs;
- identify emerging needs to assist in information for planning;
- provide the opportunity for people who are socially isolated or vulnerable to receive recovery related information and be advised of available services;
- reduce the level of anxiety in people affected by a disaster;

	• enable people to ‘tell their story’ To someone who will be supportive and attentive; and • provide referral to other community services including counselling were requested
Agencies Involved	• Red Cross may be requested to provide outreach coordination as well as being one of a few organisations who provide outreach services. • Department of Primary Industries will visit all affected properties within the Farming, Rural Activity, Rural Conservation and Green Wedges Zones of the affected area to assess the impact of the event, commence remediation activities and plan for further recovery.
Key Actions	• The Recovery Manager will: - o organise and coordinate outreach teams which may be multi-agency and place them on standby for rapid deployment; - o arrange rapid contact, including initial proactive telephone contact with affected households and a prompt initial needs assessment of information recovery planning and priority setting; - o brief the teams before they enter the affected area, including any safety issues and counter measures; - o deploy the teams as soon as access is made available to affected area; and - o conclude the initial outreach as soon as practicable; • The Recovery Manager will from the initial outreach activities establish as rapidly as practicable the: - o identification of immediate service delivery needs; - o requests for additional support; and - o briefing and prioritising activities of outreach teams

5.5.11 Volunteer Management

Guiding Principles	Emergencies may provoke a desire to assist the affected community amongst members of both the affected and broader communities. The larger the event the more likely that media attention which will drive many unsolicited offers of voluntary support. The volunteer coordination role is required during an event to ensure volunteer registration occurs during an emergency. In the case of an extended emergency, Volunteers of Banyule will manage volunteers. In the short term, Council staff will register volunteers and provide the information to Volunteers of Banyule for future coordination. Volunteers are required to be trained and have extensive knowledge and/or experience in the tasks they are to carry out. In using volunteers, you need to consider the following: • volunteers from outside the affected area may cause resentment amongst people living within the affected area; • volunteers may not be appropriate for tasks; • volunteers may not be appropriately skilled; • the motivation of volunteers may be questionable; • public liability insurance and duty of care need to be clarified; • the process for recording offers of voluntary support and allocating volunteers needs to be clear;
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- unsolicited volunteers may call many different organisations with their offer of support, causing more work for each organisation;
- volunteers may become frustrated if they have not heard from council; and
- offers of voluntary support need to be acknowledged, both in the initial stages and after the conclusion of recovery activities

Key Actions

The Volunteer Officer will:

- register all volunteers working under the auspices of the Council;
- ensure they are tasked within their level of qualification and competency; and
- record their activities and hours worked

5.5.12 Material Aid

Guiding Principles

During emergencies, there is often unsolicited offers of material aid. It is important that those making offers:

- Receive a professional and courteous response from Council Recovery Team
- Understand the conditions whereby offers of support can or cannot be accepted
- Are made aware of ways to get involved in the longer-term recovery activity, and
- Are made aware that material aid is managed by the Salvation Army at agreed locations

Key Actions

The Recovery Manager shall ensure the following key messages are delivered to all offers of material aid:

- Council appreciate the community's generous offer of support
- No material goods can be accepted at the ERC or Recovery Centre
- The Salvation Army is responsible for material aid through nominated distribution centres

5.5.13 Physical Re-Instatement of the Natural Environment

Guiding Principles

Dependant on the nature of the emergency, many natural environmental impacts may result. Council in conjunction with other agencies including the EPA and Yarra Valley Water would work together to ensure environmental impacts are minimised and hazards are controlled as quickly as possible.

Key Actions

The Recovery Manager shall liaise with BERT and ensure the following service units are engaged:

- Environmental Planning
- Bushland and Parks and Gardens
- Drainage Engineers

5.5.14 Physical Re-instatement of the Built Environment

Guiding Principles

Dependant on the nature of the emergency, physical assets may be damaged or destroyed. Some will need immediate repair or replacement, whilst others may be programmed for repair or replacement as soon as practical. Assets and infrastructure damage must be prioritised.

Key Actions	The Recovery Manager shall liaise with BERT and ensure the following service units are engaged: • Infrastructure Maintenance • Buildings and Civil Works • Planning and Engineering
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5.5.15 Places of Worship or Community Gathering

Guiding Principles	Place of Worship or Community Gathering are often not considered as high a priority for restoration as private dwellings and accommodation, however communities regard places of worship and community gathering venues as important. Often their quick reinstatement can support resilience and offer community support to socially isolated community members. It is important to consider and equitably consider the supported reinstatement of all community venues including sporting clubs, community halls and places of worship. This may include offering alternative/temporary places and spaces
Key Actions	The Recovery Manager shall: • Determine the community's needs and wants regarding places of worship and community gathering • Assist in the prioritisation of council owned places and spaces. • Support the community with sources alternative/temporary places and spaces to meet their needs whilst formal places and spaces are being reinstated.

