



**COMBINED EMERGENCY MANAGEMENT
ARRANGEMENTS**

FOR

**THE CITY OF PERTH & THE BOTANIC GARDEN &
PARKS AUTHORITY**

PART SIX

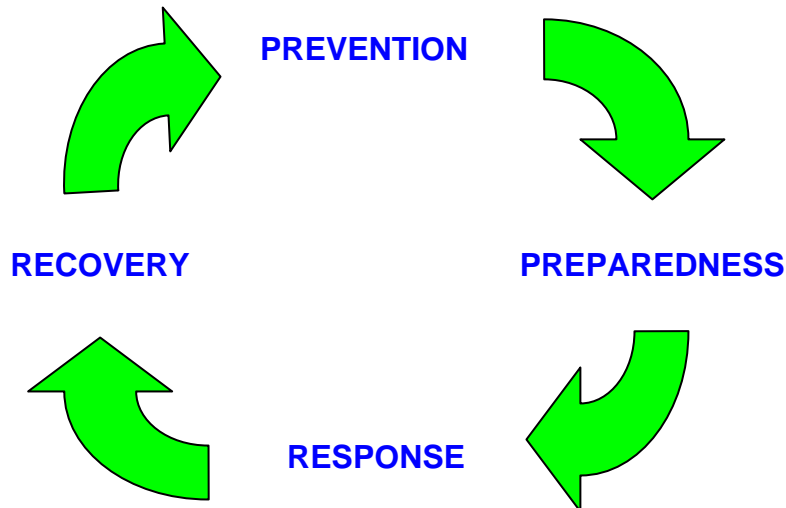
RECOVERY PLAN

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1. Introduction

The principles of Emergency Management, Prevention, Preparedness, Response and Recovery (PPRR) are often viewed as a linear process. This gives the impression that once the emergency has concluded, the injured under medical care, the homeless put into alternative or semi-permanent accommodation, power restored etc. the recovery process is finished. This is not the case. It is more effective to consider PPRR as a cyclic process, with Recovery being the prime mover for Prevention, rather than the end of the event.



Initiatives should be identified early in the *Recovery* process for restoration projects which will contribute to risk reduction for future Hazards. For example:

- Severe disruption to power lines – restore with underground lines.
- Building collapse – restore with improved building standards.
- Road or Bridge collapse – restore with better engineering or routing.

In short, think *Prevention* when considering *Recovery* issues. A list of Recovery Principles and Concepts is at Annex A.

Recovery in Western Australia is addressed by WESTPLAN – RECOVERY, a State level Plan prepared by the designated Responsible Agency, the Department of the Premier & Cabinet. Within this plan, the important role of Local Government is emphasized and the State is prepared to assist through the provision of a State Recovery Coordinator, specifically appointed to liaise with Local Recovery Committees thus providing a link to the highest levels of Government.

This Plan for the Recovery from incidents affecting The City of Perth details the local arrangements which dovetail into the arrangements contained in WESTPLAN – RECOVERY. [Recovery](#)

2. Emergency Management Positions

The following table indicates some of the various emergency management positions for Recovery:

POSITION	AGENCY	OPERATIONS CENTRE
Responsible Agency	Premier & Cabinet	Premiers Office
State Recovery Coordinator	Selected By The Premier	HMA EOC and Local Council Offices
HMA	Various	HMA EOC
Welfare Support	DCP	Various Welfare Centres
Power	Synergy	
Water	Water Corp	
Roads	Main Roads Dept	EOC East Perth
Rail	Perth Transport Authority	Rail Control East Perth
Insurance	Insurance Council of Australia	Various Offices
Personal Finance	Centerlink	Various Offices
Donated Fund Disbursement	Lord Mayor's Appeal Red Cross	Perth City Council Red Cross Offices
State / Federal Relief Funding	State Recovery Coordinator	Local Government Offices

3. Community Recovery

It is appropriate at this point to consider not only the personal needs of disaster victims during Recovery, but the Community as a whole. Many residents will have been directly affected, but many more will have known friends or will feel a sense of loss of the very character of their community. The Recovery Committee should recognize this and make provision for memorial services, anniversaries and other activities designed to allow maximum participation by the Community to come to terms as a Community, with the event. Furthermore, the Recovery Committee should recognise that the Recovery process may take weeks, months or even years. Darwin and Port Arthur are case studies where Recovery was a very slow process. Only the community can determine the pace.

