Nillumbik Emergency Relief and Recovery Plan

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PART ONE - INTRODUCTION

The Nillumbik Emergency Recovery Plan has been produced pursuant to Section 20(2), *Municipal Emergency Management Plan*, of the *Emergency Management Act 1986.*

Under this legislation, Nillumbik Shire Council recognises its responsibility to plan for recovery in the event of an emergency and has subsequently prepared the Nillumbik Emergency Recovery Plan.

Nillumbik Shire Council has appointed a Municipal Recovery Manager to oversee the Plan, in conjunction with the Municipal Emergency Management Planning Committee.

1.1   Definition

The *Emergency Management Act 1986* states that recovery is "the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning" (Section 4A).

"Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being plus the reconstruction of the physical infrastructure and the rehabilitation of the natural environment."

1.2   Purpose

The purpose of providing recovery services is to assist the affected community towards management of its own recovery.

It is recognised that when a community experiences a significant event, there is a loss of social fabric and therefore a need to supplement the personal, family and community structures that have been disrupted by the event.

The Emergency Recovery Plan will be used as a guide for agencies to assist individuals and the community to manage the re-establishment of those elements of society necessary for their wellbeing.

The process of 'Recovery' requires practical planning, management and support which is sensitive to community needs and the physical and political environment where there is constantly changing demands. This Emergency Recovery Plan will assist with the co-operation amongst participating agencies and ensure support arrangements are adaptable, effective and co-ordinated.

1.3   Document Structure

The Nillumbik Emergency Recovery Plan (the Plan) has been produced pursuant to Section 20(2), Municipal Emergency Management Plan, of the *Emergency Management Act 1986*.

The Plan constitutes only the recovery portions of the overall Municipal Emergency Management Plan (MEMP). It should be implemented in conjunction with the MEMP and other sub-plans relevant to recovery (such as the Emergency Relief Centre Guidelines).

The following diagram outlines the planning structure and supporting documents used in the development of this document.

Nillumbik Emergency Management Planning and Document Structure

PART TWO - GUIDING PRINCIPLES OF RECOVERY

The following are the guiding principles that underpin all activities of the recovery. Agencies working within Nillumbik aim to approach the delivery of their services during an emergency within this framework.

Nillumbik Shire Council, as the coordinating agency, will endeavour to establish structures and work with communities to ensure these principles are met.

Community led process

- The active involvement of the community, directly and indirectly affected, is essential.
- We will recognise differing community needs and work in partnership with the community. We will develop sound processes that are flexible and adaptive to the changing needs of the community.
- We will recognise that different people will be at different stages of their recovery and that decision making involves grief and will take time.
- A diversity of opportunities and choices must be available for people at different states of the grief and recovery process[1].

Individuals and communities are resilient

- Individuals, when provided with information about the situation and available services, are able to make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

Levels of recovery operations

- Whilst recovery agencies are committed to the Victorian Emergency Management arrangements, operational and strategic decisions relating to the recovery process will be made through already existing governance procedures.
- Recovery operates at multiple levels of government. All agencies and organisations involved in management, coordination or service delivery will endeavour to undertake activities in a collaborative manner, within the agreed framework.
- Coordination and communication between the community, key agencies and Federal, State and Local Governments will assist in ensuring the success of recovery activities for the affected community.

Roles of organisations and agencies

- Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play.
- Recovery is a whole-of-government and a whole-of-community process.
- The recovery process will build on existing structures and relationships.
- Effective recovery requires the establishment of planning and management arrangements that are understood and accepted by recovery agencies, control agencies and the community.
- Planning and management arrangements are more effective if training programs and exercises have prepared recovery agencies and personnel for their roles.

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[1] McGuire GM. Intimate work: a typology of social support that workers provide to their network members. *Work and Occupations* 2007; 34:125-147

PART THREE - PLANNING AND PREPAREDNESS

Preparation for Recovery

Effective recovery work is based on partnerships and community-led decision-making. It is the preparation before an event that builds these two key aspects.

There is an onus of responsibility on communities to identify their key leaders – these are the people who may lead a recovery committee should an event occur that requires one. They are also the people that may be involved in between events working with Council and other agencies and communities to build networks, nurture resilience and develop community all hazards management plans.

The responsibility of Councils is to support this community resilience, to make strong connections with local communities and to include communities in emergency management and recovery decision-making.

The key partners in recovery must be identified prior to an event. Discussion and agreements need to be reached about roles and responsibilities so that following an event everyone knows what to do and the process is smooth.

Key council staff must be adequately trained and skilled to do the jobs that are expected of them. Recovery can be a very long process and needs to be integrated with the Councils Business Continuity Plans. A long recovery can make a major impact on Councils – the shared responsibility and partnerships are essential.

PART FOUR - A DISASTER RESILIENT COMMUNITY

It is impractical to plan for recovery without acknowledging the existing resilience of the Nillumbik community and the types of programs already in place that build community strength.

Community resilience can be defined in many ways. Characteristics of disaster resilient communities, individuals and organisations are:

- Functioning well while under stress,
- Successful adaptation,
- Self-reliance, and
- Social capacity.

Resilient communities also share the importance of social support systems, such as neighbourhoods and family networks, social cohesion, mutual interest groups, and mutual self-help groups.[2]

Asset-based community development

Asset-based community development refers to the practice of using and building on existing local networks and strengths in the community. In many instances effective outcomes may be achieved through use of (and by complementing) the resources already available within an affected community.

Communities have a range of trusted community groups/networks, which can be used to implement a range of community development recovery activities. These groups understand the local community dynamics and are best placed to provide on-going sustainable community recovery support.

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[2] Council of Australian Governments, 2011, *National Strategy for Disaster Resilience - Building our nation's resilience to disasters*, excerpt from Chapter 2

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Although an assets-based approach is the optimum way to implement a disaster recovery community development process, the local capacities to meet the on-going service needs of communities as well as to address recovery needs, also need to be assessed[3].

[3] Attorney-General's Department, 2011, Australian Emergency Management Institute, Community Recovery - *Handbook 2*, excerpt from Chapter 4

PART FIVE - ORGANISATIONAL RESILIENCE

Organisations are integral parts of communities. The availability of essential services (or supply chains and other businesses) during and following an emergency, crisis or disaster depends on the ability of organisations to survive through a disruptive event. Enhancing organisational resilience is a critical step towards creating more resilient communities[4].

5.1   Training

Local agencies are committed to ensuring that business continuity is maintained and that systems are in place to integrate, as far as possible, efforts around the recovery into normal business practice. All relevant agencies will participate in multi-agency training exercises, and provide their own appropriate staff welfare procedures.

5.2   Testing

Exercises will be conducted in a variety of formats to test various parts of the Emergency Relief Centre Guidelines and/or Emergency Recovery Plan.   Emergency recovery exercises may be run in conjunction with other emergency management exercises.   Records will be kept by Nillumbik Shire Council as part of the MEMPC.

5.3   Review

The Emergency Recovery Plan will be reviewed after each major incident to ensure that it functions adequately.   This will include all of the relevant agencies. This may need to be undertaken by an independent facilitator.   In protracted emergencies a specific plan may be developed for that recovery process.

It will also be updated at least annually to keep information contained within it up-to-date and take into account developments or changes in agencies and the region.

Updating and re-issuing of the Municipal Emergency Recovery Plan is the responsibility of the Municipal Recovery Manager and the MEMPC.

The Plan will undergo a major review every three years in line with the statutory audit of a MEMP and Regional Emergency Recovery Plan and will be undertaken by a panel comprising of VicSES, DHS and VicPol.

5.4   Evaluation

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made.

Evaluation should be conducted at local, regional and state level, (depending on the scale of activation of recovery activities related to the event). The evaluation can be:

- An informal or formal debrief;
- Workshops;
- Seminars; and
- Applied research into particular areas of recovery activity.

Evaluation must identify the strengths and weaknesses of the operational response to the needs of the community. The outcomes should be reported and shared between all relevant agencies and the community.

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[4] ibid

5.5 Monitoring and Reporting

While relief and recovery activities are being undertaken agencies and organisations delivering services will:

- Monitor the delivery and effectiveness of emergency operations through regular reporting; and
- Adjust the management and delivery of activities as necessary to achieve better outcomes.
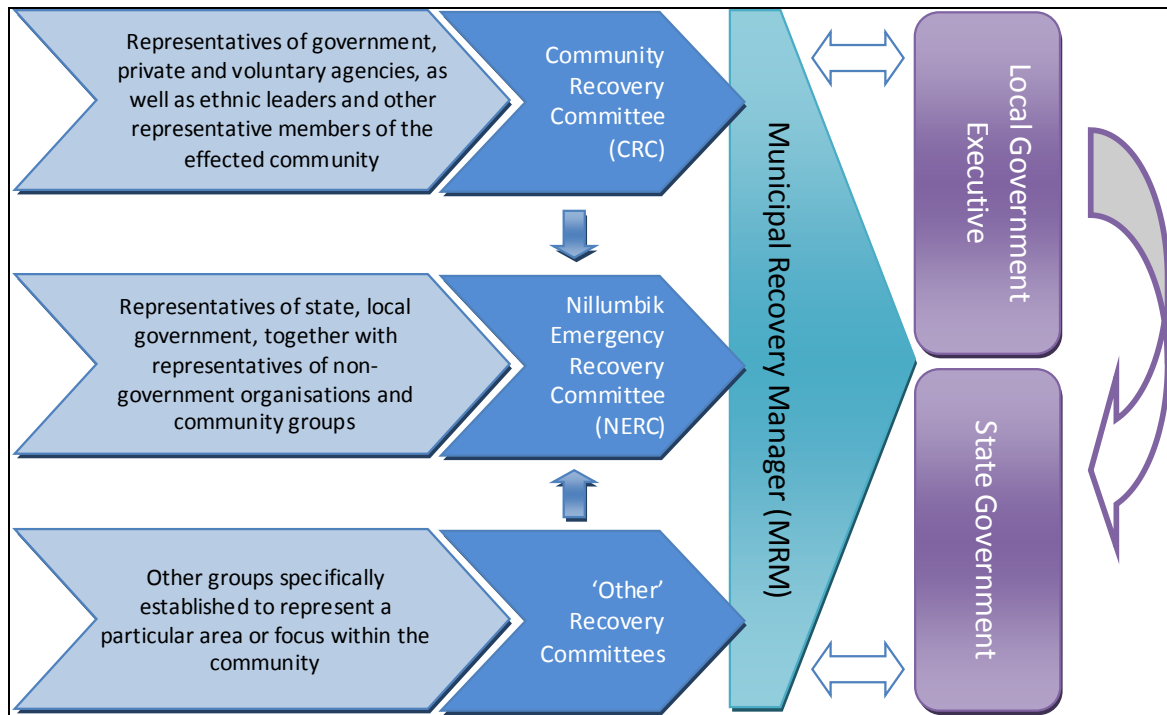
Diagram of indicative reporting systems through recovery

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PART SIX - FINANCIAL CONSIDERATIONS AND ADVOCACY

Significant resources are required to manage recovery processes for the community, often over an extended period of time. Council, agencies and the affected community will work together to analyse expenditure requirements and advocate for further external funding to ensure that due consideration is given to emerging needs and issues.

6.1   Municipal Resources

Municipalities have a responsibility to plan for and provide resources from within the municipal area in the event of an emergency, both in response and recover, in accordance with the *Emergency Management Act 1986*, Part 4 - Responsibilities of Municipal Councils.

If Nillumbik Shire Council is unable to supply a resource, then the request is passed through to the Municipal Emergency Resource Officer (MERO) to the Municipal Emergency Response Coordinator (MERC) to the Regional Emergency Response Coordinator (RERC).

Local support agencies must use resources of their own agency first. The following diagram shows the system for requesting resources.
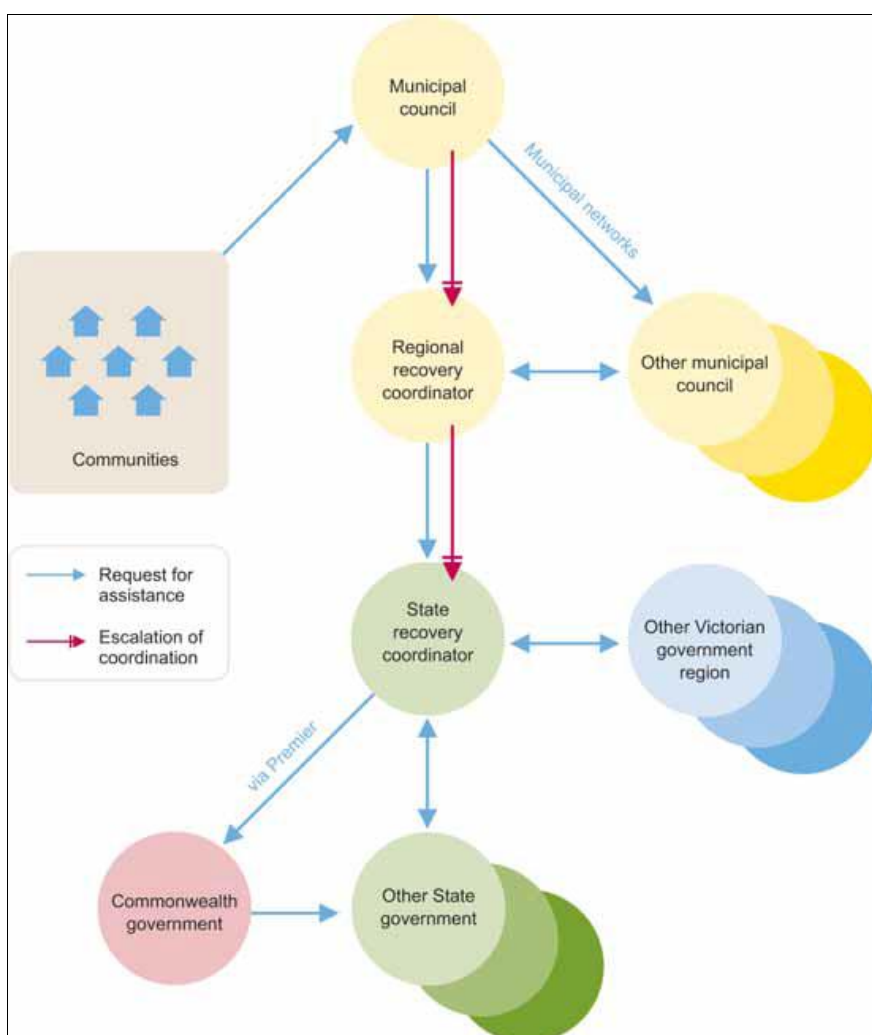
Interactions between levels of government for requests for resources[5]

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[5] Office of Emergency Services Commissioner, 2011, *Emergency Management Manual Victoria, Part IV- State Relief and Recovery Plan,* diagram

6.2 Municipal Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal function as efficiently as possible.

Nillumbik Shire Council has mutual aid agreements in place with other neighbouring Councils as well as being included on the *Municipal Association of Victoria's (MAV) Inter-Council Emergency Management Resource Sharing protocol*.

6.3 Community Organisations' Resources

Many community organisations have valuable resources for use in an emergency. It is the responsibility of Nillumbik Shire Council to provide the management system to coordinate offers of assistance from these organisations. For more information and specific details on resource sharing, refer to the MEMP.

6.4 Volunteer Agencies

Where a volunteer agency expends extraordinary funds in providing resources for emergency response or recovery to the extent that it seeks financial reimbursement, it should notify the control agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

6.5 Natural Disaster Financial Assistance (NDFA)

The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local councils to assist in the recovery process. Assistance is available for approved emergency protection works and the approved restoration of municipal and other essential public assets in most emergency events.

Councils can claim any extraordinary salaries, wages or other expenditure which would not have been incurred had the emergency not occurred. Details regarding the eligibility criteria and lodging of a claim for financial assistance are available via the DTF website, www.dtf.vic.gov.au

6.6 Natural Disaster Relief and Recovery Arrangements (NDRRA)

Joint arrangements between the Australian and Victoria governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs. Based on the type of emergency, municipal councils, agencies and departments may be eligible for reimbursement through the NDRRA.

Relief and recovery services, including establishing and operating a Municipal Emergency Coordination Centre or alternative are not automatically eligible for reimbursement. However, the Department of Treasury and Finance can determine, on a case-by-case basis, if these costs may be reimbursed.

6.7 Emergency Payment Responsibilities[6]

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

Municipal councils are responsible for the cost of emergency relief measures provided to emergency-affected people.

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[6] Office of Emergency Services Commissioner, Nov 2010, Emergency Management Manual Victoria, *Part 8 - Appendix 1, Financial Arrangements* excerpt from p. 8-1

PART SEVEN - RESPONDING TO THE EMERGENCY

7.1   Emergency Relief

Emergency Relief is the provision of essential needs to individuals, families and communities during and in the immediate aftermath of an emergency. This is the first stage of emergency recovery. In this respect, emergency relief functions are well integrated within early recovery activities.
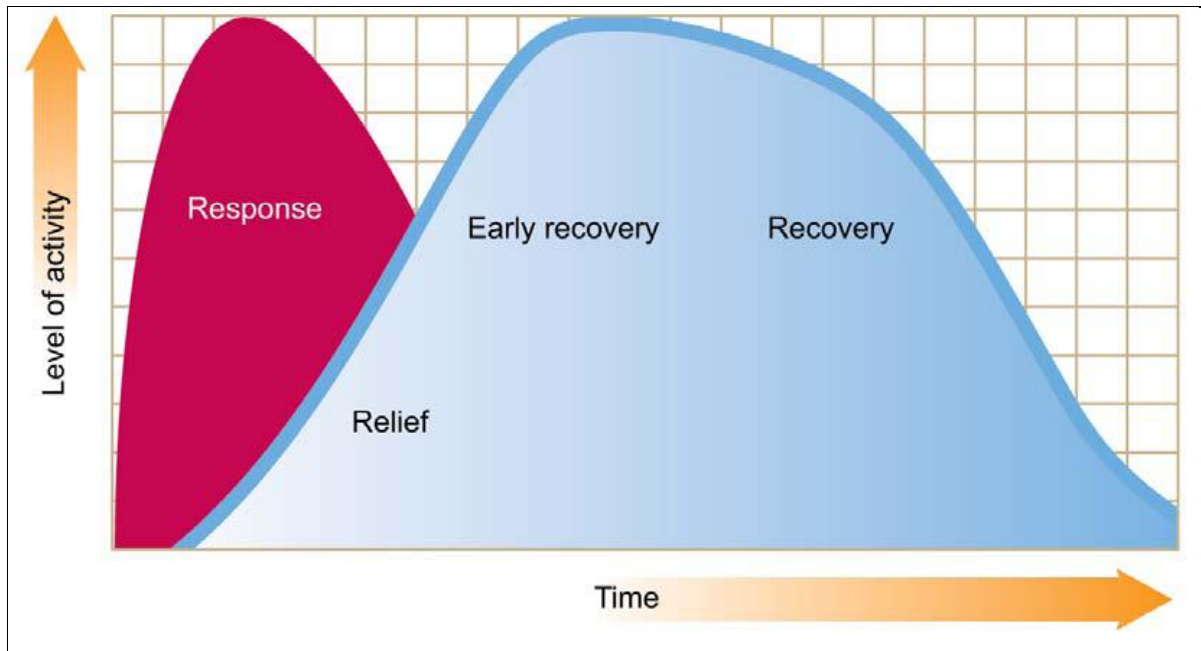
Emergency relief and recovery activities over time

Municipal councils have the responsibility for overseeing emergency relief at the local level. The Nillumbik Emergency Relief Plan will be activated through a decision making process by the MERO, MRM (Nillumbik Shire Council) and MERC (VicPol) as soon as the emergency has, or is expected to have, an impact.

Key planning considerations for emergency relief are:

- Management and coordination (agencies);
- Community information;
- Health/first aid/psychosocial support;
- Public Health;
- Reconnecting families;
- Emergency shelter;
- Food and water;
- Non-food items;
- Emergency financial assistance;
- Animal welfare; and
- Managing goodwill[7].

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[7] Office of Emergency Services Commissioner (OESC), 2011, *Emergency Management Manual Victoria, Part IV- State Relief and Recovery Plan,* diagram and text

7.2   Emergency Relief Centres

An Emergency Relief Centre (ERC) is a building or place established to provide essential needs to persons affected by an emergency. Emergency relief centres are established on a temporary basis to cope with the immediate needs of those affected during the initial response. The establishment of an ERC does not imply a long term presence for the provision of emergency recovery.

Nillumbik Shire Council, as the Municipal Council, is responsible for the operation and overall management of the ERC facility. Many ERCs are Council owned buildings. The Council will work in partnership with the venue managers and agencies delivering the services in the ERC. See Nillumbik Emergency Relief Plan/Centre Guidelines for more information.

7.3   Escalation and Activation

Activation and escalation processes are found in the MEMPlan and the Emergency Relief Centre Guidelines.

Nillumbik Shire Council collaborates with the other councils of the Northern and Western Metropolitan Region and the Eastern Region. This allows for mutual support when the scale of the emergency exceeds an individual councils capacity to respond.

It is the Department of Human Services role to coordinate relief at a regional and state level. (Refer Part 4, Emergency Management Manual Victoria for further information)

7.4   Transitioning from Emergency Response to Relief and Recovery

Recovery should commence as soon as practical and after the threat to human life subsides. In many cases recovery commences alongside emergency relief activities.

The decision relating to the timing of the transition of overall coordination from response to recovery will be made by the Control Agency and Recovery Coordinator. The decision will be influenced by a number of key considerations, including the:

- Nature of the hazard/threat and whether there is a risk of a recurring threat;
- Extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- Extent of and known level of loss and damage associated with the emergency; and
- Considerations for the resources required to be activated for effective recovery arrangements.

A copy of the "Transition from Response to Recovery" template can be found in the MEMP.

PART EIGHT - IMPACT AND NEEDS ASSESSMENT[8]

Considering the impacts and needs of affected communities early on will assist local service providers, agencies and the Council to:

- Understand the extent of damage and indicate the types of emergency relief assistance needed;
- Determine what needs to occur to ensure safety to life and property;
- Help inform recovery planning, particularly the timing and types of support required by communities affected by the emergency; and
- Provide advice to the community, relevant government departments and agencies.

8.1   Initial Impact Assessment

Initial Impact Assessment (IIA) is an organised activity as part of response. IIA is initiated and conducted by the control agency. Data about the impact of an emergency on people, residential property, environment and community infrastructure, is gathered and verified during the first 48 hours of an emergency.   The Incident Control Centre (ICC) should pass this information onto Councils as it comes to hand. Assessments for relief and recovery can be informed by IIA reports and can build upon the information received as a result of response activities.

8.2   Needs assessment

As the emergency progresses more detailed assessments will be undertaken and will be coordinated by the Municipal Recovery Manager (Nillumbik Shire Council). Information provided in these assessments will be shared across agencies to prevent duplication in planning and delivering appropriate recovery services. Establishing links with the affected community is integral to this process.

Methods for collecting additional information include:

• Local knowledge from residents and community leaders	• Field visits
• Information from previous emergencies	• Baseline data/census data, (e.g. age, disability and employment status)
• Maps	• Geographic information system
• Mainstream media and social media	

8.3   Post Impact Assessment[9]

Post Impact Assessment (PIA) is the process for determining the impact of an emergency on the four environments of recovery. PIA is conducted primarily after the emergency when it is safe enough for trained personnel to enter the affected area.

The EMMV (Part 7) assigns responsibility for Post Impact Assessment (PIA) to municipal councils where the impact is within an urban or industrial area and on council property. Other agencies are also involved, e.g. DPI when rural and farming enterprises are impacted, and DSE where state owned land is impacted. Should the emergency extend beyond the boundaries of the municipality, it will be coordinated by Department of Human Services.

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[8] The information in this section is taken from Australian Red Cross, *Emergency Relief Handbook: A planning guide 2011-2012*; and OESC, op.cit. p 4-12

[9] Office of Emergency Services Commissioner (OESC), 2011, *Emergency Management Manual Victoria, Part 7-* Emergency Management Agency Roles

PART NINE - COMMUNITY LED RECOVERY

It is important to provide the resources and support to facilitate participation of community members in events, activities and decision making processes.

It will not be the domain of one agency to provide this support to communities; however Nillumbik Shire Council will endeavour to coordinate support offered through its Community Development staff.

9.1   Community Development

The community development model of social recovery acknowledges the resilience of affected communities. Communities, when supported with information and resources, are able to support and manage their own recovery.

The guiding principles of recovery underpin any decision, approach or strategy required to ensure community engagement in the process of recovery. A community development approach from all agencies is integral to this process.

Meeting both individual and community needs is integral to effective recovery, and hence, community development must work across all four environments of recovery. Community development workers are relied upon as an important link within the community and across agencies.

Providing support mechanisms that allow people an opportunity to be both involved in community activities and their own reconstruction activities is a key objective of community development workers.

9.2   Community decision-making and governance structure – Community Recovery Committee[10]

A local decision-making structure for the affected community is essential. This ensures community involvement, and is a means through which information, resources and services are coordinated.

One option is a community recovery committee (CRC). However, communities should have a choice as to whether they feel this structure will suit their needs.

Other options are:
- An independent incorporated association; and
- A community reference group.

The advantages of a local decision-making structure include:
- Reinforcing local and community orientation of the recovery process;
- Recognising the common interests of members of the affected community;
- Ensuring the equitable application of resources and services;
- Establishing a mechanism to identify and prioritise community needs;
- Overall monitoring of the recovery process; and
- Providing a means for identifying needs which cannot be met from within the community and

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[10] Information in this section is provided by documents developed following the 2009 bushfires. "*Lessons Learned by Community Recovery Committees of the 2009 Victorian Bushfires – Advice we offer to communities impacted by disaster*", May 2011, viewed on 7 May 2012 at http://www.redcross.org.au/agencies.aspx and "*Lessons Learned by Community Recovery Committees of the 2009 Victorian Bushfires – Advice for Government*" May 2011, viewed on 7 may 2012 at http://www.premier.vic.gov.au/media-centre/media-releases/1300-lessons-learned-from-victorias-bushfires-go-global.html

which require additional resources.

The structure may emerge spontaneously as a result of local leadership. Experience shows that resourcing CRCs with an appropriate level of administrative, liaison or engagement support over an extended period of time is critical. Technical support in the form of facilitators may be required.

If an emergency affects different parts of the Shire, decision-making structures for each of the affected areas may need to be set up and adequately resourced (possibly through Place Based Management approach).

Establishing these support links as early as possible have a profound effect on long term partnerships between communities and agencies.

Terms of reference for a CRC can be found in the MEMPlan.

9.3   Community Recovery Planning

Community Recovery Plans are a process for the community to identify community recovery issues. This community led process can include:
- Consultation, visioning and priority setting workshops;
- Development of draft priorities;
- Submission of community priorities to funding bodies and coordinating agencies;
- Establishment of working groups to support these priorities; and
- Close consultation with local government and relevant approval agencies.

Key points to consider when supporting communities to undertake this process are to:
- Determine and clarify the role of the community recovery committee (if established);
- Determine what support the community wants or needs from the relevant agencies in facilitating the process;
- Provide good facilitation and structure of the planning process;
- Ensure the four areas of recovery are addressed;
- Ensure relevant approval agencies are included as early as possible in the process i.e. local government, Melbourne Water, Department of Environment and Primary Industries etc;
- Ensure good community consultation and engagement practices are undertaken, give community a range of times and mechanisms to contribute to the planning process;
- Develop a model for setting priorities;
- Provide clear, consistent and transparent messages about what is and isn't possible;
- Determine how the results will be communicated to community members and other agencies; and
- Plan for need rather than what funding is available.

Community Recovery Plans may outline a wide range of priorities but are an important mechanism to identify and express how the communities can be supported by Nillumbik Shire Council, State and Federal Governments, local agencies and other philanthropic organisations.

The Community Recovery Plans must be flexible documents that allow for regular review by each committee. The timeliness of the implementation of these priorities will be different for each community and may be hindered by availability of funding. There must be a long-term commitment by all agencies involved.

PART TEN - SUPPORTING THE RECOVERY

In developing the recovery priorities needed for each community, there are a number of services, support mechanisms and agencies that are imperative to their success. A range of these agencies and their roles is provided in Appendix 1.

The following pages highlight a number of areas that support recovery activities across the four environments (Social, Natural, Built and Economic). They are not the domain of one single 'area'. The extent to which each is undertaken will be dependent on the type and duration of each emergency.

10.1 Recovery Communication and Information Sharing[11]

Recovery must be built on effective communication both from an agency perspective and within the community. Agencies must communicate with each other to ensure a coordinated approach to delivering services.

Recovery communications require care and sensitivity and can often be impeded by physical, logistical and psychosocial limitations[12]. Agencies and community must work in partnership to ensure that people who are dislocated from their homes remain engaged and informed. This may involve the sharing of personal contact information of those who have moved from the area. Privacy concerns have been addressed by the Office of Victorian Privacy Commissioner.[13]

Recovery communication 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;
- Provide a basis for important social processes between individuals, groups and communities
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels;
- Facilitate accurate and consistent information from Council and partner agencies to the community; and
- Repeat key recovery messages because information is more likely to reach community members at different stages[14].

A well informed and connected community will recover sooner and become stronger than one without effective communications and guiding information[15]. Information empowers the community and individuals to understand and influence their recovery.

Key Activities could include:

- Supporting communities to develop their own communication strategy through regular newsletters, emails, SMS updates and radio segments;
- Developing and distribution of a Community Recovery Bulletin; and
- Sharing between agencies of basic contact details of those affected by the emergency to ensure they are provided with information and communication over time.

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[11] Most of the information provided in this section is provided in the resource by Australian Red Cross, 2011, *Communicating in Recovery*, (including the footnotes 12-14)

[12] Australian Journal of Emergency Management, '*Recovery Information Management'*, Vol. 10, No. 1 Autumn 1995, p. 25.

[13] In 2010 the Office of the Victorian Privacy Commissioner released Info Sheet 02.10 (Replaces 11.02) *"Emergencies and Privacy"* (replaces Info Sheet 11.02 – 'Bushfires and Privacy'). See http://www.privacy.vic.gov.au/privacy/web2.nsf/files/emergencies-and-privacy

[14] National Principles for Recovery, 2008

[15] Nicholls & Healy, 2008, '*Communications with disaster survivors: towards best practice*', Australian Journal of Emergency Management, Vol. 23 No. 3,

10.2   Volunteering

Almost every aspect of recovery can involve volunteers. Volunteers work across all four areas of the recovery (built, natural, social and economic) to support people affected by the emergency.

These activities include but are not limited to:

- Providing material aid and support (e.g. Salvation Army, Diamond Valley Baptist Church, Allwood House and St Mathews in Panton Hill);
- Organising social events; arts; singing groups
- Undertaking environmental work; fencing construction; weed control (e.g. Landcare); gardening; working bees; and
- The establishment and management of Community Recovery Committees

Key Considerations:

- Ensuring that all volunteer activity is well managed and effectively coordinated
- Ensuring that volunteer initiatives on private property are suited to the needs and sensitivities of residents.
- Preparing a suitable induction and training package for new volunteers working in affected areas
- Ensuring that where possible, activities such as fencing and environmental work are carried out by auspiced groups with trained and insured volunteers.
- Community Development resources and administrative supports are provided to support the local volunteer committees and groups to sustain their involvement in the recovery process.

10.3   Emergency Recovery Centre/Community Service Hub

An Emergency Recovery Centre is a 'one stop shop' managed by Nillumbik Shire Council, where people can access a wide range of information and services as they work towards recovery and reconstruction. The Centre may transition from the Emergency Relief Centre or it may be located separately.

The Recovery Centre should be located as close in proximity to the affected area as possible. The provision of a meeting space where community members can catch up and work together on local recovery activities should be considered.

The centre should provide access to information on Council related matters, rebuilding information, grants, temporary accommodation, Case Management Service (if established) and could be used as a base for community development and recovery project workers. A Community Services Hub is the same, but is managed by Department of Human Services.

PART ELEVEN - RECOVERY COORDINATION AND RECOVERY SERVICES FRAMEWORK

The Nillumbik Emergency Recovery Plan is based on the *Environments for Health* framework, whereby the social, economic, natural and built environments have a profound impact on health and wellbeing.

11.1   Emergency Recovery Services Framework

Recovery initiatives may address specific elements of one recovery environment or may work across multiple environments. The objectives and priorities are organised into the four areas of recovery, and the requirement for sound coordination and support arrangements across these areas is well understood.

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.

This section of this Plan presents a framework to consider when planning and implementing emergency recovery programs and addresses the four recovery environments:

- People, social, health and community environment;
- Economic environment;
- Natural environment; and
- Built environment.

To encompass these four recovery environments, cooperation is required between the community and all levels of government, non-government organisations, community agencies and the private sector.

The following diagram outlines the Recovery Services Framework to be addressed during an emergency. It includes the four recovery environments, external approaches and practices and internal support arrangements. Individual agencies are responsible for their own financial, information management, business continuity and staff welfare systems required to fulfil their responsibilities under the recovery arrangements. They are not included in this Plan.

Community Development

Volunteer Coordination

Communication/Information

Agency Coordination

Social
- Health/Medical
- Family/Personal Support
- Aged/Disability Support
- Children, Youth, Men
- Bereaved
- Financial Assistance
- Temporary Accommodation
- Material Aid
- Community gatherings
- Animal management
- Environmental Health
- Waste services

Natural
- Air/water contamination
- Land degradation
- Public/private land, national parks
- Vegetation
- Clearing felled vegetation
- Native fauna

Built
- Clearing Roads/Drains
- Repairing roads/drains
- Bridges
- Utilities
- Sewerage
- Community facilities
- Rebuilding homes
- Fencing
- Transport/accessibility
- Wetland management
- Dam management (private/public)

Economic
- Tourism
- Small business
- Primary producers
- Insurance cover
- Employment security
- Local economic sustainability – early return to normal trading

Internal Coordination

Info/Data Management

Business Continuity

Finance/Grants

Staff Welfare

Internal Support and Management Systems

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11.2 Nillumbik Shire Recovery Coordination Structure (local, shire, regional and state)

The following diagram outlines the Nillumbik Shire Recovery Coordination Structure at the local/shire level.
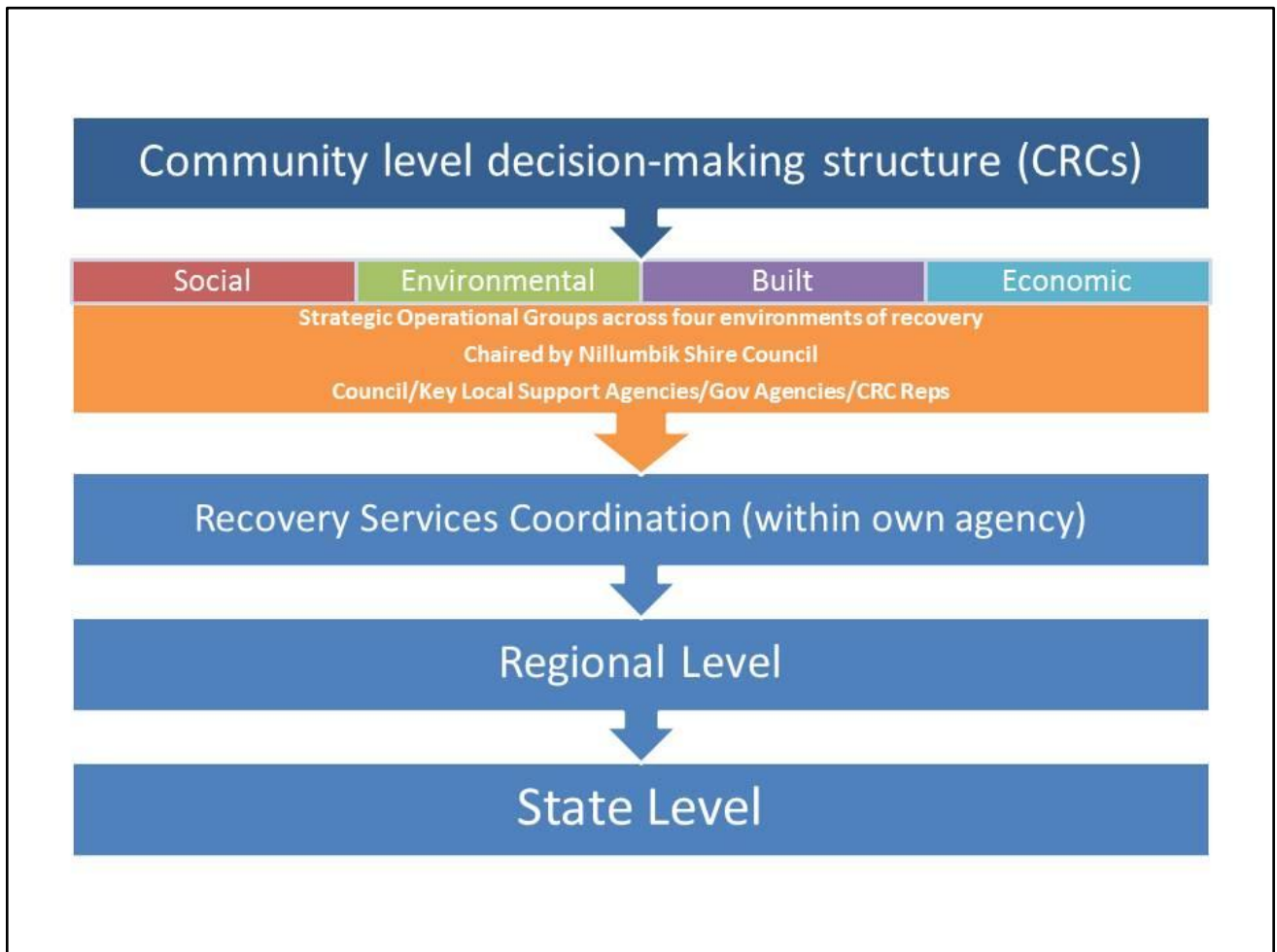
Nillumbik Shire's recovery agency coordination structure

11.3   Social, Health and Community Environment

The 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. It 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.

Psychosocial Framework

Assistance should be based around three key elements:

Individualised support for people and families
- o   Information;
- o   Access to generic services;
- o   Facilitating provision of specialist services; and
- o   Counselling and personal support (mental health, grief and bereavement, suicide prevention, pathways to care, outreach, social support and material aid).

Focus on communities
- o   Support existing community agencies and organisations to identify and respond to the needs of their members;
- o   Health promotion and prevention and early intervention activities;
- o   Building and supporting resilience;
- o   Community education and awareness; and
- o   Targeted programs and initiatives (e.g. recreation, arts and cultural).

Vulnerable groups
- o   Strengthen networks;
- o   Link to the most appropriate support services; and
- o   Local activities, vulnerable groups will be supported and remain connected with their local community.

Social networks have an important effect on the impact of a disaster on people's health. People's normal networks may be debilitated by the emergency. Increased mental health problems; feelings of panic and anxiety, isolation, withdrawal and symptoms of prolonged stress are likely to be evident.

There is often significant community strength and connection shown in the aftermath of emergencies. However providing additional resources and support to facilitate participation of community members in events, activities and decision making processes is still important.

Community based recovery strategies must recognise that different people will be at different stages of grief and trauma and, that decisions about domestic and community reconstruction will take time.

Being proactive in particular settings (i.e. schools) with evidenced based approaches is known to create a sense of safety and security.

The diagram below illustrates the elements of the Psychosocial Framework and how service types fit into it. This should be developed further to reflect the range and diversity of services provided both at the individual and community level depending on the type of emergency.
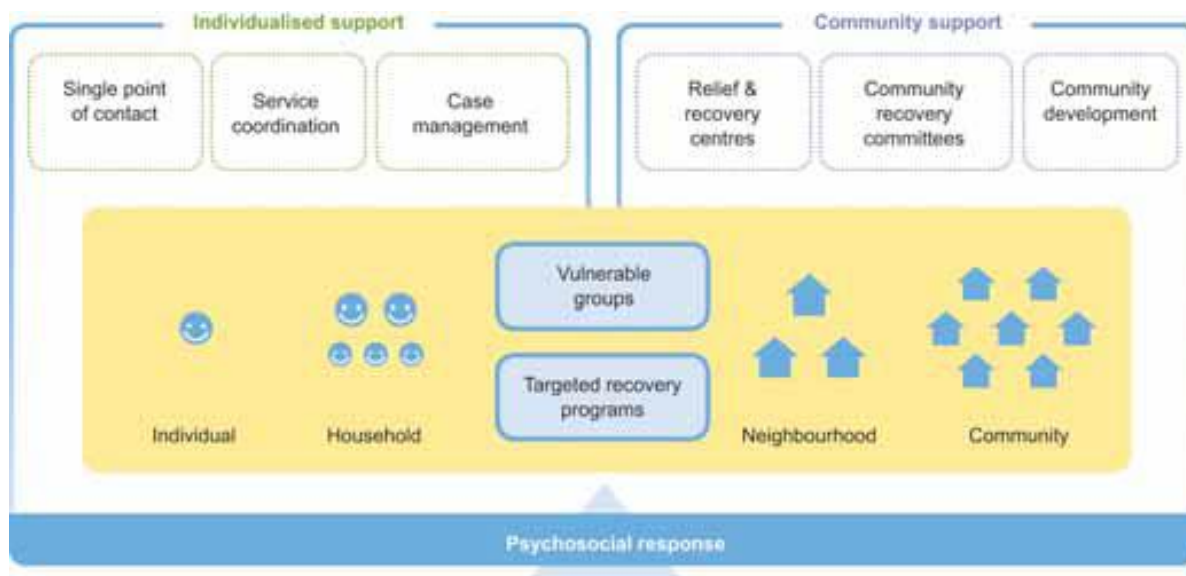
Psychosocial recovery – individuals, households, neighbourhoods and communities[16]

It is impossible to list all activities and agencies in this document. Further information on the types of activities that could occur can be found in the *EMMV: Part 4, State Relief and Recovery Plan*

Action Areas	Key Agencies
Safety and Wellbeing	Nillumbik Shire Council Department of Human Services Australian Government Services (Centrelink)
Temporary Accommodation	Nillumbik Shire Council Committees of Management (Halls) Department of Human Services Vic State Emergency Service Red Cross Private operators
Food and Water	Salvation Army Red Cross Victorian Council of Churches St Vincent De Paul Brotherhood of St Laurence Foodshare (Eltham) Diamond Valley Baptist Church St Mathews Panton Hill
Financial Services/Assistance	Nillumbik Shire Council Department of Human Services – Personal Hardship Assistance Program Australian Government Services Allwood House - Hurstbridge Salvation Army Community Information Diamond Valley Bendigo Community Bank (Hurstbridge)

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[16] Office of Emergency Services Commissioner (OESC), 2011, *Emergency Management Manual Victoria, Part IV- State Relief and Recovery Plan,* diagram and text

Action Areas	Key Agencies
	Insurance Disaster Response Organisation Nillumbik Health Victorian Farmers Federation Victorian Council of Churches Victorian Relief Committee Rural Finance Commission
Securing damaged buildings	Nillumbik Shire Council Building Industry Commission
Clean up – Waste Management	Nillumbik Shire Council
Health and medical	Nillumbik Shire Council –Environmental Health Officers Department of Health Department of Sustainability & Environment Yarra Valley Water Medical Officer of Health North East Valley Division of General Practice Banyule Nillumbik Primary Care Alliance
Psychosocial support	Nillumbik Health Department of Human Services Nillumbik Shire Council Victorian Council of Churches Australian Centre for Grief and Bereavement Each (Eastern Access Community Health) NEAMI North East Salvation Army Bundoora Extended Care Youth services/ AGS Social Workers Austin CAMHS Medicare Local Northern Melbourne
Targeted programs for children, youth, men and women	Nillumbik Shire Council – Family and Children's Services Youth Services Nillumbik Health Office of Youth Beyondblue YMCA Men's Shed Association Department of Education Local schools – primary and secondary Lions Club Rotary (Tool Sheds) Universities Gardening groups
Individualised support programs, and	Nillumbik Health Case workers Austin CAMHS
Community support programs	Nillumbik Shire Council Community Development agencies

11.4 Economic Environment

The economic impact of an emergency on the tourism industry, small business and primary producers is often hidden and may need a detailed assessment to ascertain both immediate and long-term effects.

The objective is to ensure that economic wellbeing is re-established and that financial hardships for the affected community are lessened.

This may include, but is not limited to:
- Employment;
- Tourism industry;
- Home operators and small business; and
- Primary producers.

Emergencies may damage the economic base of a community through destruction of industries, places of employment, including the tourism industry and farms. It is also concerned, broadly, with the recovery of the affected area's economic and commercial infrastructure.

It is also important that local businesses and suppliers are used during the recovery process as it has a positive impact on the economic recovery of the local community.

The recovery actions should be undertaken and will be coordinated by Nillumbik Shire Council through an established local or regionally based group.

Key Stakeholders may include (but not be limited to):
- Regional Development Victoria;
- Office of the Victorian Small Business Commissioner;
- Small Business Mentoring Service;
- Trader Groups (Hurstbridge, Diamond Creek);
- Nillumbik Tourism Association;
- Agribusiness associations (regional);
- Nillumbik Rural Business Network;
- Nillumbik Business Network; and
- Rural Finance Corporation.

This group should be established to assist with:
- Consultation and stakeholder engagement, develop knowledge and information systems that identify the medium to long term recovery needs of businesses affected by the event;
- Developing and coordinating local, regional and metropolitan programs and events that will assist the recovery of businesses affected by the event;
- Informing and influencing Government and associated agencies in relation to programs and funding needs to aid business recovery;
- Publicising and facilitating access to support services that will assist the recovery of businesses affected by the event; and
- Monitoring and reporting to stakeholders and Government on the outcomes of business recovery programs.

11.5   Natural Environment

Emergency events have a significant impact on the natural environment. These impacts include, but are not limited to:

- Air quality;
- Water quality (including catchment management);
- Land degradation (erosion) and contamination; and
- Biodiversity (flora and fauna ecosystems) (including public lands and National Parks).

Natural recovery of the land can also be as important to the health and wellbeing of people as it is to the environment. Landholders in Nillumbik have a strong relationship with the land. Environment groups are well established in the area and can provide social interaction and community connectedness as well as environmental improvements.

Land managers may feel overwhelmed by the amount of work they may be faced with. Education and support for land managers to help prioritise works and learn practical tools to use their time and funding most efficiently are important.

This includes but is not limited to:

Action Areas	Key Agencies
Air/water contamination	Environment Protection Authority Melbourne Water
Land degradation (erosion)	Nillumbik Shire Council Port Phillip & Westernport CMA Department of Primary Industries
Public/private land, national parks	Parks Victoria Nillumbik Shire Council Department of Environment and Primary Industries Melbourne Water Trust for Nature Private Landowners Landcare & Friends Groups
Vegetation	Nillumbik Shire Council Department of Environment and Primary Industries Melbourne Water Parks Victoria Private Landowners Landcare & Friends Groups
Clearing felled vegetation	Nillumbik Shire Council Department of Environment and Primary Industries
Native fauna	Nillumbik Shire Council Department of Environment and Primary Industries Parks Victoria Private Landowners Landcare & Friends Groups RSPCA Wildlife Victoria
Wetland management	Nillumbik Shire Council Melbourne Water
Dam Management	Melbourne Water Nillumbik Shire Council Private Landowners

Action Areas	Key Agencies
Land Management advice (individuals)	Nillumbik Shire Council Department of Environment and Primary Industries Landcare Groups

A 'Natural Environment Recovery Working Group' may be established to coordinate natural environment recovery programs across both public and private land. Agencies that may be involved in this Working Group are listed in the above table. The Group will be convened by Nillumbik Shire Council.

This group would assist to:

- Coordinate activities and support programs relating to natural environment recovery;
- Make recommendations to Council, regional committees and taskforces on natural environment recovery issues from a community perspective;
- Advocate for, and act as, a steering committee for funding of local environment projects;
- Develop and implement coordinated environment recovery programs on priority issues;
- Identify needs and coordinate information sessions, workshops and forums on relevant topics;
- Share and report relevant information from regional meetings and make recommendations on issues/ideas to be raised at regional meetings; and
- Provide consistent messages across Council and the community on natural environment recovery processes.

11.6 Built Environment

Infrastructure assists individuals and communities to manage their daily lives and underpins the ability of private and public community services to function. It also forms an important part of community identity. 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.

Important information regarding the Built Environment will be gathered during the Rapid and Post Impact Assessment process.

Essential Services

Essential services such as electricity, gas, water, sewerage, and telecommunications will also need to be examined. Priority should be given to these facilities to ensure that the affected community can begin to function normally.
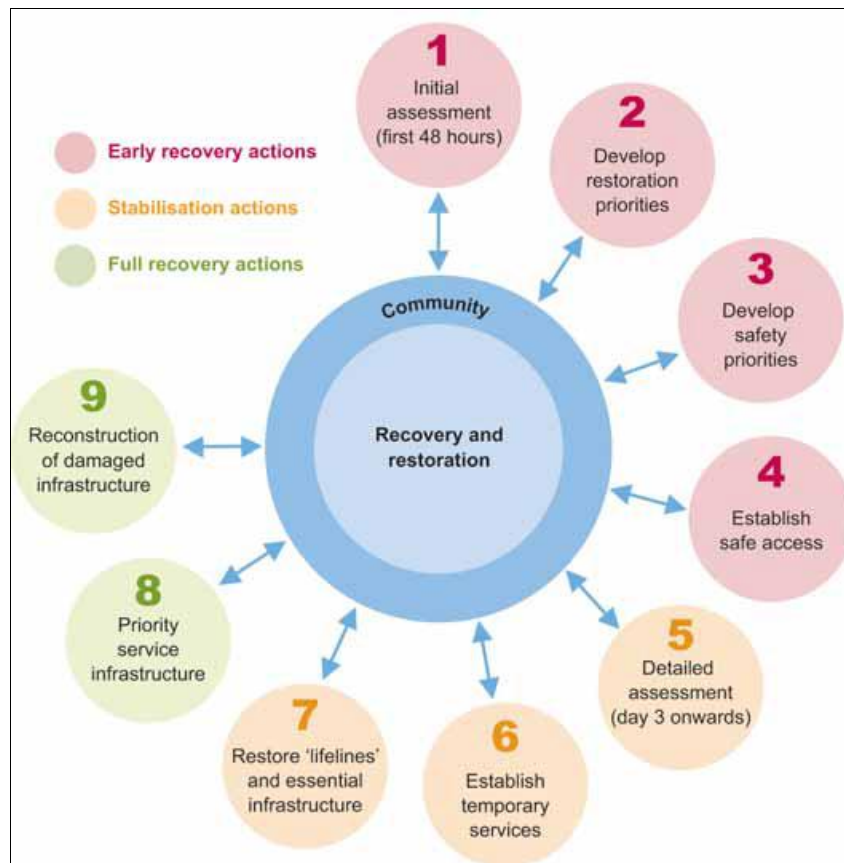
Cross sector coordination model for the restoration of essential infrastructure and services[17]

Restoration

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities. Restoration of an essential service may mean 'patching' infrastructure or using temporary solutions. Restoration allows community life, individual life or services to resume sooner, thereby assisting the recovery process[18]

Rebuilding

In rebuilding infrastructure, responsible agencies should:

- Understand the community's priorities;
- Keep the community informed of progress; and
- Wherever possible, build back better.

Build back better

The *build back better* principle underpins recovery in the built environment. *Build back better* encourages sustainable practices. This means investing in planning, designs, materials and community-led processes that enable reconstructed assets, buildings and homes to be more resilient in the face of disaster[19].

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[17] Office of Emergency Services Commissioner (OESC), 2011, *Emergency Management Manual Victoria, Part IV- State Relief and Recovery Plan,* diagram and text

[18] Attorney-General's Department, 2011, Australian Emergency Management Institute, *Community Recovery - Handbook 2*, excerpt from Chapter 17

[19] ibid

Return to Properties

Facilitating the return to properties through advocating for more suitable temporary accommodation options onsite (on their own property) is an important part of the recovery process.

Reconstruction

Reconstruction activities carry complications beyond regular building and development activities. Impacted communities, regulations and systems in a constant state of change, and relationships between organisations all have a bearing on how the reconstruction takes place. Planning for, implementation and monitoring of reconstruction are affected by the environment in which they take place.

Planning for reconstruction

In spite of the perceived urgency of reconstruction, it is vital that proper planning takes place.
In relation to the **community**, planning involves:

- Community consultation;
- Prioritised and staged reconstruction, temporary fixes are provided first, more detailed solutions prepared and developed later;
- Partnerships with private and public agencies involved in the ownership of the buildings; and
- Consideration of location - whether or not to rebuild in the same place.

In relation to the **environment**, planning involves:

- Plans for redevelopment to address exposure to future environmental risks (especially after storm surge events, floods and bushfires); and
- Consideration of the environmental impacts of new infrastructure, which might create new risks and vulnerabilities.

In relation to **regulations and frameworks**:

- Temporary changes to planning laws may allow buildings and structures to be built that reinstate pre-disaster vulnerabilities/threats;
- Repairs might not have to meet new building codes, whereas rebuilding is usually to the new standard;
- Decisions need to be made regarding the tenet of 'build back; build back better; and build back better plus'; and
- Underinsurance and low damage write-offs may place a significant burden on building owners.

Specific issues regarding reconstruction of buildings

Appropriate standards for reconstruction may not always be clear. Buildings must conform to the current building regulations at the time of their construction. Over time, these regulations may change. This can cause difficulties for owners, insurers and financiers. In addition, supervising the reconstruction may bring other problems.

In relation to approvals and planning:

- Many people may not be aware of the need to apply for building approval for major repairs and may try to start major repairs without approval - in the confusion of clean up and general construction activity, their work may go unnoticed; and

- Although temporary repairs to give some amenity are accepted in the early stages of recovery, some temporary repairs may become incorporated into the final structure without approval[20].

A Built Environment Recovery Working Group may be coordinated through a local or regionally established group. Nillumbik Shire Council would chair a locally established group. Key stakeholders may include, but not be limited to, agencies outlined in the following table:

Action Areas	Key Agencies
Essential utilities and services (water, electricity, gas, telecommunications)	Nillumbik Shire Council; Utilities -Telstra/SPAusnet; VicRoads; Community representatives
Roads and transport	Nillumbik Shire Council VicRoads Community representatives
Residential buildings	Nillumbik Shire Council Building Industry Commission Department of Transport, Planning and Local Infrastructure Community representatives
Water and wastewater management	Nillumbik Shire Council Department of Transport, Planning and Local Infrastructure Yarra Valley Water Melbourne Water Department of Health Community representatives
Waste and pollution management	Nillumbik Shire Council Environment Protection Authority Community representatives
Fencing	Department of Environment and Primary Industries Victorian Farmer's Federation Nillumbik Shire Council Community representatives
Community and public buildings and assets	Community representatives Nillumbik Shire Council Department of Transport, Planning and Local Infrastructure Department of Education and Early Childhood Development (DEECD); Sport and Recreation Victoria.

This group would assist to:
- Understand the community's restoration priorities;
- Keep the community informed of recovery progress;
- Facilitate timely reconstruction of private and public assets;
- Promote appropriate and sustainable forms of development; and
- Facilitate and support people returning to their property.

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[20] The majority of this section has been provided by the Attorney-General's Department, 2011, Australian Emergency Management Institute, *Community Recovery - Handbook 2*, excerpt from Chapter 8.

Key Project Areas include:

- Rebuilding information and advocacy;
- Council's Rebuilding Teams -

  For emergencies where the damage to individual properties is of a sufficient number Nillumbik Shire Council will establish a Rebuilding Team to offer professional advice in the form of a 'one stop shop'. The Team will consist of a town planner, building surveyor, environmental health officer, environmental planner and a development engineer. The officers involved in the meeting will also be involved in the application approval process to ensure a consistent approach for those who are wishing to rebuild/restore;

- Volunteer coordination for site clean-up;
- Reconstruction of boundary fencing;
- Rebuilding community infrastructure;
- Temporary accommodation (on site);
- Sustainable Rebuilding;
- Construction or upgrade of integral community infrastructure for future needs; and
- Road safety/road maintenance.

PART TWELVE - APPENDICES

Appendix 1: Recovery Coordination – Agency Roles and Responsibilities

Department of Human Services

The Department of Human Services (DHS) has the lead coordination role for recovery from emergencies in Victoria under the *Emergency Management Act 1986*. Recovery strategies following an event are managed at a local level through municipal arrangements, with escalating support arrangements through regional and state levels as the scale, complexity or scope of the incident increases. Local government is responsible for coordinating and delivering recovery services to affected populations, with the support of regional DHS staff.

The Department of Human Services coordinates a range of assistance available from the Victorian Government and the not-for-profit sector.

In the event of an emergency, support and assistance is available to affected people, households, businesses and community organisations. This support includes:

- Coordination of interim accommodation provision;
- Financial support (through provision of Personal Hardship Assistance Program) and material aid; and
- Environmental health and wellbeing advice (Department of Health).

Nillumbik Shire Council

- Coordination of the provision and operation of emergency relief (includes catering, emergency relief centres, and material needs);
- Clearance of blocked drains and local roads, including tree removal;
- Provision of information services to affected communities, using e.g. information lines, newsletters, community meetings and websites;
- Provision and staffing of Emergency Relief Centre/s and Emergency Recovery Centre;
- Support the formation and ongoing work of the community decision-making structures;
- Post-impact assessment - gathering and processing of information;
- Survey and determination regarding occupancy of damaged buildings;
- Environmental health management;
- Oversight and inspection of rebuilding/redevelopment;
- Provision and coordination of community development services;
- Support and coordination of volunteers for land management support, working bees;
- Coordination of personal support services, e.g. counselling, advocacy;
- Repair/restoration of infrastructure, e.g. roads, bridges, sporting facilities, public amenities;
- Provision of land management advice; and
- Chair local coordination structures such as Social, Health and Community Interagency Alliance, Natural Environment Recovery Working Group, Economic working group and Built Environment Working group.

Australian Government Services (Centrelink)

- Ensuring the continuity of services provided on behalf of client agencies are maintained/restored with minimal disruption to customers;
- Ensuring that payments made under the Social Security Act continue to be received by existing customers so that their incomes are not disrupted;
- Providing financial assistance to people whose normal means of livelihood have been disrupted, short or long term, by the emergency;

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- Assisting state/ territory welfare authorities to provide counselling services to affected communities, individuals and families;
- Assisting people affected by the emergency to access relevant Commonwealth income support and providing counselling for affected Centrelink staff; and
- Centrelink offers a range of services including brokering services on behalf of other Commonwealth government agencies, such as Australian Taxation Office, Medicare, Child Support Agency, Department Of Immigration and Citizenship Department of Health and Aging, Department Of Employment, Education and Workplace Relations, Department of Veterans' Affairs.

Australian Red Cross

- Providing personal support, assistance and information to emergency affected individuals (single incidents);
- Coordination of outreach personal support services
- Assisting in provision of material aid;
- Providing community support activities; and
- Conducting financial appeals as appropriate.

Diamond Valley Baptist Church

- Provision of material aid relief;
- Organise community events;
- Volunteer coordination – clean-up/community projects; and
- Personal support.

Department of Environment and Primary Industries (DEPI)

- Rehabilitation of disturbance resulting from fire fighting operations;
- Clearing and restoration of roads, bridges and other assets on public land affected by an emergency;
- Assisting and sharing information to define the extent of affected areas through mapping techniques;
- Funding for rehabilitation works on private and public land;
- Assessment of the Burnt Area (in the case of fire); and
- Representation on Natural Environment Recovery Working Group.
- Assess losses of agricultural assets and livestock, and needs of affected persons and communities;
- Assess injured stock and advice on options: humane destruction, emergency slaughter or treatment;
- Advise individuals, communities and governments agencies on re-establishment of rural enterprises or alternative strategies for economic recovery;
- Administer specific relief subsidies;
- Advise Council on disposal of dead or maimed stock;
- Advise distribution bodies (e.g. VFF) on needs for donated fodder;
- Deliver recovery projects identified by government to support the short and medium term recovery of agricultural producers;
- Funding for rehabilitation works including fencing and dam rehabilitation; and
- Representation on Natural Environment Recovery Working Group.

Landcare Groups

- Weed Control programs;

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- Provision of information on grants and land management advice to landholders;
- Facilitation of field days, education workshops; and
- Representation on Natural Environment Recovery Working Group.

Melbourne Water

- Provide assistance to private landowners through their Stream Frontage Management Program;
- Manage stream rehabilitation works within waterways; and
- Representation on Natural Environment Recovery Working Group.

Nillumbik Health

- Manage local case management service (if required);
- Provide service coordination (for individuals);
- Provision of counselling;
- Grief and bereavement support groups;
- Youth outreach, counselling services;
- Volunteer Programs and coordination;
- Provision of Community Development services; and
- Emergency relief funds.

Parks Victoria

- Recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on National Parks managed by Parks Victoria;
- Parks Victoria may assist at the request of DSE or DHS in the recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on public land in Victoria; and
- Representation on Natural Environment Recovery Working Group.

Plenty Valley FM

- Plenty Valley FM is able to broadcast notices sent through dedicated Emergency Response fax number. Emergency response takes precedence over other programming;
- Compliant with the requirements of the OESC Memorandum of Understanding to be issued to Community Stations; and
- Broadcasts recovery messages.

Port Phillip and Western Port Catchment Management Authority

- Assist with the development of regional programs for natural resource management;
- Support community organisations and networks such as Landcare and Friends groups;
- Facilitation of federal/state government grants; and
- Representation on Natural Environment Recovery Working Group.

St Matthews Church, Panton Hill

- Provide individual support and pastoral care;
- Provision of onsite working bees;
- Provision of gardening and horticultural advice;
- Community events and social gatherings; and
- Representation on Social and Natural Environment Working Groups.

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Victoria Council of Churches Emergencies Ministry (VCC)

- o Provide personal support, psychological first aid and emotional spiritual care to individuals and communities
- o Provide Community Chaplains for early psychological first aid interventions.
- o Coordinate a multi faith response to emergencies
- o Coordinate the emergency chaplaincy network for Victoria.
- o Provide outreach activities with trained outreach and visitation workers.
- o Coordinate State services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected communities.
- o Provide an advisory and training resource for community recovery and development for faith based organisations.

VicRoads

- o Restoration of VicRoads roads and bridges;
- o Assist Councils with the restoration of their roads and bridges;
- o Central contact point for the acquisition and use by others of transport and engineering expertise; and
- o Provide road closure and condition information to the public.

Appendix 2: Phases of Recovery

The following timelines are an example of phases or steps in recovery management (operations). These will depend on the type and extent of the emergency, therefore can only act as a guideline.

1. During the incident (usually the response phase);
2. Immediately after the incident (1 – 7 days);
3. Short term (2 – 12 weeks);
4. Medium term (3 - 6 months); and
5. Long term (6 months and onwards: up to 3-5 years depending upon the impact of the incident).

DURING THE INCIDENT (Response Phase)		
Activity	**Responsibility**	**Support**
Conduct a Rapid Impact Assessment	Lead agency	Support Agencies
Activate emergency response and recovery arrangements (is MECC open?)	MERC	MERO MRM
Conduct a Briefing Assess the need, and plan for, an ERC based upon data collected from the Rapid Impact Assessment, and information from the Incident Controller	MERC	MERO MRM
IMMEDIATELY AFTER THE INCIDENT (1 – 7 Days)		
Activity	**Responsibility**	
Activate an Emergency Relief Centre in the impacted area if necessary	MRM	MERO ERCM MERC
Establish the Support Arrangements, including a mechanism for the provision of essential needs in the impacted area e.g. resources (financial, human & equipment), water, stock feed, temporary fencing, fuel, food and material aid	MERC MERO MRM	
Initiate the Recovery Management process: • Establish Nillumbik Emergency Recovery Committee (NERC) and/or strategic operational groups (Social, Natural, Built, Economic) • Community communication and engagement strategies	MRM Communications	Support agencies Community networks Community Development agencies
Conduct an impact and needs assessment to identify: • Extent of the emergency	MRM	NERC Community reps Post Impact

• What needs to be done; • Who will undertake those tasks; and • How will they be coordinated (who will do what, where and when)		Assessment teams
Community Engagement and Communication Strategy developed and implemented. Includes community meetings/briefings, website and SMS updates and through local networks	MRM Community reps	Council Communications team Support agencies
If the recovery effort is broader than Nillumbik municipality, the Regional Recovery Committee may be activated to coordinate regional resources	DHS	Other Council MRMs as required
Agencies implement their own Business Continuity and Staff Welfare Plans to prevent worker burnout and fatigue	All agencies	DHS EAP programs
Commence planning for the development of a Transition Strategy to enable the timely and appropriate withdrawal of relief services and activities from an Emergency Relief Centre, and transition to existing and/or new community support services such as an Emergency Recovery Centre	NERC	ERCM MRM Community Reps
SHORT TERM (2 – 12 Weeks)		
Activity	**Responsibility**	
Development of the Municipal Recovery Action Plan structure, framework and monitoring and reporting mechanisms	NERC	Community Representatives
Continue the Recovery Management process using support arrangements including the: • Recovery Action Plans; and • Sub-committees and Working Groups to address specific recovery needs	NERC	MRM DHS
Support communities to establish their own decision making/governance structure and develop a Community Recovery Plan	MRM	Community representatives DHS CD workers
MEDIUM TERM (3- 12 Months)		
Activity		
Continue to implement and monitor recovery arrangements		
Continue to support community members to undertake recovery roles (events, committees, working groups etc)		
Plan to mark milestones since the event 6 months, the 1st anniversary etc		
LONG TERM (12 Months +)		

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Activity		
Monitor, review and evaluate and report on the recovery arrangements		
Continue the development of the Transition Strategy to support a seamless transition of recovery activities (Council and Support Agencies) into core business (this process could be 3-5 years)		
Continue to implement staff welfare plans		