5.5.16 Animal and Stock Welfare – Recovery and Disease Control

Prevention, Mitigation and Risk Reduction	Ensure emergency relief and recovery components of Municipal Emergency Management Plans detail local arrangements and providers for relevant animal welfare services including consideration of the following: • DEPI (companion animals and livestock) and DEPI (wildlife) contacts for animal assessment activities, • carcass transport providers and disposal sites, • options for the management of displaced animals, including those presenting at emergency relief centres, • potential sites for donated fodder distribution, • alternative emergency water sources for animals, and • systems for the management of offers of assistance or donations made to local government. • Communicate municipal animal welfare contacts and arrangements to relevant stakeholders. • Reference animal welfare information in publications and websites to assist broader community awareness, education and understanding.
Response	• Liaise with relevant animal welfare agencies and organisations to enable effective and timely delivery of council's animal welfare services. This will typically be done at the Municipal Emergency Coordination Centre (MECC). • Develop information for the public and media relating to the management of animals impacted by the emergency (domestic, livestock and wildlife) for release through the Incident Controller.

Relief	• Provide assistance with urgent animal welfare needs, including emergency shelter, catering or fodder and veterinary needs for companion animals and livestock. • Manage donated goods and services offered to the municipality. • Emergency confinement of displaced animals within the local government area. • Referral of animal welfare needs to responsible animal welfare agencies and organisations. • Coordination of clean-up activities, including disposal of dead animals (companion, livestock, wildlife and feral). • Provide a municipal point of contact for other agencies and organisations (e.g. CFA, DEPI, RSPCA, AVA), in relation to animal welfare needs or issues. • Make provisions for animals presenting at emergency relief centres. Consideration should be given to: • Companion animal admission, identification and record keeping, • Secure and functional housing or holding facilities and their proximity to evacuation sites, • Feed and water requirements, • Access to veterinary treatment for injuries, illness and humane destruction, • Identifying and contacting owners, • Animals requiring specialist attention (such as horses and wildlife), • Referral of animals with special needs, or that are unable to be supported by the relief centre, to appropriate shelters or containment facilities. • Staff health and safety.
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5.5.17 Economic Development

Guiding Principles	Economic recovery maintains its focus on the development of a community's economic capacity. Economic recovery from disaster is most effective when: • Response and recovery actions actively support the recovery of business and industry. • Business and/or industry representatives participate in economic recovery decision-making. • Business and industry are returned to activity as early as possible. • Economic recovery strategies are an integral part of the overall recovery management process. • Measures are taken to mitigate against the impacts of future disaster on business continuity, and • There is coordination of all recovery programs to support and enhance the economic structure.
Key Actions	The Recovery Manager, in conjunction with Economic Development Officers shall adopt the following strategies: Conceptual • Resettle evacuees into the affected area as soon as possible. • Encourage emergency service agencies to implement procedures to support economic recovery (i.e. assistance with clean-up etc). • Support and promote the economic viability of the affected community.

- Purchase replacement goods and services, via local business and tradespeople wherever practical.
- Maintain the integrity of local agencies and their capability.
- Build on existing organisations and networks within the community.
- Encourage support of local trade and commerce.
- Encourage agencies to employ local residents and to purchase resources and services locally.
- Provide government grants, appeal distribution and charitable payments as financial rather than material assistance in support of economic and local business recovery.
- Avoid duplication of services and identify gaps, and
- Maintain confidentiality and privacy principles.

Management

- Identify all segments of the business community which may be affected.
- Establish dialogue between business, industry and government representatives in the community.
- Establish a reference group which is representative of business, industry and employee groups.
- Provide the business community with information about the recovery process and resources available through the reference group and other appropriate mechanisms.
- Ensure business community participation in the Community Recovery Committee.
- Conduct inter-agency briefings and feedback session on the effectiveness and progress of the economic recovery program.
- Identify threats to business continuity for consideration in risk management processes, and
- Develop risk management assessments aimed at minimising future damage.

Service Delivery

- Ensure service delivery personnel have an awareness of the range of service available and appropriate referral processes.
- Ensure service delivery personnel are aware of the local economic circumstance.
- Provide financial assistance measures in a timely, fair, equitable and flexible manner.
- Ensure financial support is needs based and timely.
- Provide financial counselling and management services.
- Advocate with financial institutions on behalf of disaster-affected residents.
- Ensure services and/or information is coordinated and provided by a variety of means. See 3.5.1 Media and Communications Liaison.
- Ensure availability and accessibility of economic recovery information and services.

5.5.18 Withdrawal from Recovery

Guiding Principles

The withdrawal of services must be coordinated and well-planned to prevent feelings of desertion and isolation that the affected community may experience. Community involvement will help alleviate this. Withdrawal and handover must

be gradual. Where possible, local support services and agencies should be empowered to take over these functions.

Withdrawal should be highlighted as a very positive achievement for the community, as it is recognition that the community is in a position to successfully manage their own recovery. Commemorative events can be the ideal opportunity to begin this withdrawal process.

Need to consider

- Well-planned
- Timing
- Needs to be a gradual not sudden process
- Handover to local agencies and support services
- Involve the community
- Potential feelings of desertion and isolation from within the affected community may occur

Key Actions

The Recovery Manager has the responsibility to determine, through consultation with Department of Families, Fairness and Housing (DFFH) and the Community Recovery Committee, the best timing to cease formalised support services to the affected community from outside agencies.

