CITY OF BUNBURY

LOCAL
RECOVERY PLAN

2025-2030

Contents

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1 ADMINISTRATION

Amendments to the Plan should be recorded. The following table shows an example of an amendment record.

No	Amendment Date	Details of Amendment	Review Date	Initials
1	2006	First Issue		L R WINTER
2	Feb 08	Review/contacts		LRW
3	Feb 09	Review/Formatting		PAN
4	March 11	Complete Review and restructure committees		LRW
5	July 2014	Complete plan review		CW /EJH
6	Nov. 2017	Complete plan review		TR/CW
7	May, 2019	Complete Plan Review		CW
8	Nov. 2019	Add new Impact Statements		PH
9	Dec 2019	Add content post SEMC DA comment		CW
10	April, 2020	Covid-19 Response/Recovery Actions -Elected members role within LRCG committees		CW
11	June 2024	Complete review and reformat		MA, CG, LRW

1.2 Endorsement - Bunbury Local Recovery Plan

These Local Emergency Management Arrangements have been produced and issued under the authority of S. 41(1) of the Emergency Management Act 2005, endorsed by the City of Bunbury (CoB) and its Local Emergency Management Committee (LEMC) and have been tabled with the District Emergency Management Committee.

_____ Date: _____
Chief Executive Officer
City of Bunbury

_____ Date: _____
Officer in Charge
Deputy Chairperson - Local Emergency Management Committee
Bunbury WA Police

_____ Date: _____
Executive Officer - Local Emergency Management Committee
City of Bunbury

Disclaimer: This Plan has been produced by the City of Bunbury in good faith and is derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of the information cannot be guaranteed, and Bunbury expressly disclaims liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect arising from such omission.

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1.3 Acronyms

(The) Act	Emergency Management Act 2005 (WA)
ARC	Australian Red Cross
CA	Controlling Agency
CEO	Chief Executive Officer
CoB	City of Bunbury
Communities	Department of Communities
DFES	Department of Fire and Emergency Services
DRFA-WA	Disaster Recovery Funding Arrangements - Western Australia
DEMC	District Emergency Management Committee
EO	Executive Officer (Team Leader Rangers & Emergency Management TLREM)
ERM	Emergency Risk Management
HMA	Hazard Management Agency
IC	Incident Controller
IS	Impact Statement
ISG	Incident Support Group
LECC	Local Evacuation Centre Coordinator
LEC	Local Emergency Coordinator
LEMC	Local Emergency Management Committee
LEMA	Local Emergency Management Arrangements
LRC	Local Recovery Coordinator (Community Safety & Emergency Management Officer)
LRCG	Local Recovery Coordination Group
LRP	Local Recovery Plan (this document)
OIC	Officer in Charge
SEMC	State Emergency Management Committee
SES	State Emergency Services

1.4   Document Availability

Members of the public can view a copy of the Local Recovery Plan (LRP) on City of Bunbury's website. Physical copies are available for inspection, during office hours, at City of Bunbury's Administration Offices at 4 Stephen Street Bunbury.

1.5   Feedback

Feedback on this Plan is invited and can include:

➢ What you do and don't like about the Plan
➢ Unclear or incorrect expression
➢ Out of date information or practices
➢ Errors, omissions or suggested improvements, and
➢ Post-incident improvement opportunities.

To provide feedback, copy the relevant section/s with the proposed changes marked and forward to:

Chief Executive Officer
City of Bunbury
4 Stephen Street
BUNBURY WA 6230
Ph: (08) 9792 7000
Email: info@bunbury.wa.gov.au

The Local Emergency Management Committee (LEMC) will be given any suggestions and/or comments for consideration. The LEMC must approve all amendments and enter them in the Amendment Record.

1.6   Distribution

Full Unrestricted Version

Full Unrestricted Version
City of Bunbury
Chief Executive Officer
Chairperson
Deputy Chairperson
LEMC Executive Officer
LEMC Membership
Local Recovery Coordinator
Other Committees
District Emergency Management Committee
State Emergency Management Committee

Restricted version

Public Access
City of Bunbury Offices – Front Counter/Reception
City of Bunbury Website: www.bunbury.wa.gov.au

1.7   Related Documents, Agreements and Understandings, Special Considerations

1.7.1   Related Documents

The Local Recovery Plan (LRP) is consistent with State Emergency Management Policies and State Emergency Management Plans and be read in conjunction with Bunbury's Local Emergency Management Plan and Arrangements.

Details are held by City of Bunbury's Administration Offices at:

> City of Bunbury
> 4 Stephen Street
> Bunbury WA 6230 Australia
> Email: records@bunbury.wa.gov.au

1.7.2   Agreements and Understanding

The City of Bunbury have entered a Memorandum of Understanding (MOU) agreement signed by the 12 local governments within the South West Zone Western Australian Local Government Association (SWZ-WALGA) for the provision of mutual aid during emergencies and post incident recovery. This assistance is provided at the local governments CEO's discretion.

These parties are referred to as the "Partnering Agencies and Organisations" and have all agreed to assist by providing additional resources for managing recovery during emergencies and post-incident recovery.

See **LEMA, General Plan - Appendix 10.**

2 RECOVERY

2.1 Overview

The [Emergency Management Act 2005](#) (WA) (the Act) defines recovery as 'the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community psychosocial and economic wellbeing'.

During, and following, an emergency, the City of Bunbury is the closest form of governance to the local community and is in the best position to lead, manage and coordinate community recovery. State Government departments, supporting agencies, community members, community groups and community service organisations cooperate with or directly support Bunbury.

The City recognises disaster recovery is more than simply replacing what has been destroyed and rehabilitating those affected.

The City recognises disaster recovery is a complex, dynamic and potentially protracted process rather than just a remedial process

The City and the Local Recovery Coordination Group (LRCG) will adopt the National Principles of Disaster Recovery while aligning to sound recovery values when engaged in

2.2 Purpose

To establish detailed planning, arrangements and processes to restore, as quickly as possible, the quality of life in an affected community so it can continue to function as part of the wider community.

2.3 Objectives

The objectives of the plan are to:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the City of Bunbury.
- Establish a basis for the coordination of recovery activities at the local level.
- Promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery.
- Provide a framework for recovery operations

2.4   Bunbury Recovery Principles

Bunbury's LRP and its LRCG will be aligned to all aspects of recovery, incorporating the Australian National Disaster Recovery Principles that are considered central to successful recovery, being:

Understanding the *CONTEXT*

City of Bunbury recognises that successful recovery hinges on an understanding of its diverse and rich community heritage within its local government area, having its own history, values and dynamics and will always consider them.

Recognising *COMPLEXITY*

City of Bunbury acknowledges the complex and dynamic nature of both emergencies and the diverse nature of its communities.

Using *COMMUNITY-LED* approaches

City of Bunbury recognises that successful recovery is based on involving the community and commits to being responsive, flexible and engaging to support communities into the future.

COORDINATING all activities

City of Bunbury will be the hub for a successful recovery ensuring a planned, coordinated and adaptive approach between communities, partner agencies and industry, based on continuing assessment of impacts and needs.

COMMUNICATING effectively

City of Bunbury understands the imperative of effective communication for successful recovery and will ensure the Recovery Communications Plan (see Appendix 3) alongside the Crisis Communications Plan is activated to ensure community and partners are always informed and heard.

Building *CAPACITY*

City of Bunbury appreciates that successful recovery recognises, supports and builds on individual community and organisational capacity and resilience and, at every opportunity, will allow programs and processes to do this.

2.5   Bunbury Recovery Values

City of Bunbury will apply sound disaster recovery **Values** to all activities by:

1. *Considering consequences of actions ensuring NO HARM to disaster affected communities*

2. *Providing LEADERSHIP for Bunbury's communities*

3. *Recognising Bunbury's key role is to foster COLLABORATION between partner agencies and community*

4. *EMPOWERING individuals and groups to effectively carry out recovery activities*

5. *ACTING as quickly as possible, however, planning for the LONG-TERM (see Value 1)*

6. *TRANSITION to normal services will be part of the Recovery Long-Term Strategy*

7. *CAPTURING lessons learnt for building capacity and resilience for the Bunbury community*

2.6   Special Considerations

As Bunbury is diverse, several impacts need to be considered that may affect how the Plan is implemented in times of emergency:

Consideration	Season
Bush Fire Season and Heatwave	November – May
Storm Season o Severe weather, Storms, Tornado o Tsunami o Flooding	May – September
Disease o Pandemic, Human Epidemic o Biosecurity, Animal or Plant Disease	Year Round
Hostile Act o Terrorism o Bomb Scare	Australian National Security website will provide data on current threat level
Public Events: o Australia Day (Skyfest) o ANZAC Day o Christmas in the City	26 January 25 April December

2.7   Scope

This LRP is limited to the boundaries of the City of Bunbury. It details the recovery plan for the community and will <u>not detail how individual organisations will conduct recovery activities within their core business areas.</u>

The LRP is a support plan to Bunbury's Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.

2.8   Geographic Location
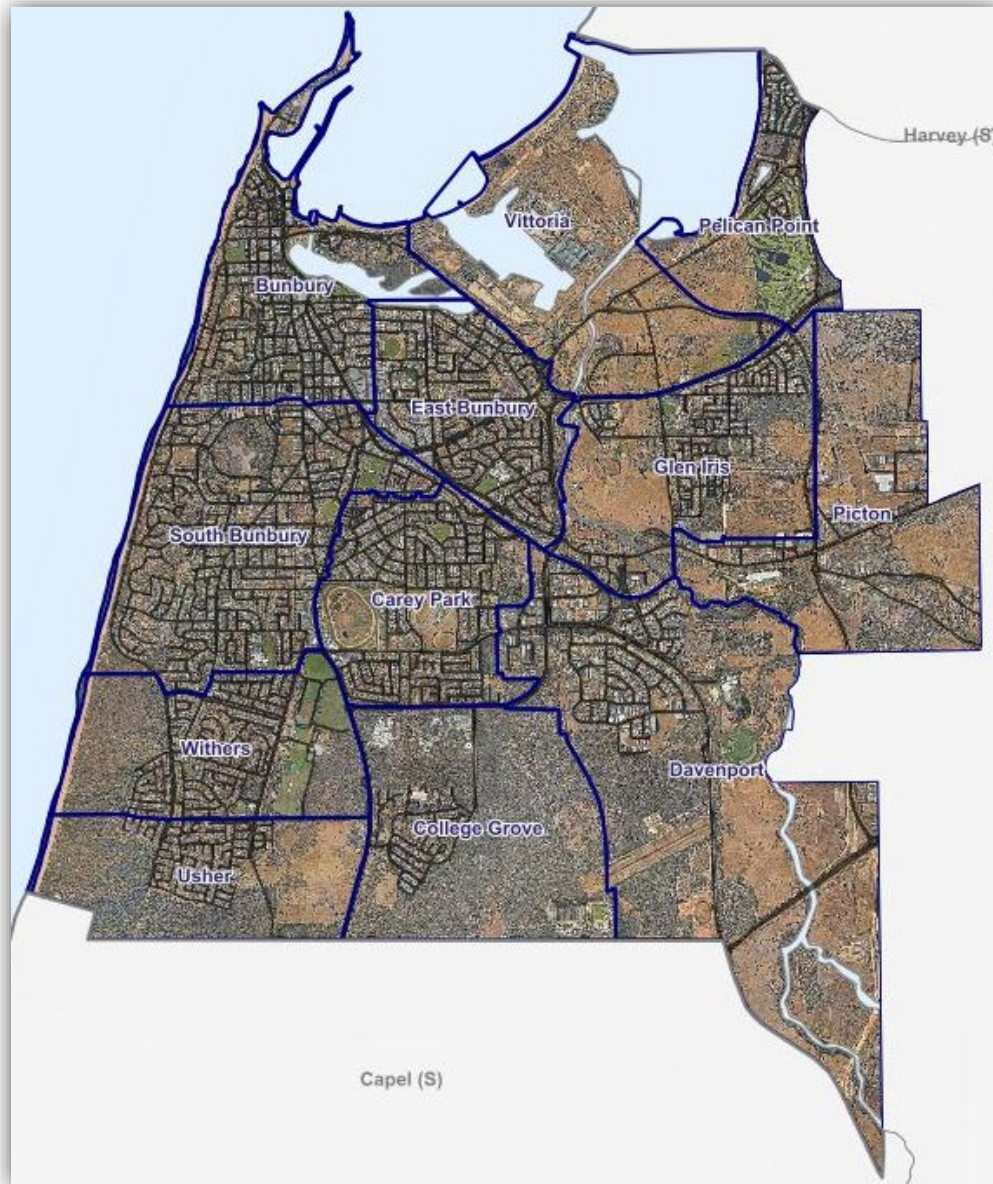
Figure 1. Map of Bunbury

ACTIVATION & ACTIONS

3.1   Activation of Recovery

City of Bunbury's (CEO) will activate the LRP on advice from the HMA/CA, LEMC EO and the Local Recovery Coordinator (LRC). Assistance required for recovery will be assessed by:

Incident Support Group	**HMA/ CA Incident Controller**
Local Emergency Coordinator	**CoB CEO / LEMC EO / CoB LRC**
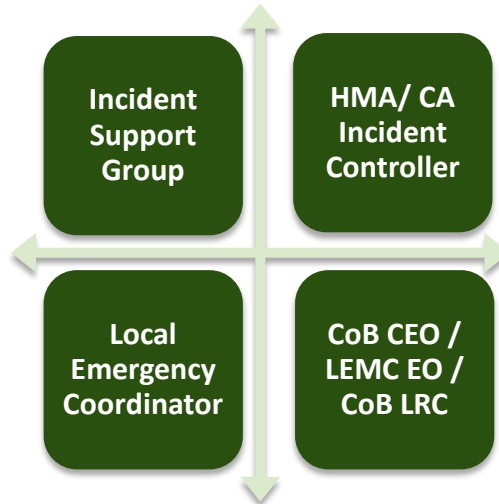
The LRCG Chair, LEMC EO and LRC, are responsible for implementing the recovery processes of the LRP.

3.1.1   Emergency Management Phases

There are four phases of emergency management known as Preparedness, Prevention (or mitigation), Response and Recovery (PPRR). These are not distinct linear segments independent of each other but can overlap and run concurrently. As illustrated in Figure 2, recovery starts at response and is the process of adjusting to the new normal after an emergency.