4. One Stop Shops

One Stop Shops (OSS) have proven to be one of the best recovery services offered to disaster victims. Essentially the City, in conjunction with DCP, can make one or more of its facilities available as offices where victims can access a number of agencies "at one stop". These can include:

- Utility Companies
- Insurers.
- Centerlink
- Banks
- DCP

The OSS may be located in Council Service Centres or be set-up in or adjacent to Welfare Centres. The key requirement is for Office Services and good coordination. The centralization of services of this type during emergencies greatly assists victims. Furthermore, OSS also have the additional benefit of providing source data in dollar terms of the magnitude of the event, data which is required at State level in order to provide guidelines for aid funding.

5. Agency Reports

Although the HMAs, DCP and Lifeline Agencies will be focused on the response operation, they are required to keep the Recovery Committee informed of developments during this phase. These briefings are the foundation of the Recovery Committee's considerations and the Response briefings to the IMG should flow seamlessly into the Recovery briefings to the Recovery Committee.

5.1. Hazard Management Agency (HMA)

The HMA should provide at least daily briefings on the following:

1. Number of Dead and Injured.
2. Number of Homeless or evacuated.
3. Number of Buildings destroyed or damaged.
4. Actions in Progress.
5. Actions Planned.

5.2. Department for Child Protection (DCP)

DCP, as Welfare Centre Managers, should report on:

1. The Number of Welfare Centres operating.
2. The Number of People in each centre.
3. The Number of "One Stop Shops" established.
4. Any support required from Local Government.

5.3. Lifelines

Lifeline Agencies should report on:

1. The status of their Utility.
2. Temporary measures initiated.
3. Estimated time to restoration.
4. Areas where restoration is possible.
5. Priorities for restoration.

6. Local Recovery Committee

An incident affecting the City of Perth will initiate the activation of the CoP IMG who will monitor the response progress, maintaining regular liaison with the HMA. Once it is clear that the incident has the potential to require a significant *Recovery* operation, the CoP IMG should recommend that this Recovery Plan be activated. The initial action should be to formally establish the *RECOVERY* Committee. Member details cannot be fixed, as the nature of all incidents is too varied. However, the general composition should include the following representatives:

- | | |
|--|---|
| 1. The Lord Mayor | 1 |
| 2. Councillors assisting the Mayor | 2 |
| 3. Recovery Coordinator | 1 |
| 4. City CEO and Secretariat | 2 |
| 5. City Crisis Management Team (CMT) | 6 |
| 6. Police Emergency Coordinator (or Liaison Officer) | 1 |
| 7. HMA Officer | 1 |
| 8. DCP Officer | 1 |
| 9. Lifeline Utilities | |
| a. Power | 1 |
| b. Water | 1 |
| c. Road | 1 |
| d. Rail | 1 |
| e. Communications | 1 |
| 10. Other Agency Representatives as required. | |

NOTE: If the incident is large scale, and is affecting several areas of the Metropolitan Region, it is likely that Recovery Committees at State and District Level will be activated. Representation by all or some of the Lifeline Agencies at local level may not be possible. However, the Local Recovery Committee should continue to meet and take forward any issues to the District Level.

6.1. General Order of Business

The City of Perth Recovery Committee will meet in Council Chambers at a time to be set by the Chairperson. Meetings will be conducted on a daily basis initially, extending to weekly as *Recovery* is achieved. The following general order of business is provided for guidance:

1. Current Situation by the HMA.
2. Current Welfare Situation by the DCP.
3. Health and Environment reports.
4. Reports from Utility Agencies, City Engineers and Government Departments.
5. Identify and capture the Recovery issues to be addressed.
6. Group like issues and establish Sub-Committees to address their issues.
7. Establish timeframe for Sub-Committees to present their outline Action Plan.
8. Establish Main Recovery Committee meeting times.
9. Close the meeting.