5.5.19 Public Health

Guiding Principles

In any emergency event, public health risks or incidents can add to the hazards confronting the community and emergency services personnel. Plans must be prepared in advance to enable such risks to be effectively eliminated or mitigated.

The Banyule Public Health Emergency Management sub-plan (PHEMP) is a component of the Banyule Municipal Emergency Management Plan (MEMP). It exists and operates within the context of Commonwealth, State and municipal emergency management arrangements.

The PHEMP may also operate in conjunction with the regional and/or state public health plans, without activation of other local arrangements.

The PHEMP records local public health emergency management arrangements. This includes notification, identification of available resources and specific instructions as to how resources should be used.

Officers with roles and responsibilities in municipal emergencies should have a comprehensive knowledge of the PHEMP, prior to an emergency.

The PHEMP describes local arrangements for public health emergency management and addresses the following risk areas:

- food safety (including donated food)
- safe and adequate water supply
- infectious disease control
- shelter
- waste collection and disposal
- wastewater management
- emergency toilets and ablution facilities
- vermin and vector control
- disposal of dead stock and other animals
- pollution of water, land and air

- public health risks from the emergency.

It also addresses public health risks specific to this municipality as identified in the Community Emergency Risk Assessment (CERA) Plan, as follows:

- Extreme Temperatures - Heatwave
- Human Epidemic/Pandemic

Key Actions

The Recovery Manager shall liaise with the Coordinator Health Services.

In an emergency, the Coordinator Health Services (or Deputy) will manage municipal public health response and recovery activities and resources. This role includes the following functions:

- receive and record information on the specifics of the incident
- identify and assess public health risks
- advise and consult with the MERO and MRM
- assume the role of Municipal Public Health Liaison Officer in the MECC (or other ECC that has been established)
- advise Environmental Health Department line managers and brief personnel
- liaise with MERO and request support, or arrange for additional external resources (if needed) from partners, DH and other relevant agencies
- prioritise and organise operational activities, including:
 - allocation of tasks to staff
 - coordination of rosters
 - resource management
 - staff communications.
- ensure EHP's operate in accordance with SOPs
- ensure staff/EHP's from other councils are given appropriate delegation of authority prior to undertaking field work
- use procedures and systems established by the MERO to monitor and record expenditure
- facilitate the distribution of public health information to the community
- attend municipal/community recovery meetings
- give consideration to individual staff who may need to attend to their own personal situation

5.5.20 Welfare of Workers in Recovery

Guiding Principles

Managing recovery is dependent upon competent people who are willing to work in disrupted and non-ideal circumstances, often engaged in stressful duties. These people—the human resources—whether paid or voluntary, need to be supported and managed appropriately to ensure consistent and effective services are provided to the affected communities, often over an extended period of time.

Many services, agencies and people are required to contribute to the recovery process. Some have specific jobs that only last a short time; others are involved for long periods, but in different ways. Some of these workers will be community members who were employed to provide services in their community prior to the disaster; others may be from outside agencies, or volunteers sourced from any location. Indeed, managers may find themselves having to respond to disasters when it might not be 'what they signed up for'. Organisational training, role clarity and capacity building is essential.

Regardless of the way they are recruited to the recovery process, workers who are well trained, well supported, flexible, and secure in their professional identity and secure in their environment provide the best possible opportunity to minimise the trauma of the post-disaster experiences of people.

In a disaster, staff are employed for construction, logistics, housing, financial assistance, essential services repair, health and psychological wellbeing activities, and natural environment protection and restoration, and may be recruited on short-term contracts or seconded from the private or public sector for the duration of the emergency.

As a consequence of a disaster additional staff may be required to enable agencies to meet their responsibilities. In determining additional staffing requirements, the demands of recovery operations, as well as the ongoing operational needs of the organisation, should be considered.

The most common mistake in determining staffing requirements is to underestimate the duration of recovery operations. The recovery process may be lengthy, and some services may be required for a period of months, while others may be required for years after the event. Overloading of staff will occur if adequate arrangements have not been made to perform their normal duties. This will exert enormous pressure on recovery workers to finish their tasks prematurely and return to day-to-day agency tasks.

The complexity, intensity and dynamics of the disaster context may erode, challenge or obscure a number of professional issues for service providers. Consequently, it is important that managers and service providers be particularly conscious of the physical and emotional requirements of staff.

Recovery managers also need to take care of themselves. There is a high level of expectation put on managers from front line staff, and sustainable practices are critical.