Figure2:
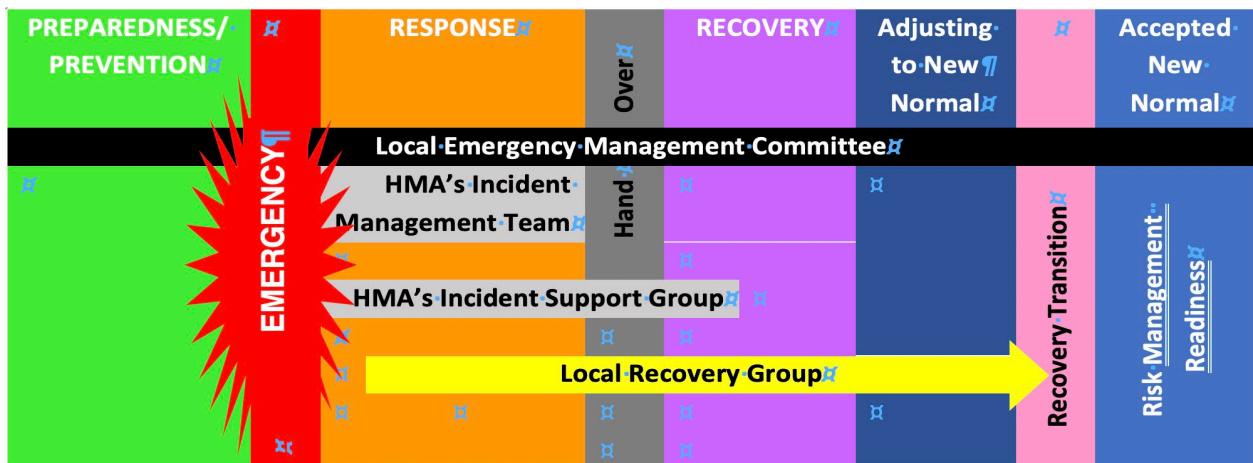
⟫⟫ ACTION

> ➤ **HMA/CA, LEMC EO** AND **LRC** CONSULTS AND ADVISES **COB CEO** OF RECOVERY ACTIVATION.
>
> ➤ **A**SSESSMENT OF ASSISTANCE IS DETERMINED.
>
> ➤ **L**OCAL **R**ECOVERY **P**LAN IS ACTIVATED.

3.2 Response to Recovery Responsibilities

Initiate the LRP while response activities are still in progress, as key decisions during the response phase are likely to directly influence and shape recovery. Regardless of response engagement, as soon as possible assemble the LRCG so it can be briefed on the emergency incident and to detail contingencies. This will allow for a smooth transition from response to recovery. The LRCG also represents the community (advocates) to advise on priorities and impacts.

THE LOCAL RECOVERY COORDINATION GROUP WILL:

- *Understand key impacts and tasks*
- *Connect with key agencies and community*
- *Include the LEMC EO and LRC in ISG meetings from onset*
- *Identify recovery requirements and priorities as early as possible*

Transfer to City of Bunbury and handover of management from response to recovery shall be formalised in line with HMA/CA responsibilities and procedures.

An Impact Statement (IS) is a key element of the handover process, and the HMA/CA is responsible for delivering this to City of Bunbury's CEO. The CEO has discretion regarding accepting this handover of responsibility and can take advice from LRC and LRCG, in consultation with HMA/CA. Acceptance should not occur unless the CEO and the LRC and LRCG are fully aware of the extent of the effects on the community and are willing to take on the responsibilities.

ACTION

- RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- LEMC EO AND LRC TO ATTEND ISG MEETINGS AND LIAISE WITH IC.
- LRCG CONVENED AND BRIEFED ON INCIDENT ENSURING COORDINATED RECOVERY RECOMMENDATIONS.
- CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA ON COMPLETION OF IS PROVIDING AN ACCEPTABLE AND AGREEABLE STANDARD.
- CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA IS COMPLETED.

3.3 Impact Statement & Needs Assessment

3.3.1 Impact Statement (IS)

The event IC/CA, as well as the local government, will each complete an IS in consultation with the ISG. It will contain a detailed description of the impact on the affected community and provides the LRC and the LRCG with a starting point for recovery of individuals, community and infrastructure. The IS will be completed as recommended in the State Emergency Management Procedure 5.4.

3.3.2 Outreach Needs Assessment

An Outreach Needs Assessment of the affected area should be completed as early as possible. Requirements of affected community will change over time and **NEEDS** reassessed periodically.

Physical Needs	Food Water Shelter	Breathable air
Psychological Needs	Psychological first aid	Support, bonding
Societal Needs	Infrastucture Power Drainage	Phone, Shops, Industry transport
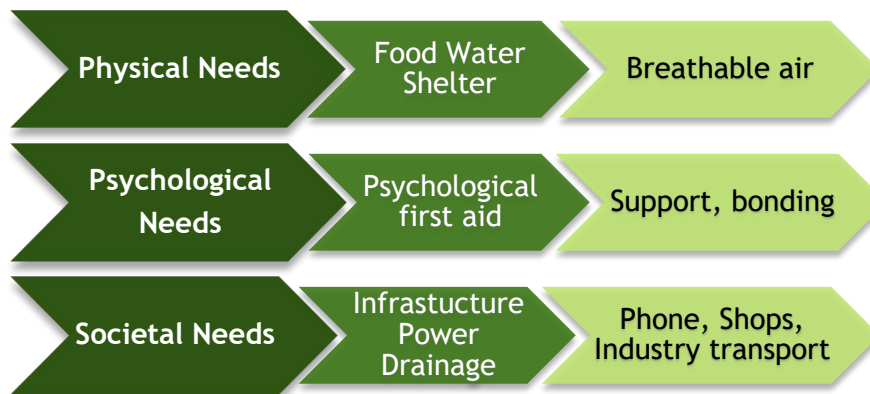
NEEDS

Broadly be defined as:

What has been affected?	Require contact for further information?
What information is needed?	Best contact details?
What assistance is required?	Information on assistance for neighbours?

NEEDS OUTREACH

Involves visiting people in their homes or temporary accommodation provide access to core recovery information and services. Consider trained volunteers from Australian Red Cross (ARC) partnered with the City and other identifiable volunteers who speak directly to affected individuals to determine their requirements:

Establishes contact ASAP with the affected community

Captures data to assist the LRCG prioritise allocation of resources

Provides opportunity to share critical information with affected community

A form for Outreach Needs Assessment can be found at:
Appendix 3- Recovery Communications Plan, Attachment 3

3.3.3 Sources of Information – Impact Statement & Needs Assessment

The IS and Needs Assessment (NA) process must be done as soon as possible after the emergency. Sources that may assist in the collection of this data may include:

HMA/CA
Insurance assessors
Business associations (Chamber of Commerce)
City Building Surveyors, Engineers and Environmental Health Officers and Rangers
Emergency Relief and Support agencies – identifying persons in need of immediate assistance
Aust. Red Cross (ARC) has systems to register individuals presenting at Evacuation Centres and resources to assist in outreach activities and will be activated by HMA/CA

Outreach Needs Assessment form can be found at:
(Local Recovery Plan, Appendix 3 - Recovery Communications Plan, Attachment 3)

⟫⟫ ACTION

- RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- LEMC EO AND LRC TO ATTEND ISG MEETINGS AND LIAISE WITH IC.
- LRCG GATHERED AND BRIEFED ENSURING RECOVERY BEGINS.
- CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HMA/CA, IMPACT STATEMENT PROVIDED.
- RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- LRCG OUTREACH NEEDS ASSESSMENT WILL BE CARRIED OUT ASAP, WHEN SAFE, AFTER EVENT.
- AUSTRALIA RED CROSS CONTACTED ASAP TO ESTABLISH PARTNERSHIP IN RECOVERY ACTIVITIES.

3.4 Local Operational Recovery Plan

Where significant reconstruction and restoration is required, the LRC/LRCG should prepare a Local Operational Recovery Plan (LORP).

The LORP shall provide a full description and extent of community damage, both physical and human, and detail plans for restoration and reconstruction including community and development activities. See **Appendix 6** for a LORP template.

ACTION

> **LRCG/LRC** TO PREPARE **LORP** WHERE SIGNIFICANT RECONSTRUCTION AND RESTORATION IS REQUIRED.

3.5 Long-Term Recovery Strategy

Recovery must evolve, change and assist the affected community towards managing its own recovery. This transition from recovery to ongoing community activities and services, requires a comprehensive strategy that gradually integrates the recovery services into mainstream services, which existed prior to the emergency or have emerged since and require minimal support to continue.

The Long-Term Recovery Strategy should be developed to achieve holistic, enduring recovery for individuals, families and communities. The economic environment should be considered along with infrastructure and natural environment and the effects an emergency has had, and to build resilience for future emergencies.

City of Bunbury, where appropriate, will develop a collaborative, comprehensive recovery strategy with the community and for the community. This will also incorporate how community's needs have changed over time. A further outreach program may be instigated to check on the community's wellbeing and changes in its needs.

ACTION

> **COB** TO DEVELOP A COLLABORATIVE, COMPREHENSIVE AND INCLUSIVE LONG-TERM COMMUNITY RECOVERY STRATEGY, WHICH MAY INCLUDE ANY CHANGES IN COMMUNITY NEEDS AND FURTHER OUTREACH ACTIVITIES.

> **COB** TO IDENTIFY POTENTIAL PARTNERSHIPS WITH EXISTING COMMUNITY ORGANISATIONS AND SERVICES AND ASCERTAIN THEIR CAPACITY TO SUPPORT RECOVERY PROCESS IN THE MEDIUM AND LONG TERM.

3.6 Managed Withdrawal

City of Bunbury and its LRCG will provide a clear path in the transition of recovery activities, programs, services and communications to mainstream service providers and ongoing community development, while working towards maintaining the community's health and wellbeing.

ACTION

- ➢ **COB** WILL COMMUNICATE VIA THE **LRCG** SUB-COMMITTEES OR SUB-GROUPS WHEN RELEVANT SERVICE PROVIDERS AND AGENCIES WILL BE WITHDRAWING SERVICES FROM THE AFFECTED AREA.
- ➢ **LRCG** TO IDENTIFY RECOVERY PROGRAMS THAT WILL 'PHASE DOWN', 'PHASE OUT' OR BE 'HANDED OVER' TO THE COMMUNITY TO CONTINUE.

4 OPERATIONAL RECOVERY MANAGEMENT
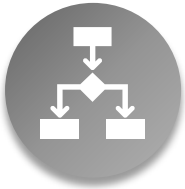
4.1 Management Structure

Full details of the Management Structure and Sub-Committee functions can be viewed in **Appendix 1.**

4.2 Local Recovery Coordination Group

The LRCG will coordinate and support local management of the recovery processes within the community, subsequent to a major emergency, in accordance with [State Emergency Management Policy](#) and LRP. LRCG membership will expand or contract depending on recovery and community needs and requirements.

4.2.2 Membership

Chairperson	City of Bunbury CEO, or LEMC EO, or LRC
Chief Executive Officer	City of Bunbury CEO
Mayor	City of Bunbury Mayor
LEMC Executive Officer	City of Bunbury LEMC EO (Team Leader Rangers & Emergency Management)
Local Recovery Coordinator	LRCG Representative (Community Safety & Emergency Management Officer)
COB LEMC members	COB LEMC – members as required
State Government	Relevant government agencies and other statutory authorities will nominate their representatives to be members depending on incident type. Recommended: ➢ HMA/CA (initially) ➢ Dept. of Fire and Emergency Services (initially) ➢ WA Police (initially) ➢ Dept. Biodiversity Conservation & Attractions ➢ Department of Communities ➢ Red Cross ➢ Main Roads WA ➢ St John Ambulance Service (initially) ➢ Dept. of Health ➢ Dept. of Food and Agriculture WA ➢ Insurance Council of Australia

| Non-Government Organisations | ARC, local service clubs, aged care, schools, others as required |
| Identified Community Members | To be identified depending on event and location |

4.2.3   Functions

Appoints key positions within the LRCG

Establishes sub-committees or sub-groups as required

Assesses requirements for recovery activities relating to physical/psychological/social wellbeing of the community, along with economic, infrastructure and natural environment with assistance from partnering agencies

Develops a LORP to coordinate a recovery process that considers:

Long-term planning and goals for Bunbury

Assessing recovery needs and determining recovery functions still required

Developing a timetable, identifying responsibilities for completing major functions

Needs of youth, aged, disabled, culturally linguistically diverse (CaLD)

Allowing full community participation and access

Allowing monitoring and reporting of the recovery process

Facilitates provision of services, exchange of public information and acquisition of resources

Negotiates effective use of available resources and support from State and Commonwealth

Monitors progress of recovery, receives periodic reports from recovery agencies

Ensures a coordinated multi-agency approach to community recovery

Makes appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery readiness and planning

4.3 Community Involvement – Cultural and Diversity Inclusiveness

Bunbury is a diverse and inclusive region with strong history, culture and identity. During Bunbury's recovery, including priorities, strategies and decision-making, the City will strive to involve the affected community's values and differences.

Key stakeholders and delegates will be chosen from the community to ensure broad representation. These delegates may be included on relevant LRCG sub-committees, depending on the emergency's nature and effect.

When threatened or affected by an emergency, all community members are encouraged to be actively involved in their own and shared recovery. To assist community efforts, formal recovery agencies will provide structured support, communications and coordination.
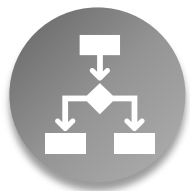
4.4 Local Recovery Coordination Group Sub Groups

Depending on the size of an emergency, sub-groups may be established to assist the LRC by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to the LRCG. A full list of functions of various sub-committees or sub-groups can be viewed in **Appendix 1.**

4.5 State Government Involvement

During the recovery process, the State government may provide support and assistance to Bunbury. The structure of the State Recovery Coordination is shown below.

4.5.1　State Recovery Coordinator/State Recovery Controller

The **State Recovery Coordinator (SRC)** supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans, through the SEMC recovery sub-committee. The Fire and Emergency Services Commissioner appoints the State Recovery Coordinator.

The SRC supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).
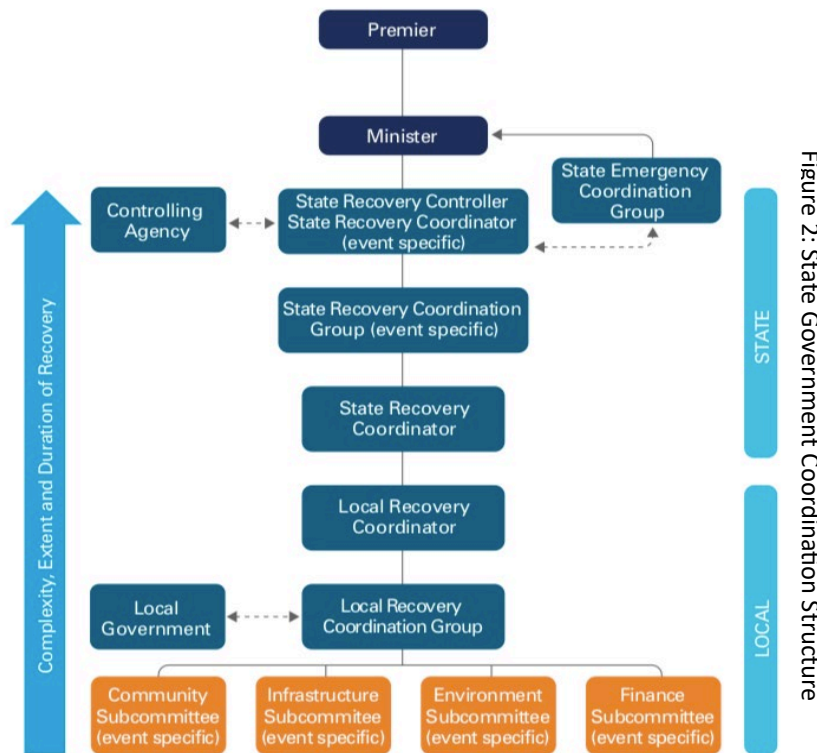
Figure 2: State Government Coordination Structure

The Premier appoints a **State Recovery Controller, i**f extraordinary arrangements are required for a specific emergency.

4.5.2　State Recovery Coordination Group

The SRCG is responsible for coordinating State level recovery in complex or prolonged recovery operations and develops a State level operational recovery plan. Its effectiveness must be evaluated after the State level recovery coordination process has occurred.

ACTION

> - **COB** WILL ESTABLISH AN **LRCG** MANAGEMENT STRUCTURE RELEVANT TO EVENT SIZE AND COMPLEXITY.
> - **LRCG** WILL ESTABLISH MEMBERSHIP FROM **COB** STAFF, SUPPORTING AGENCIES AND COMMUNITY MEMBERS.
> - **LRCG** WILL OPERATE WITHIN RECOGNISED FUNCTIONS AND RELEVANT SUB-COMMITTEE STRUCTURE.
> - **LRCG** WILL ACTIVELY ENCOURAGE AND INVITE COMMUNITY PARTICIPATION WITHIN THE **LRCG**.
> - **LRCG** WILL ACTIVELY ENGAGE WITH STATE GOVERNMENT TO MAXIMISE RECOVERY RESOURCES AND SYNERGIES BETWEEN LOCAL AND STATE RECOVERY ACTIVITIES.

5

5.1 Financial Management

5.1.1 Insurance

The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. Bunbury's assets are registered for insurance and financial reporting in line with the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Asset Management Guidelines.

5.1.2 Financial Records & Records of Correspondence

COB will assign records/invoices of costs associated with an emergency to specific cost centres. This ensures accurate records associated with recovery process, are easily identifiable & accessible at any time. A Records Management file will be created to save any correspondence and photos for funding evidence.

5.1.3 Internal Finance

Responsibilities for expending City of Bunbury funds

Where possible, expenditure of funds should be discussed with the CEO or nominated senior officer. If a senior officer is nominated, personnel within the activation flowchart **(Appendix 4)** must be notified as soon as possible. The nominated senior officer must have an appropriate authorisation level required to enable funds to be spent.

ACTION

> ALL INVOICING AND COSTS RELATED WITH THE EMERGENCY IS ALLOCATED AGAINST EMERGENCY COST CENTRES.

5.2 Financial Assistance

The State Emergency Management Policy
State Emergency Management Policy (SEMP) Section 5.12 outlines the responsibility of the HMA/CA to meet costs associated with an emergency.

Financial Assistance in Recovery
The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. Government recognises that communities and individuals do not always have resources to provide for their own recovery and financial assistance is available in some circumstances. Information on these relief arrangements can be found in the State Emergency Management Plan for State Level Recovery Coordination (SEMC EM Plan Section 6.10).

5.2.1 Disaster Recovery Funding Arrangements – Western Australia (DRFAWA)

Disaster Recovery Funding Arrangements-Western Australia (DRFAWA) is an arrangement between the State and Commonwealth. It provides certain measures to support relief and recovery efforts following a disaster deemed 'eligible'.

To be eligible, it must be a natural disaster or terrorist act for which:

➢ A coordinated multi-agency response is required
➢ State expenditure exceeds the small disaster criterion ($240,000 not including insurance related expenditure), and
➢ It must be a terrorist event or one of 10 specific natural disasters.

Once the emergency has been determined as a large-scale costly event, City of Bunbury shall immediately setup GL budget lines specific to the disaster event, and contact the WA State Administrator of DRFAWA. Evidence such as photos of the disaster cleanup and recovery, with date/time stamps, are essential and required.

DRFAWA Officers can be contacted via:

Email:	drfawa@dfes.wa.gov.au
Phone:	9395 9341 or 9395 9973 or 9395 9374
Website:	https://dfes.wa.gov.au/recovery-funding

5.2.2   *Centrelink*

When a major disaster has significantly affected individuals and families, the Australian Government may provide the Disaster Recovery Payment, a one-off, non-means tested payment to eligible adults ($1,000) and eligible children ($400).

For more information, visit https://www.humanservices.gov.au/individuals/help-emergency

ACTION

> ON ADVICE AN EMERGENCY IS AN ELIGIBLE EVENT AND SIGNIFICANT RESOURCES HAVE BEEN EXPENDED LRC WILL DIRECT CITY OF BUNBURY TO CONTACT DRFAWA OFFICERS FOR ADVICE AND GUIDANCE.

> IN AN ELIGIBLE MAJOR DISASTER, LRC WILL ASSIST AFFECTED INDIVIDUALS CONNECT WITH CENTRELINK FOR ASSISTANCE PAYMENTS.

> FOR SIGNIFICANT EMERGENCY EVENTS, IMMEDIATELY BEGIN TO TRACK COSTS IN CASE CLAIMS CAN BE PRESENTED TO DRFAWA.

APPEALS, DONATIONS & VOLUNTEERS

6.1 Appeals and Donations

6.1.1 Lord Mayors Distress Relief Fund

City of Bunbury will advise and direct the distribution of monetary donations through the Lord Mayor's Distress Relief Fund (LMDRF), which operates under specific guidelines and policy. LMDRF will provide aid to Western Australian victims of disastrous events. The Fund will primarily focus on the relief of individuals' distress and hardship.

LMDRF should work closely with the COB LRCG, ensuring local issues are considered before deciding on a disbursement plan. LRCG authenticates applications and provides recommendations to LMDRF for financial assistance to be disbursed. For more information see: http://www.appealswa.org.au

6.1.2 Donations of goods

At every opportunity, donations of physical goods should be discouraged due to significant difficulties when managing physical items. Cash donations are easier to manage and provide the opportunity to use local services, which in turn assists with the recovery of local businesses.
View the National Guidelines for Managing Donated Goods for best practice management.

6.1.3 Donations of Cash

LRCG will encourage the use of the LMDRF for cash donations and if deemed necessary, a separate account will be opened. (State EM Procedures Pg. 176, Management of Public Fundraising and Donations)

6.1.4 Non-Government Organisations (NGO) Assist.

NGOs may offer assistance by way of emergency relief funds, shelter or supplies. Where possible all offers or requests should be coordinated through the LRCG to avoid duplication and confusion.

6.1.5 Donations of Service and Labour

COB or its LRCG should coordinate donations of services/labour to assist with recovery.

⟫⟫ ACTION

- ➢ ON ADVICE OF ELIGIBILITY FOLLOWING A DISASTER, LRC WILL DIRECT COB OFFICERS TO CONTACT LMDRF FOR ADVICE AND GUIDANCE.
- ➢ SPOKESPERSON TO ADVISE THAT BUNBURY WILL NOT ACCEPT DONATIONS OF GOODS.
- ➢ ALL FINANCIAL DONATIONS WILL BE DIRECT THROUGH THE LMDRF.
- ➢ OFFERS OF ASSISTANCE WILL BE DIRECTED TO LRCG.

6.2   Spontaneous Volunteers

Spontaneous volunteers may emerge offering support and assistance to the affected community. In the first instance, COB and its LRCG will determine the process to deal with this situation and if support agencies are required to assist with managing these volunteers.

The likely sources of volunteers are community groups and individuals, members of the broader public, non-government organisations, various sporting and social clubs, and religious organisations.

Should the responsibility for volunteers be accepted by COB they are covered under the Work Health Safety Act 2020 and, therefore, have work health and safety duties.

For contacts around further information, see LEMA Plan General - *Appendix – 4*.

For more information refer to the [Work health and safety for volunteer organisations guide.](#)

ACTION

> **LRCG WILL REFER MANAGING THE VOLUNTEERS TO LOCAL SERVICE CLUBS AND SUPPORT ORGANISATIONS.**

7 FACILITIES & RESOURCES

7.1 Hazard Management Agency Response Resources

The HMA is responsible for certain resources and should determine which are required to combat the hazards.

7.2 COB Contacts Resources & Assets Registers

The 'City of Bunbury Emergency Contacts and Resources Directory' can be found in Bunbury's Local Emergency Management Arrangements General Plan **Appendix 4**. This document is reviewed and updated quarterly at each LEMC meeting and contains:

➢ Contact Names
➢ Contact Details (Business/After Hours), and
➢ Resources and Service Providers.

7.3 Australian Red Cross

The Australian Red Cross has over `100 years' experience of dealing with people in crisis. A wide range of helpful resources can be found on the [Australian Red Cross](#) website to help communities prepare for, respond to and recover from disasters.

7.4 Recovery Facilities and Staff

7.4.1 Community Recovery Hub

The purpose of a **Community Recovery Hub** (CRH) is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information and tasks.

The LRC will decide where to establish the CRHs (which could be ongoing for a significant length of time or immediate and shorter length of time), which will depend upon the location, extent and severity of the emergency. Alternative centres will be explored as required on availability of premises following an event.

The following locations have been identified as suitable CRHs:

City of Bunbury Building Location	Address
Administration Offices	4 Stephen Street, Bunbury
Bunbury Library	2 Parkfield Street, Bunbury
Hay Park North Pavilion	Socceroos Place, Withers
Koolambidi Woola Youth Precinct	Corner Blair Street and Koombana Drive, Bunbury
South West Sports Centre	1 Rotary Drive, Withers
Withers Library	33 Hudson Road, South Bunbury

Community Facilities Location	Address
Hudson Road Family Centre	95 Hudson Road, Withers
Milligan	35 Milligan Street, Carey Park
Richmond Wellbeing	Vittoria Street, Glen Iris

Depending on the incident's severity, the CRH may be established to provide a central location for the public to receive assistance from all the relevant agencies in the short term. The CRH should be located as close as possible to the affected community area. Often the nominated evacuation centre may make a natural transition into the CRH. Where this option is not viable, other facilities should be considered in consultation with the Department of Communities and other relevant stakeholders.

Guidelines for establishing the CRH can be viewed at **Appendix 7.**

ACTION

➢ **LRC/LRCG** TO DETERMINE LOCATION FOR **CRH** AND ESTABLISH AS SOON AS POSSIBLE.
➢ **CRH** TO BE ESTABLISHED IMMEDIATELY FOLLOWING EVENT AND LOCATED APPROPRIATELY.

7.4.2 City of Bunbury Staff and Recovery Staff

Staff considerations

The City of Bunbury must continue to fulfil its critical service obligations to the community while considering the demands of recovery operations on staff to ensure continuity of regular business processes.

Recovery operations can be complex and lengthy and depending on the nature of the event, some recovery services may be required for months or years, which may require additional staff being employed.

Staffing levels

If there is a large-scale emergency, COB must ensure availability of adequate staff and, if necessary, employ additional staff. If appropriate, forward a request for assistance to the LRCG for consideration.

Stress and fatigue

Throughout the recovery process, senior staff must consider and monitor fatigue, stress and pressure on staff; make allowances for any staff members who live in the affected community and have been personally touched by the situation. COB Human Resources Officers should consider additional support for staff, depending on the disaster's nature and impact.

Staff should be encouraged to use current Employee Assistance Programs as necessary.

Staff communication

Regularly brief staff and keep them up to date with all activities and recovery progress. Display situation reports in a prominent position within the workplace.

As staff interact with community members every day, they can relate Bunbury's and LRCG's current activities and actions.

COB will arrange a formal debrief for all staff as they transition from recovery back to normal duties.

ACTION

- COB STAFF TO BE REGULARLY BRIEFED ON CURRENT SITUATION AND ACTIVITIES WITHIN RECOVERY.
- STRESS AND FATIGUE OF COB STAFF TO BE MONITORED AND ASSISTANCE PROVIDED WHERE APPROPRIATE.
- AS SOON AS POSSIBLE, DETERMINE INCREASE IN STAFFING LEVEL TO MEET DEMANDS (REFER 1.7.3.).

ROLES & RESPONSIBILITIES

8.1 Local Emergency Management Committee

City of Bunbury's LEMC is a planning committee with the role of developing local emergency management plans (arrangements) for its district.

To assist COB manage its recovery activities, during the response phase, some members may be part of the ISG while also forming part of the LRCG.

8.2 Local Recovery Coordinator

City of Bunbury's LRC has been appointed in accordance with the Emergency Management Act 2005, Section 41(4).

A deputy has also been appointed and trained to undertake the role in case the primary appointee is unavailable when an emergency occurs. See **Appendix 2.**

8.3 Local Recovery Coordination Group

City of Bunbury's LRCG is the strategic decision-making body that oversees the recovery process. The LRCG has a key role in coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

LRCG is formed from LEMC members responsible for specific recovery and restoration tasks, support organisations, non-government organisations and significant community representatives.

8.4 COB Roles & Responsibilities

A comprehensive list of the LRC's duties, roles and responsibilities for disaster recovery and identified COB staff can be viewed at **Appendix 2.**

8.5   External Agencies Recovery Roles and Responsibilities

The WA State Government along with non-government organisations should provide a range of services and resources to the recovery effort and should be used wherever possible.

A complete list of agencies and their roles and responsibilities can be viewed in the State Emergency Management Plan at Appendix E.

ACTION

> - **ALL COB STAFF COULD BE ENGAGED IN VARIOUS STAGES OF DISASTER RECOVERY.**
> - **SPECIFIC COB STAFF IDENTIFIED IN THIS PLAN SHOULD BE FAMILIAR WITH THE ROLES AND RESPONSIBILITIES INVOLVED WITH DISASTER RECOVERY.**
> - **EXTERNAL AGENCIES SHOULD BE ENGAGED AND USED WHEREVER POSSIBLE.**

COMMUNICATIONS

Recovery communication is the practice of sending, gathering, managing, evaluating and disseminating information. In an emergency and during the response phase, the HMA/CA manages communications. The CA officially hands responsibility for communication to the local government leading the recovery complete with the IS, as the transfer of event management to recovery is conducted. The local government coordinates the recovery of the affected community, including communications.

Communities threatened by, or experiencing, an emergency have an urgent and vital need for direction and information. They need to know what is likely to happen (or has happened), what to do and what to expect. They also need to know what the authorities are undertaking.

9.1　Recovery Communications Plan

A template for the Recovery Communications Plan and Crisis Communications Plan has been developed to guide recovery communications. It details a vision, mission and direction for communicating with the affected community and is provided to the LRCG.

The Recovery Communications Plan can be found at **Appendix 3.**

9.2　Spokesperson/s

During recovery, City of Bunbury's spokesperson will be the Mayor. The Mayor may delegate authority for specific person/s to act as a spokesperson.

ACTION

> THE RECOVERY COMMUNICATIONS PLAN AND CRISIS COMMUNICATIONS PLAN WILL BE USED TO PROVIDE GUIDANCE IN PUBLIC INFORMATION AND COMMUNICATIONS.
> FOR FURTHER GUIDANCE REFER COMMUNICATION IN RECOVERY GUIDELINES HTTPS://WWW.WA.GOV.AU/GOVERNMENT/DOCUMENT-COLLECTIONS/EMERGENCY-MANAGEMENT-GUIDELINES

STAND DOWN

Recovery doesn't have a definite end date, however, City of Bunbury will consult with all interested parties to decide when it will resume normal service delivery. This decision will be made depending on the severity and nature of the emergency, and the effect on Bunbury and the community.

10.1 Debriefing

The **People & Safety Team** will instigate a formal debriefing session(s) for all staff through the Employee Assistance Program (EAP) as required, while COB transitions from recovery back to its normal duties.

10.2 Evaluation

Under State emergency management guidelines, the one-year anniversary of the emergency marks the time when the local government must provide an evaluation report of its activities in recovery. (State EM Policy 6.10 - Review of Recovery Activities)

The LRC will provide the State Recovery Coordinator with a formal report that reflects on the recovery process undertaken by City of Bunbury and its LRCG.

See **Appendix 11** Post Incident Analysis, and **Appendix 10** Standard Reporting template.

ACTION

- A FORMAL POST INCIDENT ANALYSIS WILL BE HELD FOR **LRCG** FOR EVALUATION AND APPLICATION OF LESSONS LEARNT (SEE APPENDIX **11**).
- A FORMAL DEBRIEF WILL BE HELD FOR **COB** STAFF FOR EVALUATION AND APPLICATION OF LESSONS LEARNT.
- ASSISTANCE WILL BE MADE AVAILABLE THROUGH **EAP** FOR ANY STAFF WORKING IN THE RECOVERY PROCESS.
- FORMAL REPORT COMPILED BY **LRC** FOR COUNCIL AND STATE RECOVERY COORDINATOR.

Appendix 1

Local (Bunbury) Recovery Coordination Group Management Structure and Functions

1.1 Initial Recovery Management Structure during Response phase

```
Hazard Management          →    Local Government
Agency                     ↕    Local Recovery Coordinator &
                                LEMC Executive Officer
                           →    Local Recovery Coordination
                                Group
                                        ↓
                                Affected
                                Community
```

1.2 Partial Recovery Management Structure – Initial

(Depending on community impact and complexity of event)

```
          Local Recovery Coordination Group
          ↙                              ↖
Community & Personal    ↔    Restoration &
Support Sub-Group            Reconstruction
                            Sub-Group
```

1.3 Full Management Structure (Comprehensive/Complex Event)

Chair
CEO

Spokesperson
CEO, Mayor or delegated officer

HMA Advisor or/and
DEMA

LEMC Executive Officer & Local Recovery Coordinator

Communications
Manager Communication and Place Activation

Recovery Support Admin Staff   X number required

Social & Community Sub-Group
Chair – Director Corporate & Community

Built & Infrastructure Sub-Group
Chair - Director Sustainable Development

Economic & Financial Sub-Group
Chair - CEO

Natural Environment Sub-Group
Chair – Director Infrastructure Services

Examples:
- Manager Community Connection
- Manager Community Wellbeing
- Team Leader Rangers & Emergency Management
- Community Safety & Emergency Management Officer
- Dept Communities
- Australian Red Cross
- Salvation Army
- CaLD Communities Representative

Examples:
- Manager Infrastructure Maintenance Services
- Manager Waste Operations and Infrastructure Business Services
- Manager Community Facilities
- Western Power
- Telstra
- ATCO Gas
- South West Gateway Alliance

Examples:
- Manager Finance
- Manager Economic Growth
- Bunbury Geographe Chamber of Commerce
- Tourism representative
- Insurance Council of Australia
- South West Development Commission
- DRFAWA

Examples:
- Manager Projects & Asset Management
- Coordinator Natural Environment and Sustainability
- Coordinator Engineering Design
- Dept Biodiversity, Conservation & Attractions
- Dept Primary Industries & Regional Development
- Dept Planning, Lands and Heritage
- Environmental Groups

Specific Issues Working Groups e.g.
- Communications
- Outreach
- Needs assessments
- Donations
- Recovery Events
- Health & Wellbeing
- Anniversary

Specific Issues Working Groups e.g.
- Bridges
- Roads
- Transport Routes
- Essential Services
- Building applications
- Waste services
- Parks & Gardens

Specific Issues Working Groups e.g.
- Business Impacts
- Tourism
- Donated Funds $
- LMDRF Categories

Specific Issues Working Groups e.g.
- Bushlands
- Pasture lands
- Waterways
- Wildlife

Appendix 1 - Local (Bunbury) Recovery Coordination Group Management Structure and Functions – LRP 2025-2030

1.4   Local Recovery Coordination Group Sub-Group Functions

Social Community Wellbeing Sub-Group

Functions:

Provides advice and guidance to assist in restoration and strengthening of community wellbeing post event

Facilitates understanding of needs of affected community in relation to its wellbeing

Ensures the affected community is informed and involved in recovery processes so actions and programs match its needs

Assesses and recommends medium and long-term priority areas to City of Bunbury for consideration to assist with restoration and strengthening of community wellbeing

Assesses the requirement for personal support services in the short, medium and long-term

Facilitates resources (financial and human) as required to complement/assist existing local services

Monitors progress of local personal service providers and receives regular progress reports from agencies involved

Built Infrastructure Sub-Group

Functions:

Assesses requirements for restoration of services and facilities with assistance from responsible agencies

Assesses restoration process and reconstruction policies, programmes, and facilitates reconstruction plans where required

Reports progress of restoration and reconstruction process to the Bunbury Recovery Coordination Group

Assesses and recommends priority infrastructure projects assisting with recovery process in immediate, short, medium and long-term

Finance Economics Sub-Group

Functions:

Provides advice and guidance to assist in restoration and strengthening of the City's economy after the event

Makes recommendations to LMDRF on the orderly and equitable disbursement of donations and offers of assistance to individuals suffering personal loss and hardship, as a result of the event

Develops eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:

1. Ensure the principles of equity, fairness, simplicity and transparency apply

2. Ensure procedures developed are straightforward and not onerous to individuals seeking assistance

3. Recognise the extent of loss suffered by individuals

4. Complement other forms of relief and assistance provided by government and the private sector

5. Recognise immediate-, short-, medium- and longer-term needs of affected individuals

6. Ensure the privacy of individuals is protected at all times

Facilitates disbursement of financial donations from corporate sector to affected individuals, where practical

Natural Environment Sub-Group

Functions:

Provides advice and guidance to assist with restoration of natural environment post event

Facilitates understanding of needs of affected community in relation to environmental restoration

Assesses and recommends priority areas, projects and community education to assist with recovery process in immediate and short-term regarding restoration of environment including weed management and impacts on wildlife

Assesses and recommends medium and long-term priority areas to the City of Bunbury for consideration to assist in the restoration of the natural environment in the medium to long-term

City of Bunbury Local Recovery Coordination Group (LRCG) for *<Insert Disaster Event name>*

Meeting Agenda
<Insert Full Date> at <Insert time>
<Insert Location> <Insert Room>

Group Terms of Reference

The Local Recovery Coordination Group advises Council on matters of local recovery aspects once activated under the City of Bunbury Local Recovery Plan.

Please see Appendix 1 a of the Local Recovery Plan for Structure and function of the LRCG.

City of Bunbury Recovery Values

1.   *Considering consequences of actions ensuring NO HARM to disaster affected communities*

2.   *Providing LEADERSHIP for Bunbury's communities*

3.   *Recognising Bunbury's key role is to foster COLLABORATION between partner agencies and community*

4.   *EMPOWERING individuals and groups to effectively carry out recovery activities*

5.   *ACTING as quickly as possible, however, planning for the LONG-TERM (see Value 1)*

6.   *TRANSITION to normal services will be part of the Recovery Long-Term Strategy*

7.   *CAPTURING lessons learnt for building capacity and resilience for the Bunbury community*

_____

Acknowledgement of Country

The City of Bunbury acknowledges the traditional owners of the land, the Noongar Wardandi people and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders past, present and emerging.

Vision

Bunbury: welcoming and full of opportunities.

Organisational Values

#WEARECOB

WE ARE COMMUNITY
We are one team
We keep each other safe
We display empathy and respect
We have fun and celebrate our successes
We work together to achieve great outcomes

WE ARE OPEN
We are open to opportunities
We actively listen and think things through
We are inclusive and treat everyone equally
We are honest and open in our communications
We are open to feedback to improve our performance

WE ARE BRAVE
We lead the change, we own it
We trust and empower each other
We have the difficult conversations early
We hold ourselves to the highest standard
We have the courage to improve and simplify

The Local Recovery Coordination Group
Notice of Meeting

Dear Group Members

The meeting of the Local Recovery Coordination Group was held in the *<Insert Location>* on **<Insert Full Date>** at **<Insert Time>.**

Signed:
<Insert Name>
<Insert Position Title>

Agenda
<Insert Full Date>

Group Members:

Member Name	Representing	Position / Role / Title

Other Support Staff:

Name	Position / Role / Title

_____

1. Declaration of Opening

The Chair declared the meeting open at _____
The meeting is recorded via _____
Acknowledgement of Country completed by _____
Welcome and thank you to all for attending.
Around the room introductions.

2. Disclaimer

Not applicable to this Group.

3. Announcements from the Presiding Member

Not applicable to this Group. The group will instead identify a chairperson as directed by the Local Recovery Plan.

4. Attendances

4.1 Attendance sheet to be circulated

4.2 Apologies or Proxys

5. Declaration of Interest

IMPORTANT: Group members to complete a "Disclosure of Interest" form for each item on the agenda in which they wish to disclose a financial/proximity/impartiality interest. They should give the form to the Presiding Member before the meeting commences. After the meeting, the form is to be forwarded to the Administration Services Section for inclusion in the Corporate Financial Disclosures Register.

6. Confirmation of Minutes

Recommendation

7. Sub-Group Actions

7.1 Social & Community Sub-Group <Insert Chair name and Position>
<Insert minutes>

7.2 Built & Infrastructure Sub-Group <Insert Chair name and Position>
<Insert minutes>

7.3 Economic & Financial Sub-Group <Insert Chair name and Position>

_____

<Insert minutes>

7.4   Natural Environment Sub-Group <Insert Chair name and Position>
<Insert minutes>

8.   Organisation & Stakeholder Updates/Actions

8.1   <Insert Organisation, Name and Position>
<Insert minutes>

8.2   <Insert Organisation, Name and Position >
<Insert minutes>

8.3   <Insert Organisation, Name and Position >
<Insert minutes>

9.   General Business

9.1   <Insert Heading>
<Insert minutes>

9.2   < Insert Heading>
<Insert minutes>

10.   Date of Next Meeting
<Insert Full Date>
Also to be communicated via email when minutes are distributed.

11.   Close of Meeting

The Chair declared the meeting closed at _____

Attendance Page 1 of 2

<Name of Disaster Event or Meeting>

Date: <Day> <dd mmm yyyy>
Time: <hh.mm am/pm – hh.mm am/pm>
Location: <Room>, <Organisation> (<Address>)

Name:	Organisation	Position:	Email:	Phone:

Attendance Page 2 of 2

<Name of Disaster Event or Meeting>

Date: <Day> <dd mmm yyyy>
Time: <hh.mm am/pm – hh.mm am/pm>
Location: <Room>, <Organisation> (<Address>)

Name:	Organisation	Position:	Email:	Phone:

Appendix 2

Recovery Roles and Responsibilities City of Bunbury Staff

LOCAL RECOVERY COORDINATOR LRC

Community Engagement – Community Safety & Emergency Management Officer

- ✓ Forms part of Incident Support Group (ISG) to provide a coordinated response during an emergency

- ✓ Facilitates and coordinates all recovery actions as directed by Local Recovery Coordination Group (LRCG)

- ✓ Advises and informs the community regarding all aspects of recovery as per communication strategy

- ✓ Assesses community recovery requirements for each emergency in liaison with HMA to:
- ✓ 1. Provide advice to the CEO on requirements to activate Local Recovery Plan (LRP) and convene the LRCG
  2. Provide advice to the LRCG

- ✓ Undertakes the functions of the Executive Officer to the LRCG

- ✓ Facilitates the acquisition and appropriate application of materials, staff and financial resources

- ✓ Manages resources required for an emergency disaster with assistance from Recovery Centre Coordinator

- ✓ Coordinates local recovery activities, in accordance with plans, strategies and policies determined by the LRCG

- ✓ Monitors the progress of recovery and provides periodic reports to the LRCG

- ✓ Liaises with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services

- ✓ Ensures regular reports are made to the State Recovery Coordination Group on progress of recovery

- ✓ Arranges a debriefing session for all participating agencies and organisations as soon as possible after stand-down including collating data developed throughout recovery for future reporting

- ✓ Ensures all emergency events and related meetings are minuted and all Emergency Coordination Centre and Recovery Centre records are kept for 7 years for the coronial inquest and legal defence purposes

- ✓ Develops Management Arrangements, including the Local Recovery Plan (LRP) and Local Operational Recovery Plan (LORP)

CHAIR - Local Recovery Coordination Group LRCG
CoB CEO or LEMC EO

- ✓ Provides information between the ISG, LEMC Chair and LRCG sub-groups on issues that need to be addressed from Authority's and LRCG perspective

CHAIR - Local Emergency Management Committee LEMC EO
LEMC Executive Officer - Team Leader Rangers & Emergency Management

- ✓ Identifies any issues that arise from the LRCG and communicates to the relevant LEMC member for consideration and action
- ✓ Coordinates responsibilities with the Local Recovery Coordinator

RECOVERY ADMIN SUPPORT
Administration or Customer Services Representative

- ✓ Provides administrative support as required to the LRC, LEMC EO and members of the LRCG

LOCAL GOVERNMENT LIAISON OFFICER
City of Bunbury Representative

- ✓ The CEO, LEMC EO or LRC may nominate and appoint a staff member as the Local Government Liaison Officer when required for assistance
- ✓ Support the CEO, LEMC EO and/or LRC
- ✓ When requested may attend ISG meetings on behalf of the LEMC EO or LRC to represent City of Bunbury
- ✓ When attending ISG meetings, provides local knowledge input and provides details contained in the LEMA

RECOVERY CENTRE OR COMMUNITY HUB
Local Recovery Coordinator and/or Manager Community Connection

- ✓ Prepares, maintains and exercises Recovery Centre (RC)
- ✓ Monitors and reviews information relating to centres (e.g. location, facilities)
- ✓ Builds and activates a team to open and manage centre
- ✓ Disseminates information on location, functions and hours of operation to public in conjunction with the Recovery Communication.
- ✓ Accesses and authorises the Authority's to commit resources to the centre
- ✓ Coordinates the presence of relevant external agencies
- ✓ Ensures all emergency events and related meetings are minuted and all RC records are kept for 7 years for the coronial inquest and legal defence purposes, with the assistance of Corporate Records Officers
- ✓ Works in partnership with HMAs and SEMC Secretariat, during non-disaster periods, to increase recovery awareness and promote recovery planning with key stakeholders

RECOVERY COMMUNICATIONS

Manager Communication and Place Activation

- ✓ Liaises with the CEO, LEMC EO, LRC and HMA Communication Coordinator
- ✓ Ensures a consistent message is released to the community and internal staff
- ✓ Ensures communication strategy is in place to share information internally and externally
- ✓ Writes and distributes media statements in line with LG policy
- ✓ Writes, produces and distributes promotional material
- ✓ Advises Executive Team on media issues
- ✓ Assists with preparing protocols for dealing with the media
- ✓ Reviews & implements Recovery Communication Plan in consultation with the LRC & LRCG

WORK, HEALTH & SAFETY

Work Health and Safety Officer

- ✓ Provides advice to all sections of the LRCG on WH&S Risk Management during emergencies
- ✓ Liaises with relevant external services or agencies in relation to WH&S practices

INFORMATION TECHNOLOGY SUPPORT

Manager Information Services

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Ensures IT equipment and resources available for Service Units requesting support and equipment

COMMUNITY SERVICES

Local Recovery Coordinator and/or Manager Community Connection

- ✓ Liaises with Dept. of Communities (Communities) Evacuation Centre Coordinator
- ✓ Assesses requirements for support services in short, medium and long-term
- ✓ Facilitates resources (financial and human) as required to complement/assist existing local services
- ✓ Monitors local service providers and receives regular progress reports from agencies involved
- ✓ Ensures maximum community involvement
- ✓ Ensures immediate and long-term individual and community needs are met
- ✓ Makes recommendations to the LRCG

CHILDREN AND FAMILY SERVICES

Manager Community Connection

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/progress to the LRCG on issues affecting Children/Family services

INFRASTRUCTURE OPERATIONS AND LOGISTICS

Manager of Infrastructure

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies
- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required
- ✓ Reports the progress of the restoration and reconstruction process to the LRCG

WASTE OPERATIONS AND LOGISTICS

Manager of Waste

- ✓ Ensures waste services continue as the demand potentially increases from an emergency
- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies
- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required
- ✓ Reports the progress of the restoration and reconstruction process to the LRCG

FINANCIAL RECOVERY

Manager Finance

- ✓ Acquires, distributes and accounts for funds
- ✓ Liaises with the LRCG to identify financial implications of emergency event
- ✓ Committees established to manage donations, appeals, etc.
- ✓ Keeps records of all costs as a result of the emergency (cost centre to track $)
- ✓ Liaises with Communities to gain access of potential emergency funding
- ✓ Liaises with State Officers after declaration made that activates the DRFAWA fund
- ✓ Acts as representative to ensure appropriate recuperation of funds spent

BUNBURY EMERGENCY RESOURCES

Senior Ranger

- ✓ Assists LEMC EO (TLREM) and Local Recovery Coordinator (LRC) as required

ECONOMIC RECOVERY
Manager Finance

- ✓ Liaises with the Financial Recovery Coordinator to ensure funding is available for critical economical infrastructure affecting business operations)
- ✓ Assists businesses with recovery following an incident
- ✓ Liaises with the business community to ensure immediate/urgent needs are addressed
- ✓ Assists with DRFAWA funding arrangements if required
- ✓ Liaises with insurance companies and provides assistance where required to fast track claims from businesses (for example, provide temporary local office space for insurance assessors)

HEALTH RISK
Manager Community Wellbeing

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/information to the LRCG on issues affecting environmental health resulting from the emergency
- ✓ Evaluates/assesses properties affected by the emergency post event
- ✓ Conducts testing or contracts consultants for testing, as required (eg. asbestos). Organises contractors for HAZMAT or ACM testing and environmental health monitoring
- ✓ Liaises with community & internal staff on health advice around Pandemic, HAZMAT etc.
- ✓ Liaises with Dept. of Health as required on behalf of the Authority

BUILDING MAINTENANCE
Manager Infrastructure Maintenance Services

- ✓ Evaluates building structures following an emergency
- ✓ Assists with emergency permits
- ✓ Liaises with planning implementation, engineers and building practitioners

BUILDING & STRUCTURAL
Manager Planning and Building

- ✓ Evaluates/assesses building structures following an emergency
- ✓ Provides assistance to residents affected by a disaster with advice and processing of building plans

BUSINESS RISK MANAGEMENT
Manager Governance

- ✓ Develops a business continuity plan to ensure LG Business continues during and after the emergency/recovery process
- ✓ Advises on Risk Analysis of Recovery Plan and actions

NATURAL AREAS MAINTENANCE

Manager Projects and Asset Management

- ✓ Assists with an operational response as requested by LRCG and Engineer Operations and Logistics

- ✓ Ensures normal services continue as the demand potentially increases from an emergency

- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies

- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required

- ✓ Reports the progress of the restoration and reconstruction process to the LRCG

Appendix 3

RECOVERY COMMUNICATIONS PLAN

2024

Contents

Document Control				
Issue	**Rev.**	**Date**	**Author**	**Reviewed**
Draft for comment		June 2024	MA, CG, LRW	2024

1 VISION

The City of Bunbury's (the Authority) vision during an emergency and subsequent recovery is to empower and support the community so it feels an active partner in its recovery.

To have a strategy in place to manage and/or avoid any adverse public actions and/or reactions which relate to the recent emergency.

2 MISSION

The Authority's mission is to provide widespread regular high-quality information to disaster affected community members and the greater community.

To acknowledge the psychological challenges and complexities of communicating with a community that has been affected by the disaster.

To encourage and promote two-way communication to better understand the community's needs and concerns.

3 BACKGROUND

The City of Bunbury also has a Crisis Communication Plan (through the Marketing and Communications Team), for communicating during emergencies.

4 COMMUNICATION OBJECTIVES

1. Provide direction for communication activities

2. Ensure communications are appropriate for the audience (To and From)

3. Be flexible to incorporate changes as the situation develops

4. Ensure feedback to the Authority, stakeholders and community is comprehensive, meaningful and timely

5. Identify the appropriate delegations, information release authority arrangements and protocols

5 KEY TARGET AUDIENCE

The following have been identified as the primary target audience for communications

Primary Target Audience	Description	Actions When/Where
Disaster affected community members	Reach those who have been directly affected and may be seeking assistance. Consider outreach and using this database.	Provide recovery contacts and key information to aid decisions via outreach. Authority's website to be kept updated with recovery information.
Displaced persons	Displaced persons need to remain contactable. Use a variety of networks to reach people.	Maintain master database of affected persons. Agencies to share information to build a clear picture of where people are and their contacts.
Community City of Bunbury	Reach those who like to be kept up-to-date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided.	· Authority's Website · Recovery Newsletter · Local Paper · Community Radio · TV Interviews · Community Events · Group Gatekeeper Networks
Recovery agency partners	Ensure a coordinated effort and that all messages provided to the community are consistent.	All messages coordinated through Local Recovery Coordinator's office.
Pastoral and outlying community	Reach any rural community that may not have visited recovery centres or attended community meetings and may not know help is available.	Outreach conducted at interval: · Immediately after impact · 6 monthly follow up · 12 monthly follow up. Ensure special issue of Recovery News attached to rates notices. Consider phone outreach.
Affected businesses and their employees	Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff.	Liaise with affected businesses. Engage key support agencies that aid the business community and ensure communication is encouraged.
Community City of Bunbury	Reach those who may want to donate cash, supplies/materials or labour.	Official Authority media releases. Website kept updated with latest recovery information. Engage radio and TV to keep the recovery of community positive and transparent.

Primary Target Audience	Description	Actions When/Where
State and Federal Government	Keep governments informed of Authority's challenges to enlist appropriate assistance.	Ensure key strategies and actions undertaken are communicated to State/Fed. Gov't agencies to ensure common objectives and goals are met and a united front is projected for recovery.
Authority's staff and elected Councillors	Provide information about the challenges to enlist appropriate solutions and provide actions.	Staff newsletter/Intranet information on what is 'happening' in recovery. Customer service information sheet for incoming enquiries. Recovery information is a regular Council agenda item.
Local Recovery Coordination Group and Sub-Groups	Provide information to the following sub-groups: · Finance · Social Wellbeing · Infrastructure · Natural Environment	Maintain spreadsheet database of all sub-group meetings highlighting actions, time schedules, responsibilities and outcomes, which are available across four sub-groups.

The following audiences have been identified as the secondary targets for communication

Secondary Target Audience	Description	Actions When/Where
Media commentators	Provide information to: · Authorised State and regional newspapers · State and local radio · State and local television.	Weekly newspaper updates. Monthly radio interviews updates. Encourage good news recovery stories for TV/Radio. Community events. Develop and manage an agreed reporting rhythm.
Business community	Keep the business community informed.	Form working groups of affected businesses so they are hubs to distribute information.
WA community	Keep the wider community informed.	Encourage wider syndication of good news stories and media releases.

6 ► KEY MESSAGES

Messages must be consistent with the overall purpose of the communication and meet the requirements of the Authority, stakeholders and the community.

Key messages to be delivered to both primary and secondary target audiences are:

Message: What do you want your audience to think, feel or do?	Purpose: Does this message meet your communication objective?
✓ All concerns/issues, whether great or small, matter to the Authority and are being addressed.	Objective 4, 3, 5
✓ Current situations and information received will be acted upon.	Objective 2, 4, 5
✓ The whole community is being informed and kept up-to-date.	Objective 4, 5
✓ The community is an active partner in recovery and is consulted on decisions and activities that are organised.	Objective 1, 3, 5
✓ The community is empowered by the information received and is encouraged to be self-sufficient to build capacity.	Objective 1, 5

7 ▸ ACTIONS

Key Stakeholders	Proposed Consultation/Communication	Medium
Community	Community consultation via a range of mediums to reach appropriate members. Using existing community networks and information conduits to engage and inform. Recovery Community Meetings. Recovery Newsletter. Authority website.	Face-to-face via Recovery Centre. Weekly first month switching to fortnightly/monthly. Further outreach as needed to maintain contact and get to persons that don't have other forms of communication.
CoB members	Implement updates via CoB meetings, email newsletters.	Weekly, via 'FYI' newsletter
Authority staff internal and operational	Updates regarding actions and ongoing issues.	Messages disseminated through senior staff via weekly meetings. Agency updates via CEO.
Media	CoB segment updates in local papers. Regular interviews with local radio stations.	Locally read newspaper and possibly West Australian.
City of Bunbury	Develop and use a protocol to ensure that all information is vetted, factual, suitably endorsed for release.	LRC, CEO, Communications Officer.

8 ▸ RISK MANAGEMENT

Risk	Action/Mitigation
Information overload	✓ Ensure information is fresh, different and interesting, e.g. consider news items found about other affected communities and their recovery. ✓ Ensure all information presented addresses a community need, thus minimising superfluous information.
Material poorly designed and ineffective in communicating key messages	✓ Design material so it is clear, easy to use and written in appropriate language for the chosen audience.
Material and information too late or too infrequent	✓ Have weekly or fortnightly deadlines.
Other agencies sending mixed messages	✓ Make sure all agencies are aligned and messages are consistent.

9 ▸ COMMUNICATION AIDE-MEMOIRE

Communication Channels	Monitor and Evaluate
Authority Emergency/Disaster Event Recovery Newsletter	After publication, register any enquiries or comments regarding the content and assess weekly or immediately after publication.
Local Newspaper, Community Bulletins, West Australian Newspaper	After publication, register any enquiries or comments regarding the content and assess weekly.
Authority's website and FAQs	Assess the number of visits to event recovery page. Establish feedback loops through the website to gauge effectiveness of communications.
Radio interviews (spokesperson)	Record interviews for critical analysis.
Staff briefing notes/script	Check regularly to ensure information is up-to-date and updated immediately the situation changes.
Community events and community meetings	Register attendance numbers. Take notes at each event and meeting to gauge interest and relevance of content.
Distributing news through existing community networks	Monitor social media and other community networks.

10 COMMUNICATIONS PLAN REVIEW

The Communication Plan will be reviewed daily/weekly, or as necessary, as determined by Local Recovery Coordination Group Chairman and/or CEO City of Bunbury.

11 COMMUNICATIONS BUDGET

To be determined when actions have been confirmed

12 ▶ ATTACHMENTS

Attachment 1: Recovery Communications Planning Guide

Attachment 2: (a) Ask a Question (b) Make a Statement

Attachment 3: Outreach Needs Assessment and Initial Contact Form

Attachment 4: Recovery Community Meetings Guidelines

Attachment 1 - Recovery Communications Planning Guide

Recovery Communications Planning Template

Recovery Communications Planning Checklist

Action	Y/N	Responsible Person
Communications Governance		
Lead spokesperson selected/advised		
Message media chosen		
Liaison with CA PIO made		
Message rhythm/frequency decided		
Recovery Message Board locations established		
Internal staff messaging in place		
Outgoing community messaging in place		
Channels for incoming community messages to be received in place		
Communication links with agencies devised		
Messaging		
Regular message format developed		
Recovery branding devised and used		
Physical donations/goods messaging devised and promoted in all messaging		
Spontaneous volunteer management messaging devised and promoted in all messaging (as required)		
Community Outreach Program		
Format and content devised		
Received information management format devised		
Ongoing information access portal/media devised and established		

Community Message Talking Points

Spokesperson _____ *Position* _____

Message timing

To be delivered at: _____   AM ☐   PM ☐

Media channel/s: _____

Target audience: Internal staff ☐

Community group/s _____

_____

_____

Agency/s _____

Message Body

Intro: Discuss current situation (include 'No physical donations accepted', etc.)
1   *What we know*

2   *What we do not yet know*

3   *What we are doing*

4   *What we want you to do*

Reiterate main and salient points

Next message will be available at: _____

Attachment 2(a) – Listening - Ask a Question

Printed on GREEN paper

Emergency/Disaster Event RECOVERY ASK A QUESTION

CITY OF BUNBURY

If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.

Your name:	Your contact details:

Printed on GREEN paper   ✂---

Emergency/Disaster Event RECOVERY ASK A QUESTION

CITY OF BUNBURY

If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.

Your name:	Your contact details:

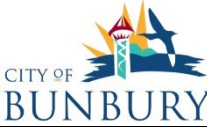## *Attachment 2(b) – Listening - Make a Statement*

Printed on YELLOW paper

Emergency/Disaster Event RECOVERY **MAKE A STATEMENT**
CITY OF BUNBURY logo — Please feel free to provide us with feedback, or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.
Your name:	Your contact details if response required:

Printed on YELLOW paper   ✂--

Emergency/Disaster Event RECOVERY **MAKE A STATEMENT**
CITY OF BUNBURY logo — Please feel free to provide us with feedback, or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.
Your name:	Your contact details if response required:

Attachment 3 – Outreach Impact and Needs Assessment

Date: _____ TEAM No: _____

Hello, my name is _____and I am from CoB/volunteer/Aust. Red Cross on behalf of the City of Bunbury. We are here to (engage/speak/check in) with those affected from recent events to see how best we can assist. We're collecting a database of affected people and impact on properties to ensure we deliver up-to-date information and assistance to connect people with appropriate organisations/agencies/people depending on assistance you may require.

PROPERTY DETAILS

Property Location (Lot No, Street Name, Area):

	Nearest Cross Road:	

Property Owner/Occupant Name:

How would you like to be contacted?		**Your preferred time?**	
☐	Phone:	☐	**Morning** (7am – 12noon)
☐	Email:	☐	**Afternoon** (12noon – 5pm)
☐	Post:	☐	**Evening** (After 5pm)

PROPERTY NEEDS   Please provide information on detail for any needs identified

☐ House destroyed/uninhabitable	
☐ House damaged	
☐ Outbuildings destroyed Total: _____	
☐ Rebuilding assistance	
☐ Asbestos/Possible asbestos	
☐ Water supply affected	
☐ Vehicle destroyed/damaged	
☐ Animals lost/injured	
☐ Utility services affected	
☐ Fencing destroyed/damaged	
☐ Environmental clean-up required	
☐ Other (Please provide details) _____	

INFORMATION NEEDS / OTHER ASSISTANCE REQUIRED

INFORMATION NEEDS	OTHER ASSISTANCE REQUIRED
☐ Rubbish collection/Disposal information	☐ Council Services TYPE:
☐ Recovery Information/Newsletter	☐ Referral to Agency WHO:
☐ Financial/Grant assistance	☐ Other (provide details):
☐ Counselling/Wellbeing check	

Would you like someone to contact you?

☐ Immediately	☐ Within the week	☐ In the future

Community Recovery Meeting

We promise to listen to you and do our best to answer your questions honestly and tell you exactly what we know. There will be many questions that we don't have answers to yet. Please accept this is our reality and we are doing everything we can to get these questions answered by the responsible agencies.

Unity at Community Meetings – Together we stand

- ✓ Let's keep the right thing at the centre: let's do the very best we can for our recovery as a community

- ✓ Together we are better and stronger: let's keep the spirit of community strong (and your City of Bunbury workers are part of that community)

- ✓ Treat each other with dignity and respect: everyone's concerns matter and are equally important

- ✓ Keep it as civil as you possibly can: abusive language is not acceptable and is not helpful

- ✓ Listen respectfully to each other and try to understand the other's point of view

- ✓ Only one person to speak at a time… we can only hear one person at a time

- ✓ Say what you need, and what you need to know

- ✓ Constructive suggestions are welcomed… everyone can be part of the problem-solving process

- ✓ It is OK to leave the room at any point. We have Councillors here who can help you if you feel overwhelmed

Appendix 4
Recovery Operational Sequence Guide/Checklist

Situation	Organisation/Action
ALERT **(Transition)** Advice of an emergency with potential to require local coordination of recovery activities	**HMA/CONTROLLING AGENCY** ➤ Ensure Local Emergency Coordinator (LEC) and affected City of Bunbury(s) staff and LEMC delegates are advised of extent of potential recovery support requirements. ➤ State EM Plan - *6.2.1 – The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to the four recovery environments (social, built, economic and natural) prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Where required, an Impact Statement must be completed, prior to the transfer of responsibility for management of recovery to the City of Bunbury(s) affected area.* *6.2.2 – The relevant Controlling Agency with responsibility for the response to an emergency must initiate a range of recovery activities during the response to that emergency, as detailed in the State EM Plan (section 6.4).* ➤ Include Local Recovery Coordinators/ City of Bunbury in briefings/Incident Support Group (ISG). **CITY OF BUNBURY** ➤ Establish liaison with Local Recovery Coordinator (LRC)/Local Recovery Coordination Group chairperson and appropriate core members considering requirement for local level coordination of recovery support. ➤ Advise and liaise with LRCG members.
ACTIVATION Requirement for local level coordination of recovery identified/requested	**CITY OF BUNBURY** ➤ When requested by, or on the advice of, the HMA or ISG, convene LRCG and where required, establish a management structure. **LRC** ➤ Arrange for conduct of on-site assessment, if appropriate. ➤ Maintain links with affected organisations to identify and coordinate the provision of recovery support.
STAND DOWN On completion of local recovery activities.	**CITY OF BUNBURY/LRC** ➤ Ensure handover of responsibility for ongoing recovery activities to a managing agency. ➤ Advise LEC (informal) and LRCG members of stand-down. ➤ Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC Community Resilience and Recovery Sub-Committee (SEMC). ➤ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required.

Appendix 5

Recovery Action Checklist

Checklist: Recovery actions for Local Recovery Coordination Group and Local Recovery Coordinator

Transition from Response	IC shall include the LRC in critical response briefings	✓
	LRC shall ensure the IC is aware of recovery requirements and tasks prior to terminating the state of emergency	✓
	LRG shall ensure that agencies with response and recovery obligations are aware of their continuing role	
	LRCG to confirm whether the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia and if so what assistance measures are available	
	LRC shall initiate key recovery arrangements and ensure formalisation of handover takes place	
	Ensure HMA completes an Impact Statement and it is available for handover	
Management Structure	Ensure the appointment of a Deputy LRC has occurred	
	If required advise Local Recovery Centre Coordinator to activate the Local Recovery Centre	
	Facilitate the recovery sub-groups to be able to coordinate and action any recovery tasks and disseminate information as required	
	Ensure and facilitate the completion of the Needs and Impact assessment	
	Assume public information responsibilities from response agency and provide information to the Authority's Coordinator Corporate Communications to disseminate to the community	
	Facilitate/advise on State/Federal Disaster Relief Funding, (DPIRD, Centrelink) and facilitate/advise on private aid and funding	
	Prepare oral and written financial and non-financial reports and briefs within Operational Recovery Plan	
	Provide adequate administration support to all recovery functions	
	Provide a succinct reporting system to City of Bunbury, State RC, LRCG, community	
	Recruit and work with representatives of the affected community and include in recovery planning	
	Establish strategies for uniting the community behind agreed objectives (events, meetings)	

	Establish One-Stop-Shop and Recovery Centres providing advice, information and assistance to community during the recovery period	
	Enact Recovery Communication Plan for sharing information and enabling listening	
Impact and Needs Assessment	Use intelligence/planning information from the response operation and ensure LRC is liaising with HMA through response	
	Confirm the total area of impact for determination of survey focus	
	Set out the immediate information needs: infrastructure problems and status, damage impact and patterns, and welfare issues	
	Link with parallel data-gathering work	
	Identify and close information gaps (establish the ''big picture'').	
	Assess the financial and insurance requirements of affected parties	
	Gather evidence to support requests for government assistance	
	Ensure all relevant information is strictly confidential to avoid use for commercial gain	
Inspections and Needs Assessments – Technical	Establish and define the purpose of inspection/assessment and expected outcomes	
	Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process)	
	Collect, interpret and analyse data	
	Establish a method/process to determine the type of information needed for this recovery operation: · How and who will gather the information (single survey) · How information will be shared · How information will be processed and analysed · How the data will be verified (accuracy, currency and relevance)	
	Manage the process to minimise calling back	
	Coordinate, select and brief staff	
	Maintain confidentiality and privacy of assessment data	

Data Management	**Allocate responsibility for data management tasks ensuring proper process of relevant data transfer**	
	Use templates/spreadsheets for impact assessment and for tracking assistance provided	
State Government Involvement	Establish robust relationships with key regional government agency representatives, and appoint them to appropriate LRCG Sub-Groups and RCC, as required	
	Instigate liaison with DPIRD Officers for the recovery claim process	
	Attend ASAP to requests for information from government agencies	
Public Information	Ensure spokesperson available (CEO, delegated) to speak with the media	
	Manage public information in accordance with Recovery Communication Plan	
	Identify priority information needs	
	Monitor social media, and media and counter misinformation	
Rehabilitation and Assistance	Establish a mechanism for receiving expert technical advice from lifeline groups	
	Monitor and assist rehabilitation of critical infrastructure	
	Prioritise recovery assistance in line with community needs	
	Prioritise public health to restore health services and infrastructure	
	Assist and liaise with businesses to re-establish and reopen	
	Restore community and cultural infrastructure (including education facilities)	
	Restore basic community amenities for meetings and entertainment	
	Facilitate emergency financial assistance through the Department of Communities (Communities)	
	Be aware of need to adjust capital works and maintenance programs	

Implementation of Risk Management Measures	**While doing the hazard analysis:** · **Identify essential services and facilities in high-risk areas** · **Consider the restoration betterment options for essential services**	
	Identify betterment options based on research and consultation	
	Undertake urgent hazard reassessment based on new (event) information and relate to the City's Emergency Risk Management Plan	
Financial Management	Review financial strategies including use of Budget line items for tracking all recovery expenses	
	Communicate with financial agencies, including insurance companies	
	Keep financial processes transparent, appeal monies, etc.	
	Liaise with LMDRF for process and protocols for managing appeals system	
	Ensure recording of all expenditure during recovery, (expenditure, receipts, timesheets, contractors) for DRFAWA claims	
Reporting	Provide a succinct reporting system to the City of Bunbury, State RC, LRCG, community	
	Provide adequate administration support to all recovery functions	
Recovery Long-Term Strategy *(including Managed Withdrawal*)	Continually review the Recovery Management process with a view to withdrawing as the community takes over	
	Conduct a Long-Term Recovery Strategy workshop with community representatives and key stakeholder organisations including managed withdrawal strategies	
	Ensure ongoing public information and communications including avenue for reporting and management of unresolved community recovery issues	
	Stage a public event of acknowledgement and community closure	
Recovery Post Analysis Report (Lessons Learnt)	Conduct a debrief and Post Recovery Analysis with key community members and key stakeholder organisations towards preparing a Recovery Lessons Learnt Report	
	Conduct a debrief and Post Recovery Analysis with City of Bunbury staff and elected members towards preparing a Lessons Learnt Report	

City of Bunbury
LOCAL OPERATIONAL RECOVERY PLAN
<Enter Emergency Event Name (Type & Location)> *and* <Enter Date of Event>

CITY OF BUNBURY

HMA/CA INCIDENT LEVEL ___ DECLARED AS_____

RECOVERY NARRATIVE

About this Plan
<Outline and Summary>

Example: *This Plan outlines the City of Bunbury's strategy to effectively coordinate recovery activities following <event name>. Recovery activities span across <select: social, economic, natural, built> environments, and aims to restore the assets, systems, and activities which the community values, and were disrupted by the <insert event name> on <dd mmm yyyy>.*
This plan is a working document and will change over time to reflect the changing needs of the community as recovery progresses.

Event Name
<Briefly describe the emergency event>

Example 1: *On the afternoon of <Day> <dd mmm yyyy>, a severe <eg. fire, tornado> affected the suburbs of <suburbs>, causing significant damage to more than <#> residential homes and buildings, flattening and damaging trees/vegetation and scattering storm debris (including <eg. asbestos, other hazardous materials>) across the impacted area.*

Example 2: *On the evening of <Day> <dd mmm yyyy>, a severe <eg. fire, storm front> impacted the suburbs of <suburbs>. More than <#> commercial properties and public infrastructure were impacted, affecting telecommunications and local business operations. This had an effect on the psychosocial wellbeing of community members, local business operations, and community function.*

About our community
<Briefly describe the impacted community, including the community's strengths, opportunities for building back better, and potential challenges to effective recovery>

Example:
Withers – high percentage government owned housing, low insurance, lower-socioeconomic.
College Grove higher percentage of insurance and stronger self-reliance/resilience/independence.
Glen Iris – home based businesses and residential.
Picton – industrial and small businesses
Koombana – high tourism value, travellers/transient and also caravan accommodation.

Local Recovery Coordination
<Outline the recovery coordination structures, including the Local Recovery Coordination Group (LRCG) membership>

Example: *The City has activated its Local Recovery Plan from its Local Emergency Management Arrangements, and therefore appointed the Local Recovery Coordinator (<insert name or role>), and established a Local Recovery Coordination Group (LRCG), with <#> sub-groups: <Social, Economic, Built, Natural>.*
The LRCG is Chaired by City of Bunbury <insert name or role>, and includes membership from recovery support agencies including but not limited to: <insert organisations.

Authority and Endorsement
<Advise legislation and plans>

Example: *The Emergency Management Act (2005) WA section 36(b) states that one of the functions of Local Government is "to manage recovery following an emergency affecting the community in its district". The City of Bunbury Local Emergency Management Arrangements and Local Recovery Plan were endorsed by SEMC and Council in <year>. This LORP was first presented to the LRCG on <dd/mm/yyyy> with ongoing updates to the <enter sub-group name>, reflecting the changing recovery needs of the community.*

RECOVERY TIMEFRAMES

Short Term	Medium Term	Long Term

Human/Social Working Group <Enter Staff Name>	Short Term Activity: Short Term Activity: Medium Term Activity: Medium Term Activity: Long Term Activity:
Building/Infrastructure Working Group <Enter Staff Name>	Short Term Activity: Short Term Activity: Medium Term Activity: Medium Term Activity: Long Term Activity:
Economic Working Group <Enter Staff Name>	Short Term Activity: Short Term Activity: Medium Term Activity: Medium Term Activity: Long Term Activity:

See Appendix 1 of LEMA

Example:

Chair
CEO

Spokesperson
CEO, Mayor or delegated officer

HMA Advisor or/and *DEMA*

LEMC Executive Officer & Local Recovery Coordinator

Communications
Manager Communication and Place Activation

Recovery Support Admin Staff X number required

Social & Community Sub-Group
Chair – Director Corporate & Community

Built & Infrastructure Sub-Group
Chair - Director Sustainable Development

Economic & Financial Sub-Group
Chair - CEO

Natural Environment Sub-Group
Chair – Director Infrastructure Services

Examples:
- Manager Community Connection
- Manager Community Wellbeing
- Team Leader Rangers & Emergency Management
- Community Safety & Emergency Management Officer
- Dept Communities
- Australian Red Cross
- Salvation Army
- CaLD Communities Representative

Examples:
- Manager Infrastructure Maintenance Services
- Manager Waste Operations and Infrastructure Business Services
- Manager Community Facilities
- Western Power
- Telstra
- ATCO Gas
- South West Gateway Alliance

Examples:
- Manager Finance
- Manager Economic Growth
- Bunbury Geographe Chamber of Commerce
- Tourism representative
- Insurance Council of Australia
- South West Development Commission
- DRFAWA

Examples:
- Manager Projects & Asset Management
- Coordinator Natural Environment and Sustainability
- Coordinator Engineering Design
- Dept Biodiversity, Conservation & Attractions
- Dept Primary Industries & Regional Development
- Dept Planning, Lands and Heritage
- Environmental Groups

Specific Issues Working Groups e.g.
- Communications
- Outreach
- Needs assessments
- Donations
- Recovery Events
- Health & Wellbeing
- Anniversary

Specific Issues Working Groups e.g.
- Bridges
- Roads
- Transport Routes
- Essential Services
- Building applications
- Waste services
- Parks & Gardens

Specific Issues Working Groups e.g.
- Business Impacts
- Tourism
- Donated Funds $
- LMDRF Categories

Specific Issues Working Groups e.g.
- Bushlands
- Pasture lands
- Waterways
- Wildlife

LOCAL OPERATIONAL RECOVERY PLAN

<Event Name> - <dd mmm yyyy>

SOCIAL & COMMUNITY ENVIRONMENT					
KEY DAMAGE AND IMPACTS	**RECOVERY OBJECTIVES**	**RECOVERY TASK/ACTIVITY**	**ACTIVITY PARTNERS**	**TIMEFRAME & MEASURES OF SUCCESS**	**LESSONS LEARNED**
•*Dot-point key impacts from various sources, including:* othe Impact Statement oOutreach and engagement reports oReports from agencies and stakeholders not reflected in the Impact Statement. Key reporting areas might include: •*Groups, Institutions, and Social Connections* •*Cultural/Heritage* •*Health and Medical* •*Psychosocial and Wellbeing*	*Develop positively framed statements describing recovery goals. Objectives are usually one sentence starting with the word 'To'.*	*There may be multiple tasks/activities to address each objective. Activities may already be planned or underway or may be specifically designed and delivered for recovery.*	*Which recovery agencies/stakeholders can/will you partner with to deliver this activity?*	*When will this activity be undertaken? How will you know this activity has been completed and the objective achieved? Consider including quantitative figures, such as $, #, or % values.*	

LOCAL OPERATIONAL RECOVERY PLAN

<Event Name> - <dd mmm yyyy>

CITY OF
BUNBURY

BUILDING & INFRASTRUCTURE ENVIRONMENT					
KEY DAMAGE AND IMPACTS	**RECOVERY OBJECTIVES**	**RECOVERY TASK/ACTIVITY**	**ACTIVITY PARTNERS**	**TIMEFRAME & MEASURES OF SUCCESS**	**LESSONS LEARNED**
•*Dot-point key impacts from various sources, including:* othe Impact Statement oOutreach and engagement reports oReports from agencies and stakeholders not reflected in the Impact Statement. *Key reporting areas might include:* •*Groups, Institutions, and Social Connections* •*Cultural/Heritage* •*Health and Medical* •*Psychosocial and Wellbeing*	*Develop positively framed statements describing recovery goals. Objectives are usually one sentence starting with the word 'To'.*	*There may be multiple tasks/activities to address each objective. Activities may already be planned or underway or may be specifically designed and delivered for recovery.*	*Which recovery agencies/stakeholders can/will you partner with to deliver this activity?*	*When will this activity be undertaken? How will you know this activity has been completed and the objective achieved? Consider including quantitative figures, such as $, #, or % values.*	

LOCAL OPERATIONAL RECOVERY PLAN

<Event Name> - <dd mmm yyyy>

ECONOMIC ENVIRONMENT					
KEY DAMAGE AND IMPACTS	**RECOVERY OBJECTIVES**	**RECOVERY TASK/ACTIVITY**	**ACTIVITY PARTNERS**	**TIMEFRAME & MEASURES OF SUCCESS**	**LESSONS LEARNED**
•Dot-point key impacts from various sources, including: *othe Impact Statement* *oOutreach and engagement reports* *oReports from agencies and stakeholders not reflected in the Impact Statement.* *Key reporting areas might include:* *•Groups, Institutions, and Social Connections* *•Cultural/Heritage* *•Health and Medical* *•Psychosocial and Wellbeing*	*Develop positively framed statements describing recovery goals. Objectives are usually one sentence starting with the word 'To'.*	*There may be multiple tasks/activities to address each objective. Activities may already be planned or underway or may be specifically designed and delivered for recovery.*	*Which recovery agencies/stakeholders can/will you partner with to deliver this activity?*	*When will this activity be undertaken? How will you know this activity has been completed and the objective achieved? Consider including quantitative figures, such as $, #, or % values.*	

LOCAL OPERATIONAL RECOVERY PLAN

\<Event Name\> - \<dd mmm yyyy\>

NATURAL ENVIRONMENT					
KEY DAMAGE AND IMPACTS	**RECOVERY OBJECTIVES**	**RECOVERY TASK/ACTIVITY**	**ACTIVITY PARTNERS**	**TIMEFRAME & MEASURES OF SUCCESS**	**LESSONS LEARNED**
•*Dot-point key impacts from various sources, including:* othe Impact Statement oOutreach and engagement reports oReports from agencies and stakeholders not reflected in the Impact Statement. *Key reporting areas might include:* •*Groups, Institutions, and Social Connections* •*Cultural/Heritage* •*Health and Medical* •*Psychosocial and Wellbeing*	*Develop positively framed statements describing recovery goals. Objectives are usually one sentence starting with the word 'To'.*	*There may be multiple tasks/activities to address each objective. Activities may already be planned or underway or may be specifically designed and delivered for recovery.*	*Which recovery agencies/stakeholders can/will you partner with to deliver this activity?*	*When will this activity be undertaken? How will you know this activity has been completed and the objective achieved? Consider including quantitative figures, such as $, #, or % values.*	

Appendix 6 (b)
Local Operational Recovery Plan Guide

Section 1

Introduction:

Background on the nature of the emergency or incident	Compile the type of event and basic outline of sequence of events
Aim or purpose of the plan	Like all management tools think about why you are engaged in recovery and what you hope to achieve overall
Authority for plan	As a local authority you are charged with the responsibility of recovery under the Emergency Management Act 2005

Section 2

Assessment of Recovery Requirements:

Details of loss and damage	Residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure). Your primary Impact Statement (IS) from HMA will give you an initial overview. This can be added to when subsequent reports are made.
Estimates of costs of damage	You may get indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment.
Temporary accommodation requirements	Include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons.
Additional personnel requirements (general and specialist)	It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads.
Human services (personal and psychological support) requirements	On completion of Outreach Individual Needs Assessment, you would have initial contact with your affected community ascertaining what physical and psychological resources are required in the immediate, short and medium term, understanding the impact on community.

Health issues	Medical/Health personnel and CoB EHOs will assess any significant issues (water, food spoilage, medical supplies or medivac).

Section 3

Organisational Aspects:

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

Section 4

Operational Aspects:

Details resources available and required	Give list of resources deployed and confer with the LRCG network for future resources.
Redevelopment Plans (includes mitigation proposals for betterment)	This could be inappropriate in the early stages, however, should be part of the Long-Term Recovery Strategy in future reporting.
Reconstruction restoration programme and priorities	Detail agencies engaged in their specialist fields and estimates for re-establishing lifelines, waste, and restoration.
Includes programs and strategies of government agencies to restore essential services	Consider betterment when engaged in rebuilding.
Includes the local government program for community services restoration	Local events, meetings, coffee get togethers, recreation, breakfast BBQs, etc.
Financial arrangements	Assistance programs DRFAWA, insurance, public appeals, LMDRF, and physical and monetary donations.
Public information dissemination	From the Communication Plan outline what and how your communication is being staged.

Administrative Arrangements:

Administration of recovery funding	General financial issues.
Public appeals policy and administration	Including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel.
Information management processes	How is the management and recording process being undertaken.
Reporting rhythm	Who, when and how is the reporting being undertaken.

Section 5

Conclusion:

Give an overall summary highlighting immediate, short, medium and long-term priorities and timetable.

Appendix 7

Community Recovery Hub Guide & Template

For more templates see:

- *Appendix 3 – Recovery Communications Plan*
  - *Attachment 2(a) – Listening - Ask a Question*
  - *Attachment 2(b) – Listening - Make a Statement*
  - *Attachment 3 – Outreach Impact and Needs Assessment*
  - *Attachment 4 – Community Recovery Meeting Guidelines*

Aim

To assist the impacted community in their medium to long term recovery by providing coordinated collocation of agencies to attend to psychosocial support in a neutral environment, ensuring people feel safe, welcome and comfortable.

Objectives

The objectives of a Community Recovery Hub are to;

- ✓ To connect people with each other and with agencies and organisations which can assist people in their recovery

- ✓ To identify vulnerable individuals or families that may require immediate assistance from service providers who can address their particular needs and what those needs may be.

- ✓ To promote the importance of wellness and provide practical tools for coping with trauma and grief

- ✓ To provide regular, high-quality information on recovery milestones and other important information related to the recovery and be known as the primary location for up-to-date information

- ✓ To promote and demonstrate disaster preparedness to reduce the anxiety that may be felt within the community due to their experience

- ✓ To acknowledge the psychological challenges and complexities faced by the impacted community

Location:

Ideally the Community Recovery Hub will be in a central location to the impacted community and to public transport.

Building Features:

Specific features to consider in a potential building include;

- ✓ The building needs to be accessible for disabled persons

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- ✓ A reception area and a comfortable place for people to wait
- ✓ Large rooms that will be suitable for office space
- ✓ An interview room for appointments with individuals and families
- ✓ Public toilets
- ✓ A multipurpose function room that has the capacity for meetings and events
- ✓ Storage such as a shed for storing 'new' donated items
- ✓ Kitchen suitable for catering for small events and acting as a staff room
- ✓ Ensure adequate parking is available

Set-up Considerations

Suggestions to consider for physically setting up a Community Recovery Hub include;

- ✓ Office furniture including desks, chairs, book shelves, white boards, waiting room couch, meeting room fold out tables (light easy to move)
- ✓ Office equipment including computers, printer, photocopier, phones
- ✓ Secure disposal of confidential papers
- ✓ Essential Services such as power, phone and internet will need to be connected
- ✓ Signage for the public and visiting stakeholders to locate with ease
- ✓ Children's corner with colouring in books and pencils and small toys
- ✓ Artwork to lighten and brighten the mood

Steps to Establish Community Recovery Hub:

Not all City of Bunbury's will have the convenience of a spare building that is ready to be occupied. The following options may need to be considered;

- ✓ Rental of lease agreement for building
- ✓ Building modifications
- ✓ Mobile office building (donga)
- ✓ Arrange hire, lease or purchase of office equipment
- ✓ Second-hand furnishing
- ✓ Cleaning and rubbish collection

Appendix 7

Record Keeping:

The Emergency Management Act 2005 allows information to be shared between State Agencies and City of Bunbury.

It is recommended that the LG keeps a master database based that records;

- ✓ Property address
- ✓ Is it destroyed or damage
- ✓ Owner contacts (including email, mobile number)
- ✓ Renters contacts (if rental or Dept of Housing)
- ✓ Insured or uninsured
- ✓ Received Centrelink Immediate Payment
- ✓ Received assistance from Department of Communities
- ✓ Applied for LMDRF
- ✓ Email collection for Newsletter and other important information
- ✓ Received Outreach from Australian Red Cross

Management of Community Recovery Hub (CRH):

The following should be considered in the running of CRH;

- ✓ All staff at the CRH should be wearing identification such as name badges that show the organisation they working for
- ✓ Beware of and monitor the health and safety issues, paying particular attention to staff stress and security for the staff and building
- ✓ Establish a process for regular operational staff briefing and debriefing

Recovery Events:

CRH Staff will likely attend a wide range of recovery events that are located at the CRH or within the impacted area.

Natural community desire will be to have social gatherings for their demographics, for example farmers will want to gather with other farmers.

Recovery activities will need to flex with the community's recovery as people's circumstances change. See Recovery short, medium and long term.

To assist in the management of recovery events see the attached 'City of Bunbury Recovery Event Planning Template'.

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Closing of the Community Recovery Hub (CRH):

The following should be considered in the running of CRH;

- ✓ The CRH will become an important point of community focus and solidarity. It is not unusual for the centre to open for months or even years
- ✓ Liaise with key stakeholders to establish the appropriate time for the CRH to be closed and report to LRG
- ✓ Communicate well in advance with the community that the centre will be closed and on what date
- ✓ Ensure all people who have used the centre are contacted and notified of how they can access services in the future
- ✓ Consider a public function to thank all involved or have an official closing ceremony
- ✓ Consider an article in the local newspaper about the closing of the centre, what its purpose was, what it accomplished, services provided to the community
- ✓ Sync closure of Community Recovery Hub with formal cessation of recovery with community celebration.

Appendix 7

ATTACHMENT 1

The recovery timeline: short, medium and long term

Short-term recovery (where we've been)

Short-term recovery is also called relief. The aim of relief is to address and support the immediate needs of individuals, businesses and the community affected by the event. Relief often happens while essential services are still being restored to the level where response agencies are no longer required to maintain them.

Relief agencies will usually undertake some form of impact assessment to get a clear idea of the extent of the impacts. This includes understanding the geographical extent of the impacts (i.e. how big), the human impacts (i.e. who is affected and are there casualties), the property and infrastructure impacts (i.e. what is damaged or destroyed), and the environmental impacts (i.e. are there threats to health and sanitation).

Medium-term recovery (where we are now)

The transition from short-term recovery to medium-term recovery happens when response agencies are 'stood down'. Medium-term recovery continues the coordinated process that was established during relief. Affected communities continue to be supported in terms of emotional, social and physical support. During this phase, critical physical infrastructure will be rebuilt, and the restoration of the economy and of the environment will begin.

Long-term recovery (where we're heading)

Recovery can continue for a very long time after an event: often it will take years. The role of the agencies and recovery groups continues to be critically important over these years, and it is best to plan for long-term recovery properly ahead of time, which is why we want to make this long term recovery strategy with you.

One of the key aims of long-term recovery should be to help the community become more resilient and more independent of agency support. This is why community-driven recovery is so important: it enables us to begin as we mean to continue: with community leading the way and with agencies in the supporting role.
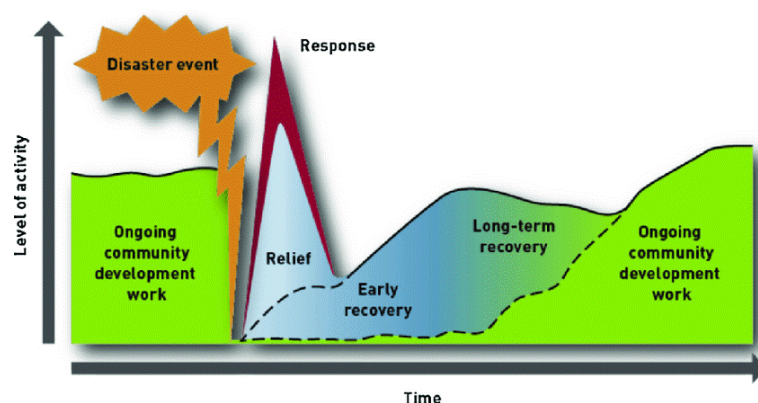
City of Bunbury Recovery Event Planning Template

ACTION	DESCRIPTION	GOALS

COMMUNITY SUPPORT:	
WHERE HAS CONCEPT / IDEA COME FROM:	
STAKEHOLDERS: Who owns the action?	
OTHER INVOLVEMENT: Who is needed?	
RESOURCES:	
COSTS:	
SPONSORS / FUNDING BODIES:	

HEALTH & WELLBEING RISK:	☐ High ☐ Medium ☐ Low	**SUPPORT REQUIRED:**	☐ CoB Staff	☐ Wellbeing	☐ Other: _____
ENVIRONMENTAL RISK:	☐ High ☐ Medium ☐ Low	**SUPPORT REQUIRED:**	☐ CoB Staff	☐ Other:_____	

CATEGORY:	☐ Needs Assessment ☐ Communication ☐ Event ☐ Donations ☐ Wellbeing
RECOVERY VALUE:	☐ High ☐ Moderate ☐ Low ☐ Community Interest
PRIORITY / TIMELINE:	☐ High / Urgent ☐ Important ☐ Medium / Medium Term ☐ Lower / Long Term
DIFFICULTY:	☐ Straightforward ☐ Effort Required ☐ Long Term / Complex
OBJECTIVES:	☐ Promote health & wellbeing ☐ Increase / Enhance understanding of community needs ☐ Provide information / enhance communication ☐ Support Community Recovery through long term programs and projects
EVALUATION:	

Appendix 8

Welfare and Health Guide

Relief activities meet the immediate food, shelter and security requirements of those affected by the emergency. Whereas recovery activities provide information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

The following link provides related support plans and detailed information:
Emergency management plans (www.wa.gov.au)

The City of Bunbury *Community Health and Wellness Plan* provides local contingencies for Health & Welfare.

Principles:

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

LRCG sub-groups encourages community to participate in community recovery decision-making

The overall needs assessment of individuals and families is evaluated as early as possible

Personal support strategies are integral to overall recovery management process

Measures are taken to mitigate the affects of future emergencies on community

Recovery programs be coordinated to support and enhance community

Strategies:

Strategies to implement the principles of HaW recovery following an emergency are shown in *conceptual*, *management* and *service delivery* classifications. They are proposed as examples, rather than as an exclusive listing of strategies that might be invoked in all circumstances.

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Conceptual:

Encourage emergency service agencies to implement procedures relating to personal support services (e.g. identify potential welfare needs)

Support and promote individuals, families and businesses of the affected community

Support and promote community improvements & health safety (eg. emergency services HAZMAT issues, COVID)

Purchase replacement goods and services locally via local businesses and trades people wherever practical

Maintain the integrity of local community groups and experts and their capabilities

Build on existing organisations and networks through activating available systems within the community

Encourage support of local community groups and experts

Encourage agencies to employ local residents

Source government grants, distribution of appeal funds and charitable payments to assist with supporting needs of individuals and families during the recovery process

Avoid duplication of services and identify gaps

Management:

Identify all aspects of HaW that may be required

Establish liaison between HaW groups, community & government agencies

Establish HaW representatives from Health and Wellbeing groups, the community and government agencies

Provide community with information about recovery process and resources available through the HaW representatives via Communication Plan processes or LRCG meetings

Ensure community participation in the HaW

Conduct inter-agency briefings and feedback sessions on effectiveness and progress of welfare recovery process

Identify gaps in HaW services for consideration in risk management processes

Develop risk management assessments aimed at minimising future Health and Wellbeing requirements

Appendix 8

Service Delivery:

Ensure service delivery personnel is aware of the range of services available and appropriate referral processes

Ensure service delivery personnel is aware of the local welfare circumstances pre and post-emergency

Ensure service delivery personnel has good interpersonal skills and understanding of the local community

Provide HaW services in a timely, fair, equitable and flexible manner; ensure services and/or information is coordinated and provided by a variety of means

Ensure availability and accessibility to HaW and recovery information and services

Appendix 9

Local Recovery Plan – Action Items

Activation of recovery

➢ Approached by HMA/CA IC to initiate
➢ LRC AND/OR LEMC EO (CSEMO) or LEMC EO (TLREM) advises the COB's CEO of recovery activation
➢ Assessment of assistance determined
➢ LRP is implemented

Response to recovery transition of event responsibilities

➢ Recovery initiated while response still in progress
➢ LRC AND/OR LEMC EO to attend ISG meetings and liaison with Incident Controller
➢ LRCG gathered and briefed ensuring coordinated transition
➢ CEO to sign off response to recovery handover with HMA/CA with Impact Statement developed and agreed by CA IC

Impact Statement and Needs Assessment

➢ Recovery initiated while response still in progress
➢ LRC AND/OR LEMC EO to attend ISG meetings and liaise with Incident Controller
➢ LRCG gathered and briefed ensuring coordinated transition
➢ CEO to sign off response to recovery handover with HMA/CA. Impact Statement is provided
➢ LRCG Outreach Needs Assessment will be carried out ASAP, when safe, after event
➢ Aust. Red Cross contacted ASAP to establish agreed partnership in recovery activities

Local Operational Recovery Plan

➢ LRC AND/OR LEMC EO to prepare Local Operational Recovery Plan where significant reconstruction and restoration is required

Strategic Long-Term Recovery Plan

➢ The COB to develop a collaborative, comprehensive and inclusive long-term recovery strategy for the community, including objectives and timelines

Managed Withdrawal

➢ The COB will communicate via the LRCG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area

➢ The COB to identify potential partnerships with existing community organisations and services and ascertain their capacity to support the recovery process in the medium and long-term

➢ LRCG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to the community to continue

Establishing LRCG Management Structure

➢ The COB will establish the LRCG management structure relevant to event size and complexity

➢ LRCG will establish membership from COB staff, supporting agencies and community members

➢ LRCG will operate within recognised functions and relevant sub-committee structure

➢ LRCG will actively encourage and invite community participation within the LRCG

➢ LRCG will actively engage with State Government to maximise recovery resources

Financial Management

➢ All invoicing and costs associated with the emergency event to be allocated against the COB's emergency event cost centre

➢ On advice emergency is an eligible event and significant resources have been expended, LRC AND/OR LEMC EO will direct the COB to contact DRFAWA Officers (DFES) for advice and guidance

➢ CEO and/or nominated senior officer have authority to expend funds on emergency event

➢ In an eligible major disaster LRC AND/OR LEMC EO will assist affected individuals connect with Centrelink for assistance payments

Appeals and Donations

➢ On advice of eligibility following a disaster, LRC AND/OR LEMC EO will direct the COB officers to LMDRF for advice and guidance

➢ Spokesperson will advise that the COB **will not** accept donations of goods

➢ All financial donations will be direct through the LMDRF

➢ Offers of assistance will be directed to LRCG

Spontaneous volunteers

➢ The COB's LRCG will refer spontaneous volunteers to local service clubs and support agencies to manage

Community Recovery Hub

➢ LRC AND/OR LEMC EO/LRCG to determine location for Community Recovery Hub and establish as soon as possible
➢ Community Recovery Hub to be established immediately following event and located appropriately

City of Bunbury Staff - Welfare

➢ COB staff to be regularly briefed on current situation and activities within recovery
➢ Stress and fatigue of COB staff to be monitored and assisted where appropriate
➢ As soon as possible determine staffing level increase to meet demands (refer 1.7.3.)

City of Bunbury Staff – Recovery Roles and Responsibilities

➢ All COB staff could be engaged in various stages of disaster recovery
➢ Specific COB staff identified in this Plan should be very familiar with the roles and responsibilities involved with disaster recovery
➢ External agencies are to be engaged and used wherever possible

Disaster Event Recovery Communication Plan

➢ The Recovery Communication Plan and Crisis Communications Plan will provide guidance when distributing public information and communications

Debriefing and Evaluation

➢ The LRCG will hold a formal Post Incident Analysis to evaluate the process and apply lessons learnt
➢ A formal debrief will be held for COB staff to evaluate the process and apply lessons learnt
➢ Assistance will be made available through EAP for any staff working in the recovery process
➢ LRC AND/OR LEMC EO will compile a formal report for Council and State Recovery Coordinator
➢ LRP amended (as required) to incorporate lessons learned for continuous improvement

Appendix 10

Local Recovery Group Standard Reporting

LOCAL RECOVERY GROUP – RECOVERY REPORT

<Insert Emergency Situation Here>

City of Bunbury Recovery Group
Report No: …………

To: Chair Person, SRG/State Recovery Coordinator

Situation Update:

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

Proposed Activities:

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

Special Assistance:

Requirements:

Includes support from other agencies, LRG intervention with priorities.

Financial Issues:

May include support from LRG for additional funding from Treasury.

Recommendations:

Name & Signature:	
Position:	
Date:	

Appendix 11

Post Incident Analysis – Emergency and Recovery Management

ISSUE	COMMENT	RECOMMENDATIONS
Was notification/mobilisation satisfactory/appropriate?		
Was the Management/Administration structure effective?		
Reporting relationships clear? (Did you know who to report to?)		
Was the transition from Response Phase to Recovery Phase clearly established?		
Were Recovery Objectives/Actions clearly defined?		
Were Recovery Arrangements useful or require review/upgrade?		
Inter-agency liaison Any issues working/liaising with other organisations?		
Emergency Management - Recovery Support Arrangements Are relevant Agency/Organisation arrangements established/current?		

Appendix 12

Principles Of Conflict Resolution

1. Think Before Reacting

The tendency in a conflict situation is to react immediately. After all, if we do not react we may lose our opportunity. To resolve conflict successfully it is important to **think** before we react– consider the options, weigh the possibilities. The same reaction is not appropriate for every conflict.

Principles and Values – P1, P3, P5, V1, V2, V3,

2. Listen Actively

Listening is the most important part of communication. If we do not hear what the other parties are communicating we cannot resolve a conflict. Active listening means not only listening to what another person is saying with words, but also to what is said by intonation and body language. The active listening process also involves letting the speaker know that they have been heard. For example, "What I heard you say is……", in other words, paraphrase and confirm understandings.

Principles and Values – P1, P4, V1, V2, V4

3. Assure a Fair Process

The process for resolving a conflict is often as critical as the conflict itself. It is important to assure that the resolution methods chosen, as well as the process for affecting that method is *fair to all parties* to the conflict. Even the perception of unfairness can destroy the chances of a resolution.

Principles and Values – P2, P3, P4, V2, V3

4. Attack the Problem

Conflict can be very emotional. When emotions are high it is much easier to begin attacking the person on the other side, than it is to solve the problem. The only way conflicts get resolved is when we *attack the problem and not each other*. What is the problem that lies behind the emotion? Focus on what are the causes of the conflict, not the symptoms?

Principles and Values – P2, P4, P5, V1, V2, V3

5. Accept Responsibility

Every conflict can have many sides and there is enough responsibility for everyone. Attempting to place blame only creates resentment and anger that heightens any existing conflict. In order to resolve a conflict, we must be prepared to **accept our share of the responsibility** and eliminate the concept of blame.
Principles and Values – P2, P5, V1, V2, V5

6. Use Direct Communication

Say what we mean and mean what we say. Avoid hiding the ball by talking around a problem. The best way to accomplish this is to use "I-Messages". With an **"I-Message"** we *express our own wants, needs or concerns to the listener*. "I-Messages" are clear and non-threatening way of telling others what we want and how we feel. A **"you-message"** blames or criticizes the listener. It suggests that the person is at fault.
Principles and Values – P5, V2, V4

7. Look for Interests

Positions are usually easy to understand because we are taught to verbalize what we want. However, if we are going to resolve conflict successfully we must uncover why we want something and what is really important about the issue in conflict. Remember to look for the **true interests of the all the parties** to the conflict.
Principles and Values – P2, P3, V2, V3,

8. Focus on the Future

In order to understand the conflict, it is important to understand the dynamics of the relationship including the history of the relationship. However, in order to resolve the conflict, we must focus on the future. **What do we want to do differently tomorrow**?
Principles and Values – P2, P6, V5, V6

9. Options for Mutual Gain

Look for ways to assure that we are all better off tomorrow than we are today. Our gain at the expense of someone else only prolongs conflict and prevents resolution.
Principles and Values – P2, P3, P5, V1, V2, V3

10. Timeframes for consideration

Be prepared to preface any planning discussions with the likely requirement for staged planning. Some things can be resolved in the short term, while some matters may need more careful planning and decision making, into the median and longer terms. Not all matters can or should be decided immediately. Manage that expectation and provide examples of why this may be important (i.e., Marysville Recreation Centre)
Principles and Values – P3, P4, P5, V1, V2, V5

Recovery Principles and Values alignment

P   Recovery Principles
P1. - Context
P2. - Complexity
P3. - Community-Led
P4. - Coordination
P5. - Communication
P6. - Capacity Building (Resilience)

V   Recovery Values
V1. - Do No Harm
V2. - Leadership
V3.- Collaboration
V4.- Empowering
V5.- Act quickly, plan for long term (long term recovery strategy)
V6.- Transition (Exit)
V7.- Capture Lessons (debrief)