7. Recovery Action Plan

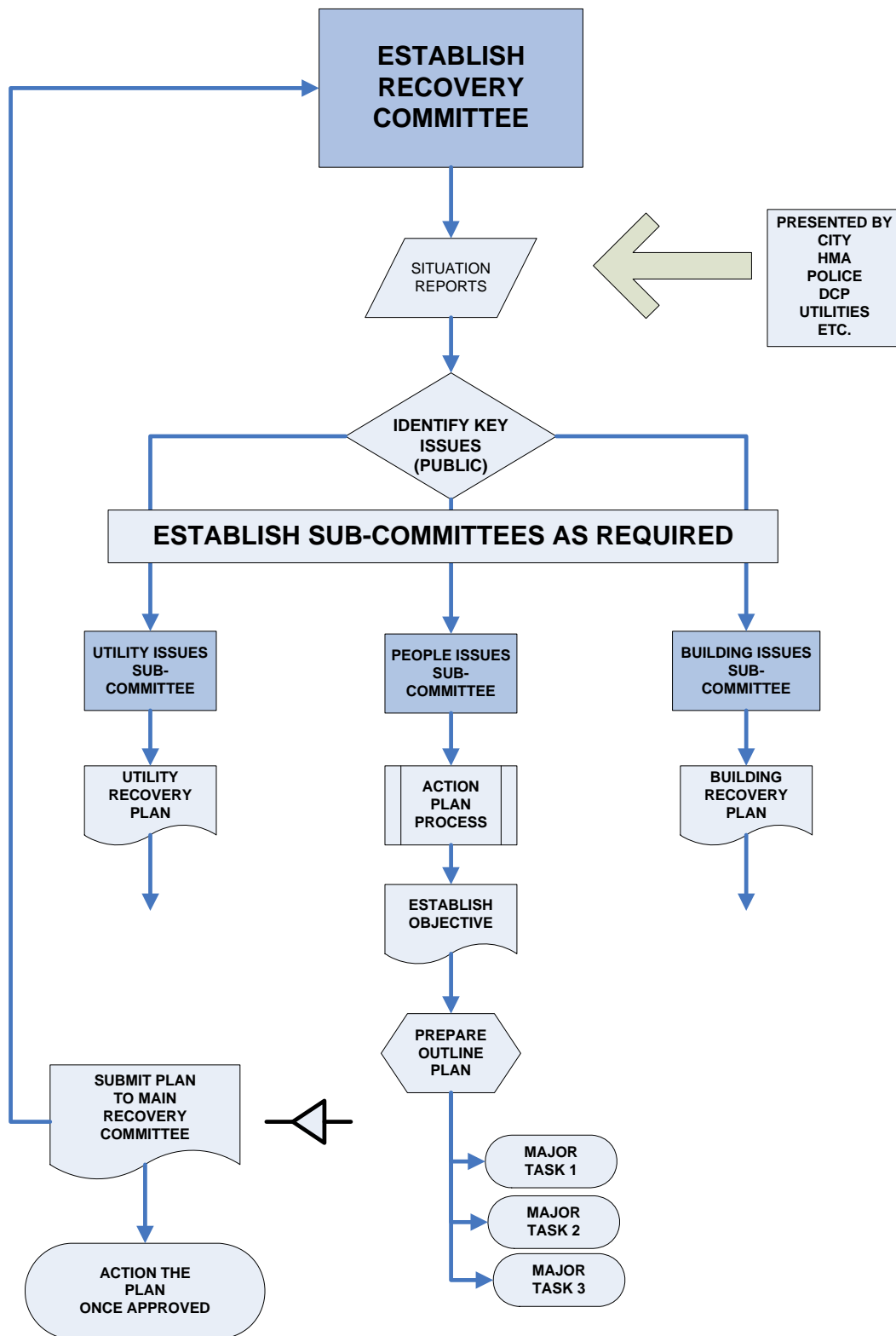
WESTPLAN – RECOVERY, requires Local Recovery Committees to provide a Recovery Action Plan, in the wake of a major incident. The format of this plan, taken directly from the WESTPLAN is reproduced at Annex B.