In choosing appropriate staff for recovery work, it may be useful to consider that recovery workers:

- who are understanding, caring, patient, informative, encouraging and supportive to disaster-affected people are the single most important influence in helping people resume their lives and in minimising adverse consequences
- need an ability to stand apart from emotional encounters with the community and not to take issues beyond their control personally
- need a high level of team skills for work with their colleagues
- should have consolidated their core professional skills, and have a clear understanding of their place in the recovery system as a whole, of their own job and of their organisations' tasks and responsibilities—a disaster is not a training ground for inexperienced workers
- should be secure in their professional identity, otherwise the uncertainty of the disaster situation and its consequent stresses may seriously undermine their confidence and capacity to deliver the relevant service
- should be secure in their roles in their agencies or organisations—the nature of recovery work necessitates time spent out in the field, away from the normal working environment: workers cannot function effectively or provide the time required if they are anxious about their positions or feel that their agencies are ambivalent towards them being away; work roles should permit a degree of flexibility

- need to adopt flexible working styles and, allowing for the unexpected, be prepared to improvise strategies for the delivery of services, and be empowered to make the best decisions at the time
- are likely to be required to travel and work out of hours in less-than-optimal conditions
- must be prepared to accept the limitations of what can be achieved during disasters and be willing to work within agreed hours and rosters—taking time away from emergency sites is a vital element of sustainability and in managing vicarious trauma and fatigue.

Key Actions

To address the ongoing recovery needs of the community, management needs to strategically consider rostering, briefing, debriefing, mechanisms such as MOUs, identifying and sourcing funding, and the engagement of community development processes.

In addition to the usual requirements of occupational health and safety and industrial legislation, the following specific issues require consideration in managing workers in a disaster recovery context:

- awareness of stress indicators
- well-developed structures regarding roles and responsibilities/accountability, with the capacity for flexibility (that is, regular team meetings and management of expectations between manager/workers)
- flexibility of conditions to allow staff time off/time out
- clearly delineated boundaries on worker responsibilities
- professional supervision (task and process, regular and planned)
- access to ongoing training
- personal and team debriefing, utilising appropriate processes and models
- regular briefing and debriefing of key operational and community issues

5.6 External Referral to Service and Support

These standard operating procedures are work instructions for Council facilitated or delivered services. This section provides information for council to be used by council.

5.6.1 Overview

Municipal councils are the primary agencies for the establishment and management of emergency shelter and emergency accommodation. Municipal councils will assess the need for emergency shelter and emergency accommodation during and following an emergency and deliver appropriate support.

The Department of Families, Fairness and Housing (DFFH) Personal Hardship Assistance Program (PHAP) can provide financial assistance to meet immediate accommodation requirements as a result of an emergency. Information obtained by PHAP Officers can provide information on people's potential living arrangements and expected longer term needs. Departmental PHAP officers can refer people seeking interim temporary accommodation where this need becomes apparent during the PHAP application process.

DHHS responsibility includes co-ordinate provision of Interim Accommodation following emergencies with major housing impacts. This external referral to services and support section provides guidance to Recovery Officers for referring affected community members to other agencies or groups responsible for the provision of areas outside of council's direct service responsibilities. This section provides information for council to provide to the community.

5.6.2 Accommodation Services

Primary Agencies

Department of Families, Fairness and Housing (DFFH)

Support Agencies	• Council • Real Estate Agents • Local Hotels/Motels • Council Housing Agencies (emergency housing)
Cost	Dependent upon whether the State Government declares a “State of Emergency”. If it is not declared, individual affected persons must cover the cost of temporary accommodation using financial assistance such as the Temporary Living Expense and Re-establishment Grants (These are only available for emergencies meeting the criteria for the PHAP program. Under the PHAP program both Temporary Living expenses and re-establishment assistance have specific eligibility criteria).
Need to consider	• Ability of ERC to cope with the number of evacuees • Contact DHHS Housing Unit • Conduct initial assessment of housing needs • Privacy, security, dignity, autonomy and cultural differences when selecting temporary accommodation • Minimise the disruption to education, employment and social activities • Plan for longer term needs • Encourage affected persons to seek short to medium-term accommodation with friends and family. • Liaise with local motels, real estate agents and Council Housing Agencies regarding availability • Determine whether on-site living in caravans and/or temporary buildings will be permitted by Council • Restoration advice and assistance As temporary accommodation options are limited within the Council, planning for the relocation of evacuees must be done as a matter of urgency.

5.6.3 Animal Assistance

Primary Agencies	Department of Energy, Environment and Climate Action
Support Agencies	• Council: Local Laws (ERC and stray animals) • RSPCA (ERC) • Local Vets • DSE (wildlife) • DPI (stock)
Cost	
Need to consider	• ERC - minimise the number of pets taken to these centres • Pound – maximise available holding capacity • Establishment of a temporary animal holding area / pound • Treatment of injured animals at the ERC

5.6.4 Building Safety

Primary Agencies	Council: Building Services
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Support Agencies	• Building Commission Victoria • Utility Services Companies
Cost	
Need to consider	• Assessment of damaged buildings: repair or demolition orders • Provision of building advice and information • Liaison with insurance companies • Assessment of repaired / restored buildings prior to occupation

5.6.5 Business Economic Support

Primary Agencies	Department of State Development, Business and Innovation (DSDBI)
Support Agencies	• Banyule City Council – Economic Development Unit • Local Traders Associations Australian Taxation Office
Cost	
Need to consider	• DSDBI is the lead agency for the promotion and facilitation of the state's economic development. It covers Small Business Victoria which is known for its efforts in assisting small businesses that have been impacted through bushfires through the provision of mentoring assistance. • Considerations will vary depending on the disaster and level of impact. It may include the provision of business mentioning and information, liaison with trader associations, advocacy regarding state/federal funding assistance.

5.6.6 Employment Services

Primary Agencies	Department of Families, Fairness and Housing (DFFH)
Support Agencies	Private recruitment companies
Cost	
Need to consider	Publicity of available assistance measures

5.6.7 Financial Assistance

Primary Agencies	Department of Families, Fairness and Housing (DFFH) Services Australia
Support Agencies	• Insurance Council of Australia • Department of Treasury and Finance • Financial Institutions • Charities • Victorian Grants Commission • Council
Cost	• Department of Families, Fairness and Housing (DFFH) and Services Australia with Agency Providers
Need to consider	• Publicity of available assistance measures • Adaptation of assistance measures to best suit the community

- Encourage monetary donations
- Nominate agency to coordinate public appeals and financial donations
- Establish management committee to oversee the public appeal
- Establish distribution guidelines
- Encourage media advertisement of appeals
- Determine administrative procedures and administrative cost coverage
- Contact Insurance Council re: processing of claims
- Access to financial counselling

5.6.8 Food and Catering Services

Primary Agencies	Red Cross
Support Agencies	• Salvation Army • Local Food Businesses • Council Contractors
Council's Role	Provision of catering facilities (e.g. kitchens) and supervision of food preparation and distribution.
Cost	Council
Need to consider	• Contact Red Cross • Seek alternative catering if Red Cross cannot provide • Location – where are services needed? • Existing catering facilities at the ERC • Number of affected persons & emergency personnel to be fed at a given point in time • Dietary / cultural requirements • Aged: are vitamised meals needed? • Infants: is baby formula or baby food needed? • EHO supervision: supplies, food preparation & storage, personal hygiene, donated food • Rubbish collection and disposal • Duration – how long will services be required? • Local food supplier agreements Emergency catering is provided for evacuees and emergency service workers. This may occur at the ERC where they are based or off-site at staging areas and outreach posts.

5.6.9 Material and Financial Aid

Primary Agencies	Salvation Army
Support Agencies	• Department of Families, Fairness and Housing (DFFH) (financial assistance) • Red Cross • Council
Cost	
Need to consider	• Implement Material Aid Strategy

- Identify and appoint suitable coordination agency, e.g. Salvation Army, Red Cross
- Establish good communication links with coordination agency
- Encourage monetary donations or donations of new items only
- Determine location for delivery of donated second-hand items
- Establish sub-committee to monitor record-keeping systems and equitable distribution
- Ensure financial assistance measures and funding arrangements are in place
- Community needs analysis – initial assessment & continual review
- Special needs groups – are there additional needs for these groups?
- Use local suppliers whenever possible
- Use existing material aid networks whenever possible
- Ensure second-hand goods are sorted
- Assistance from volunteers in sorting goods
- Media Liaison – publicise program and acknowledge all donations

Material aid is the provision of basic personal items including bedding, clothing, personal items, furniture, electrical goods, family needs (nappies, toys etc.) and household items such as domestic gardening and building tools.

5.6.10 Medical Support

Primary Agencies Ambulance Victoria

Support Agencies

- St John's Ambulance
- Hospitals
- General Practitioners
- Council

Cost

Need to consider

- Services required
- Location – where are services needed?
- Extent of injuries and illness
- Triage at ERC
- Deceased: number, temporary morgue facilities, coroner inquiry
- Access to pharmaceuticals and necessary medical equipment
- Nursing / home support

5.6.11 Personal Support Services

Primary Agencies Department of Families, Fairness and Housing (DFFH) b Services Australia

Support Agencies

- Salvation Army
- Council
- Community Organisations
- Victorian Council of Churches Emergencies Ministry
- Royal Children's Hospital
- Insurance Council of Australia
- Red Cross
- Private Providers

Council's Role	Overall coordination of services within the municipality.
Cost	Incurred by individual organisations
Need to consider	• What services are needed? e.g. outreach / visitation program, information services, counselling, etc. • Contact Department of Families, Fairness and Housing (DFFH) Services Australia – counselling services • Contact Victorian Council of Churches – visitation program • Location – where are services needed? • Estimated time of arrival of agency staff • Management issues for visitation programs • Monitor information from outreach teams • Access to counselling services • Privacy and confidentiality • Liaise with key service providers to meet the changing needs of the community • Advertisement and promotion of services with the media • Debriefing for staff • Duration – how long will services be required?

5.6.12 Public Health

Primary Agencies	Council (Health Services)
Support Agencies	Department of Families, Fairness and Housing (DFFH) Department of Health and Human Services (DHHS)
Cost	Council
Need to consider	• Extent of disaster • Areas of concern: food safety, water quality, sanitation, wastewater disposal, immunisation, infectious disease control, refuse, vermin and vector control • Hot spot areas, e.g. ERC, information centres, central business district, affected homes and businesses • Staffing requirements • Requests for additional resources • Contingency / alternate temporary services • Re-establishment processes for homes and registered premises • Information dissemination

5.6.13 Schooling and Education

Primary Agencies	Department of Education
Support Agencies	• Centrelink • Department of Families, Fairness and Housing (DFFH) Department of Families, Fairness and Housing (DFFH) - (child protection)
Cost	
Need to consider	• Return to schooling as soon as possible • Uniforms and equipment (books and stationery)

- IT requirements of students
- Transportation

5.6.14 Transport

Primary Agencies	need to determine
Support Agencies	• Public Transport Users Association • Metro • Victorian Taxi Service • LINK Community Transport
Cost	Council
Need to consider	• Ability to return to employment and/or study • Ability to shop and access services

6. APPENDICES

6.1 MRM Responsibilities Checklist

The MRM is responsible for the coordination of municipal and community resources within the municipality during the recovery stage of an emergency. Below is a list of possible tasks for the MRM in an emergency situation. It is by no means exhaustive and is just an indicator of progress of activity. Tasks would be significantly more complex in a protracted event.

Action Required		Time Completed	Next Check	Action Completed
PHASE ONE	DURING THE INCIDENT – ACTIVATION (see 3.1.3)			
1	Receive advice of the emergency from the MERO and take action under the MEMP as required			
2	MRM to locate at MECC and delegate any day-to-day responsibilities for substantive role to appropriate staff			
3	Assess immediate resource needs and place BERT on standby			
4	Meet with Deputy MRMs and together make the assessment of the nature and extent of the emergency and likely impact to the community			
5	Make contact with DHHS Regional Recovery Manager			
6	Establish contact with and maintain liaison with key BERT members			
7	Obtain reports of losses to assess community needs, collected through the MECC			
8	Prepare the loss assessment team/s to enter impacted area when emergency is under control and it is safe to do so			
9	Respond to reported loss from the MECC which may include: - Provision of emergency grants, temporary accommodation, material aid and personal support. - Activation of ERC's - Implementation of communication strategy (community meetings, media releases, fact sheets)			
10	Organise and be part of debriefing/post emergency counselling			
PHASE TWO	IMMEDIATELY AFTER THE INCIDENT (see 3.1.4)			
11	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager			
12	Provide regular situation reports to MERO			
13	Impact needs assessment: Continued from initial phase Conduct the loss and damage assessment (visit to properties) and collate the gathered information for needs assessment and planning purposes.			
14	If necessary, begin to plan for an outreach program in consultation with relevant service coordinators			
15	Convene the Municipal Recovery Planning Group to conduct a needs assessment			

Action Required		Time Completed	Next Check	Action Completed
16	Confirm required recovery services and identify the agencies/service providers that need to be involved			
17	Determine whether a Community Recovery Committee will need to be established. If so, commence planning for establishing it/them.			
18	Is the capacity of some service providers exceeded? If so, then activate the Regional Recovery escalation process by contacting the DHHS Regional Recovery Manager			
19	Commence long-term planning and resourcing			
20	Organise and be part of debriefing/post emergency counselling			
PHASE THREE	SHORT TERM (2-4 WEEKS) (see 3.1.5)			
21	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and requires support as required			
22	Provide regular situation reports to MERO			
23	Social Recovery - Initial case coordination and case management - Implement outreach program			
24	Financial Assistance - Source emergency grants - Ensure DHHS are processing personal hardship grants - Maintain appeals and donations			
25	Communication - Conduct community meetings - Determine the transition from ERC to Recovery Centre - Liaise with communications to determine media liaison requirements - Identify community communication methods appropriate and demanded			
26	Municipal Recovery Planning Group - Establish CRCs as required - Develop recovery plans - Recruit community development officers as required			
27	Organise and be part of debriefing/post emergency counselling			
PHASE FOUR	MEDIUM TERM (MONTHS 2-3) (see 3.1.5)			
28	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and request support as required			
29	Provide regular situation reports to MERO			

Action Required		Time Completed	Next Check	Action Completed
30	Social Recovery - Continue case coordination and case management - Action issues identified in outreach program - Commence community social events - Implement recovery plan and seek government funding support			
31	Financial Assistance - Emergency grants being finalised - Hardship grants still being processed			
32	Communication - Implement communication strategy with regular community information - Assess whether Recovery Centre still needs to be operating - Conduct community awareness workshops			
33	Municipal Recovery Planning Group - Meet as required and monitor the CRC(s) - Implement Recovery Plans - CRCs to continue developing action plans and recovery strategies			
34	Debrief and Reporting - Capture learning and assess how recovery services and staff are managing - Reposition strategy/agencies and seek extra resources if required.			
35	Organise and be part of debriefing/post emergency counselling			
PHASE FIVE	LONG TERM (MONTH 4 AND ONWARDS)			
36	Issue regular updates to BERT, Deputy MRMs and DHHS Regional Recovery Manager and request support as required			
37	Provide regular situation reports to MERO			
38	Continue to coordinate case management service			
39	Municipal Recovery Planning Group to implement the recovery plan and monitor CRCs. Develop exit strategies (with community consultation) when appropriate.			
40	Develop briefing and budget for council consideration for longer term recovery actions			
41	Debriefs and Reports - Conduct regular team debrief and monitor staff welfare - Conduct a final debrief with all agencies - Maintain a reporting program through the recovery process and prepare a final report.			
42	Organise and be part of debriefing/post emergency counselling			

Action Required		Time Completed	Next Check	Action Completed
PHASE SIX	WITHDRAWAL FROM RECOVERY (see 3.5.18)			
43	Commence gradual withdrawal in conjunction with the community to prevent feelings of desertion and isolation. It should be highlighted as a very positive achievement for the community.			
44	Conduct community information sessions			
45	Referral to existing and ongoing support services and local agencies			
46	Consider commemorative events and ongoing anniversary activities			
47	Conduct formal operational debriefing meeting involving all key community agencies, staff, BERT and Community Recovery Committee			

6.2 Checklist for Transition Arrangements

The table below should be used to assist in the transition. Note that some actions may occur concurrently

Key Actions – Incident Control Agency		Lead Agency	Confirmation
1	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGA's dependent on timing of impacts and continued threat.		Handover report
2	Recognition of the continuing role of the Incident Control Agency in the management of the control threats and mitigation works.		Handover report
3	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator from the Incident Control Agency.		Handover report
4	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGA's and DHHS for community interests.		Briefing
5	Identification of resources required from response to recovery for continuity of services, including logistics and supply contracts.		Verbal Briefing
6	Provision of rapid loss and damage impact data/information report, and the status of cleanup projects by control agency including the coordination of information from DPI, DSE and LGA.		Report
7	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
Key Actions – Response Coordination Agency			
9	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and Municipal Recovery Manager. Briefing to include the ongoing MECC functionality requirements.	VicPol	Verbal Briefing
Key Actions – Recovery Coordination Agency			
10	Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery: including DPI, DSE, LGA, RDV:	DHHS	Via Recovery Planning Arrangements
11	Integration of recovery issues into existing STATE arrangements, where applicable.	DHHS	Via Recovery Planning Arrangements
12	Consolidation of Rapid Impact Assessment Form to a single Detailed Rapid Impact Assessment Summary for the region.	DHHS	Via Recovery Planning Arrangements
13	Needs assessment and distribution of emergency grants.	DHHS	Via Recovery Planning Arrangements

Key Actions – Incident Control Agency		Lead Agency	Confirmation
Key Actions - Municipalities			
14	Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	Council	Verbal Briefing
15	Analysis of rapid impact loss and damage information, validation with municipal records/data base and provision of a consolidated report.	Council	Report DHHS Region
16	Ongoing management of Relief Centers and establish Recovery Coordination Centers (recovery hubs) with key contact information by Local Government.	Council	Via Recovery Planning Arrangements
17	Establish community-based recovery processes as per Municipal Emergency Management Plan.	Council	Via Recovery Planning Arrangements

6.3 Community Recovery Committee Terms of Reference Template

The following is a draft Terms of Reference for a Community Recovery Committee. It is envisaged that this Terms may be adapted to meet the requirements of the particular emergency and its impacts on the community.

TERMS OF REFERENCE FOR COMMUNITY RECOVERY COMMITTEE

1.1 Purpose

The purpose of the Community Recovery Committee is to represent the views and ideas of people living in the area affected by the emergency and make recommendations to local and state government to assist community recovery.

1.2 Scope

The Community Recovery Committee is charged with assisting their community by:

- Identifying and presenting issues arising from the impact of the emergency on individuals, families and communities and prioritise them for action.
- Advising a range of government and non-government organisations on appropriate actions for the recovery.
- Undertaking appropriate actions for recovery and proactive community building, in partnership with a range of government and non-government organisations.
- Creating a feedback loop using reference group members, social, informal and formal networks to connect community, government and non-government agencies.

The scope of the Community Recovery Committee can be expanded or modified with the approval of the City Council.

1.3 Authority

The Community Recovery Committee is convened under the auspices of the Council City Council and provides recommendations to the Council, government and non-government agencies related to community recovery.

1.4 Membership

The Committee will comprise approximately 10 members, including residents from affected areas, school representatives and various community groups based in the Council involved in the recovery.

1.5 Chair of Committee

The Chair of the will be elected by the members. Should the Chair be absent then the members present must appoint a Chair for that particular meeting. It is the role of the Chairperson to prepare an agenda for the next meeting.

1.6 Education

The Chair is responsible for providing new members with an appropriate induction.

1.7 Meetings

The Committee will meet at least monthly or more frequently where determined. Minutes of meetings shall be kept.

1.8 Meeting Attendance

Committee members can nominate a representative to attend the meeting.

1.9 Minutes

A copy of the minutes of each meeting will be distributed to all members and tabled for acceptance at the next Committee meeting. A copy of the Minutes is to be forwarded to the Council City Council, Recovery Manager.

1.10 Reporting

The Committee shall report to the Council quarterly. The report should include all matters as agreed with the Recovery Manager

6.4 Community Recovery Committee Terms of Reference Example

The following is the Terms of Reference for the Council Bushfire Community Reference Committee; these Terms were developed by the Committee and represent the community view of what the Terms should be.

TERMS OF REFERENCE

COUNCIL

BUSHFIRE RECOVERY COMMUNITY REFERENCE COMMITTEE

(Adopted 20 May 2019)

Our Vision:

We get the job done. We are for community. We express our integrity through achieving action for and with local people. We have the ongoing will to really listen to and ensure that the needs of all local people (including those who do not qualify for Government help) are met with compassion, commitment and a sense of urgency. Our role and activities are well understood by our local communities and by those charged with assisting local people recover from the Bushfires.

To achieve outcomes for others we operate in a way that all members of the Committee have an equal opportunity to have a say and have a sense of control over our activities. A local community person chairs the Committee, and the Committee is made up predominately of local people affected by the bushfires. The Committee values our partnership with local, State Government and non-government agency representatives who share our intent and are charged with a clear mandate to work with and act upon locally identified priority actions for recovery. This action is communicated by way of prompt, honest and realistic feedback to and from the Committee.

Our Purpose as the Bushfire Recovery Committee is to:

- Listen to and promote the needs and achievements of individuals, families and communities affected by the bushfires.
- Identify and present issues arising from the impact of the bushfires on individuals, families and communities and prioritise them for action.
- Advise a range of Government and non-Government organisations on appropriate actions for bushfire recovery.
- Undertake appropriate actions for bushfire recovery and strategic actions for proactive community building into the future in partnership with a range of Government and non-government organisations.
- Create a feedback loop, utilising reference group members' social, informal and formal networks to connect community, Government and non-Government agencies.

Our role as the Bushfire Recovery Committee is to:

- Monitor the progress of recovery in the affected communities.
- Meet with and be guided by the needs and aspirations of local community members
- Ensure that all community members are treated with a sense of compassion, commitment and urgency (including those people who do not qualify for Government help)
- Provide each other and other community members with a sense of control over fire recovery actions taking place in their community
- Identify community needs and resource requirements and make recommendations to appropriate agencies, council and the Municipal Recovery Manager
- Seek prompt, honest and realistic feedback from Government and Non- government Organisations
- Attract additional partners and alternative sources of funding where required to meet identified community need
- Liaise, consult and negotiate on behalf of the affected community.
- Advocate on behalf of bushfire impacted communities where appropriate.
- Undertake specific recovery activities as determined by the circumstances and the committee.
- Raise the profile of the committee so that people can get information to and from us
- Establish a regular communication format (including a flyer) that shares identified issues and community achievements with each other, Government, non-government agencies and the broader community

Our Mandate:

The Committee will monitor the progress of recovery in the affected communities.

The Committee will liaise directly with the Council through the Bushfire Recovery team so that appropriate recovery actions can be authorised, facilitated and completed.

The Committee will make recommendations for actions that are informed by and represent the needs and ideas expressed by local people affected by the bushfires.

The Committee will seek and develop partnerships with the Council; all levels of Government; non-Government agencies and the broader community to achieve identified actions.

The Committee will co-opt expertise and resources to the Committee for the purpose of achieving identified actions as required.

Committee Chairperson

A Local Community member shall chair meetings and be elected by and from the local community members of the Committee.

A deputy chairperson shall be elected by and from the local community members of the Committee.

Committee membership

The Committee shall consist of predominately bushfire affected residents.

Minimum community representation shall be 5 members for a meeting quorum.

Committee members may send a proxy if unable to attend.

New members will be invited on to the committee as determined by the committee and the chairperson.

Local, State and Non-Government staff will be invited to meetings as required.

Frequency of meetings

Meeting shall be weekly unless otherwise determined by the Committee.

Committee Protocols / Standing orders

- Outcomes and statements by or on behalf of the CRC will reflect the views of the CRC which in turn will reflect community views.
- Correspondence inwards and outwards that is to or on behalf of the CRC to be circulated electronically to the CRC in a timely manner.
- Council Recovery Staff will support and advocate for CRC desired outcomes on behalf of the CRC
- The CRC will network with all relevant community agencies.
- Actions and requests will be recorded in the minutes and be dealt with in a timely manner with reports on progress at subsequent meetings.
- It is acceptable and within scope of CRC role to hold and promote views that do not necessarily reflect those of the Council
- The CRC will be strategic as well as reactive. Looking ahead to build community resources.
- Decisions will be made on a majority basis.
- If a member is absent from three consecutive monthly meetings of the CRC, without providing reason or apology, the Chairperson may notify the member in writing that their membership may be terminated, unless there are or have been extenuating circumstances.

Committee members' reimbursement for out of pockets expense.

Council will reimburse committee members for reasonable out of pockets expenses including but not limited to travel, telephone, child minding etc. Claims will be processed monthly.

6.5 Relief and Recovery Centres

When compiling a hard copy of this Recovery Plan the following documents shall be inserted here:
NWMR Emergency Relief Centre SOG's
ERC Manual

6.7 MRM Responsibilities Checklist

The MRM is responsible for the coordination of municipal and community resources within the municipality during the recovery stage of an emergency.

Please refer to the North West Metro Regional Emergency Management Collaboration’s Municipal Emergency Management Guidelines (MERG) for a list of possible tasks for the MRM in an emergency situation. It is by no means exhaustive and is just an indicator of progress of activity. Tasks would be significantly more complex in a protracted event.