Recovery commences during the response phase. Once the Recovery Committee is established, its first task is to identify issues which need to be addressed. This is very much dependent upon the reports provided by the HMA, Welfare and Lifeline Agencies. To assist with recovery considerations the mnemonic **P U B L I C** is offered as follows:

- P** **People**, what are their immediate needs for shelter, feeding, clothing, counselling, financial assistance, etc?
- U** **Utilities**, what damage has been sustained to Power, Water, Sewerage, Gas Supply Services etc? When will they be restored to areas of the City which can be re-occupied thereby reducing the burden of Welfare Centre Support.
- B** **Buildings**, what buildings are destroyed, require survey or require repairs to render them habitable. How can Local Government assist with “fast track” building permits or inspections. Coordinate Local Businesses to “do the work” thereby promoting local recovery involvement directly.
- L** **Local Infrastructure**, meaning roads, rail, bridges, communications, information technology (IT). These services are essential to business recovery, which in turn drives the restoration of the community. How / when will they be restored?
- I** **Insurance**, loss from disasters is often insured by individuals or businesses. Coordination of claim applications, through the Australian Council of Insurance Companies can fast track the process, which in turn allows claimants to self manage their own losses.
- C** **Commerce**, in the wake of any disaster, there may be substantial funds provided by Government Aid for recovery projects. Tender processes notwithstanding, every opportunity should be made for Local Businesses and Contractors to benefit from this work. Local Government should also be supportive of any initiatives which local business may identify to re-establish markets lost or jeopardised as a result of the incident.

7.1. Recovery Action Plan Process

In order to provide the Recovery Committee with a process to prepare the Recovery Action Plan, the following flow chart is provided.



8. Conclusion

Recovery is Local Government's most difficult responsibility under the provisions of the Emergency Management Act 2005. Details will vary widely depending on the magnitude of the event. The key to success is without doubt, the early establishment and driving force behind the Recovery Committee. The void in activity, which usually follows the Response Phase, must be avoided at all costs. Communities who have experienced this take longer to recover, feel "left to it" by government and are generally reluctant to participate in emergency management initiatives in the future.

9. Annex A – Recovery Principles and Concepts

Extracted from the Australian Emergency Manual #10 – Disaster Recovery

9.1. Principles

- Recovery from disaster is an enabling and supportive process, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery requires the establishment of planning and management arrangements, which are accepted and understood by recovery agencies and the community.
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time.
- The management of disaster recovery is best approached from a community development perspective and is most effective when conducted at the local level with the active participation of the affected community and a maximum reliance on local capacities and expertise.
- Recovery management is most effective when human service agencies play a major role in all levels of key decision making which may influence the well being and recovery of the affected community.
- Recovery planning and management arrangements are most effective when they are supported by training programs and exercises, which ensure the recovery agencies and personnel are properly prepared for their role.
- Recovery from disaster is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and disasters and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.

9.2. Concepts

- Community involvement;
- Management at the local level;
- Affected area/community approach;
- Differing effects/needs for different communities/individuals'
- Empowering individuals and communities;
- Minimum intervention;
- Recognition of resourcefulness;
- Planned/timely withdrawal;
- Accountability, flexibility, adaptability and responsiveness;
- Integration of services; and
- Co-ordination

10. Annex B – Recovery Action Plan Format

Title: (Name of community) Recovery Committee

Recovery Plan

Section 1 Introduction

- Background on the nature of the emergency or incident
- Aim or purpose of the plan
- Authority for plan

Section 2 Assessment of Recovery Requirements

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

Section 3 Organisational Aspects

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

Section 4 Operational Aspects

- Details resources available and required
- Redevelopment Plans (includes mitigation proposals)
- Reconstruction restoration programme and priorities, (including estimated timeframes)
- Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies
- Includes the local government program for community services restoration
- Financial arrangements (assistance programs (NDRA), insurance, public appeals and donations (see also Section 4 below)
- Public information dissemination

Section 5 Administrative Arrangements

- Administration of recovery funding and other general financial issues
- Public appeals policy and administration (including policies and strategies for distribution of funds)
- Office and living accommodation, furniture and equipment details for additional temporary personnel

Section 6 Conclusion

- Summarises goals, priorities and timetable of plan

Signed by **Chairman, State/Local Recovery Committee**
 State/Local Recovery Coordinator

Date: