



BOROONDARA
City of Harmony

Municipal Emergency Relief & Recovery Plan

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Sub plan of the Municipal Emergency
Management Plan



BOROONDARA
City of Harmony

Municipal Emergency Relief & Recovery Plan



Responsible Directorate: Community Development
Authorised By: Manager Health, Ageing and Disability Services (MRM)
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BOROONDARA
City of Harmony

Management Arrangements

For the implementation of the
Boroondara Emergency Relief and
Recovery Plan

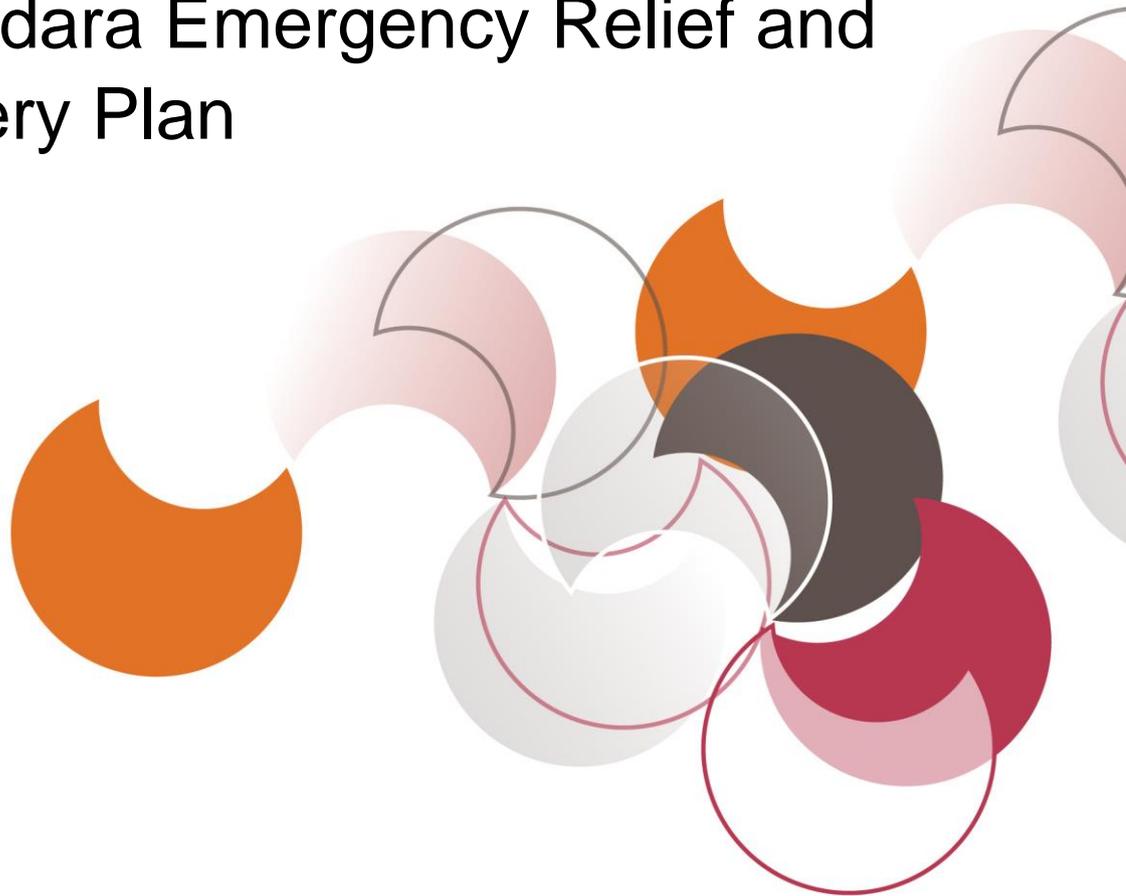




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Document control

Amendment history

Amendment			Effected	
No	Date	Content Affected	Title	Date
1	21/06/2010	Reissue in total	Manager Health, Ageing and Disability Services	21/06/2010
2.1	13/03/2014	Updated Document throughout	Manager Health, Ageing and Disability Services	13/03/2014
For further changes see Appendix G				

Amendment authorisations

Authorisation		
Name	Position	Date
	Manager Health, Ageing & Disability Services, (MRM)	23/06/2011
	Acting Manager Health, Ageing & Disability Services, & (MRM)	13/03/2014
For further changes see Appendix G		



1. Management arrangements

1. Introduction

The Boroondara Municipal Emergency Management Planning Committee has endorsed this relief and recovery plan to specify agreed relief and recovery activities before, during and after emergencies.

The Emergency Management Manual Victoria (EMMV) part 4 defines relief functions for and responsibilities for local and state government. The responsibility for recovery rests with Emergency Management Victoria (EMV) at the state level, the department of Health and Human Services (DHHS) at a regional level, and is coordinated by local Government at the Municipal level.

1.1 Definition of emergency

The City of Boroondara provides for the establishment of arrangements within the municipality for the relief and recovery from any emergency event that may occur. The *Emergency Management Act 2013* provides a definition of “emergency” as:

“ . . . an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or endangers or threatens to endanger the environment or an element of the environment in Victoria, including, without limiting the generality of the foregoing –

- a. An earthquake, flood, windstorm or other natural event; and*
- b. A fire; and*
- c. An explosion; and*
- d. A road accident or any other accident; and*
- e. A plague or an epidemic, or contamination; and*
- f. A warlike act, or act of terrorism, whether directed at Victoria or a part of Victoria or any other State or Territory of the Commonwealth; and*
- g. A hi-jack, siege or riot; and*
- h. A disruption to an essential service.”*

1.2 Definitions of emergency relief and recovery

The Emergency Management Manual Victoria (EMMV) provides the following definitions;

“Emergency relief is the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency”

Emergency recovery is the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning”.

1.3 Plan development and expansion

This emergency relief and recovery plan has been developed as an expansion of the City of Boroondara Municipal Emergency Management Plan (MEMP) and reflects the community profile and emergency risk register established which are detailed in the MEMP and not reproduced in this document.



This relief and recovery plan is documented into three sections. The management arrangements specifically address the relief and recovery management issues that are likely to arise during an emergency. The operational arrangements are for the implementation of the relief and recovery plan for use by personnel in an emergency to assist them to undertake specific duties and activities. The third part is the contact list. These management arrangements must be read in conjunction with State (Emergency Management Manual Victoria, (EMMV)), the Relief and Recovery Plan for Eastern Region (DHHS) and Regional (Eastern Metropolitan Region) Emergency Relief and Recovery Plans and procedures, and other sub plans specifically developed as part of the MEMP.

2. Aim

To facilitate the provision of relief to and recovery of affected individuals, communities and infrastructure as quickly and practicably as possible.

3. Objectives

- The activation of mechanisms which ensure community participation in the recovery process;
- The identification of responsibilities and tasks of key agencies;
- The identification of appropriate relief and recovery measures;
- The setting out of appropriate resourcing arrangements; and
- The outlining of relief and recovery management structures and management processes.

4. Overview

Purpose of emergency relief and recovery

4.1 Relief:

The provision of assistance to meet essential needs to people affected by an emergency is the first stage of emergency recovery, (whether at the site of the emergency or elsewhere). In this respect emergency relief functions are well integrated into early recovery activities.

4.2 Relief management principles

The principles for the coordination and delivery of relief in Victoria are:

- emergency-affected communities receive essential support to meet their **basic** and **immediate** needs
- relief assistance is delivered in a **timely** manner, in response to emergencies
- relief promotes **community safety**, and minimises further physical and psychological harm
- relief and response agencies **communicate** clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels
- relief services recognise **community diversity**
- relief is **adaptive**, based on continuing assessment of needs
- relief supports community responsibility and **resilience**
- relief is **well coordinated**, with clearly defined roles and responsibilities
- relief services are **integrated** into emergency management arrangements



4.3 Relief Coordination

4.3.1 Municipal responsibilities

Part 4 of the EMMV allocates the responsibility for coordination of relief at the local level to municipal councils. Relief coordination responsibilities include:

- coordinating strategic information sharing to help arrange, manage and deliver relief activities
- monitoring issues, risks, progress and capacity (by working with responsible agencies), and managing issues, as required
- reporting progress to the Regional and State Recovery Coordinator, as required.

4.3.2 Activation of relief services

The Municipal Recovery Manager (MRM) in consultation with the Municipal Emergency Resource Officer (MERO) and the Municipal Emergency Response Coordinator (MERC) is responsible for the Relief Plan and the associated relief services during an emergency event.

4.3.3 ERC teams – Council staff and regional arrangements

Council has established Emergency Support Teams consisting of Council staff to undertake roles required to manage and operate both a Municipal Emergency Coordination Centre (MECC) and an Emergency Relief Centre during an emergency event.

Skills maintenance, regular training and exercising is provided to ensure all team members are available and prepared to be activated into the appointed role(s) should an emergency event require their activation; in a MECC and/or ERC.

Should an emergency event exhaust locally available resources to provide relief services to the affected community, Boroondara will initially activate regional arrangements (part of the Eastern Metropolitan Councils Emergency Management Partnership arrangements) to fulfil resource requirements.

Council is also a signatory to the MAV resource sharing protocol. This protocol will be activated should local and immediate regional resource availability become exhausted, and to ensure continued provision of relief services to the affected community.

4.4 Support for individuals and communities

4.4.1 Emergency Relief Centre (ERC)

A relief centre is a building or place established locally by the municipality to provide immediate and basic services to people affected by an emergency. The ERC provides basic services only including; shelter, food and water, assistance to reconnect with family and friends, personal support (psychological first aid) and possibly material aid.

Council has local arrangements in place to effectively coordinate and manage ERC facilities during an emergency. These arrangements and the associated standard operating procedures are detailed in the relevant Emergency Relief Centre Sub-Plan.

Details relating to the responsibilities and coordination of financial assistance, reconnecting families and friends, legal assistance, agricultural assistance,



health and medical assistance and animal welfare are detailed in the EMMV Part 4, Appendix 1.

The following provides general information and processes relating to municipal areas of responsibility for relief services. The Emergency Relief Centre Sub-Plans should be consulted for more specific details on the procedures and arrangements that have been adopted in Boroondara and across the Eastern Region.

4.4.1.1 Emergency accommodation (shelter)

Individuals are primarily encouraged to make their own accommodation arrangements through contact with friends, family or established local community networks which may be able to assist with the provision of emergency shelter. Alternatively, where this is not available, affected residents may be provided emergency shelter at an ERC, if established.

In smaller scale incidents where an emergency relief centre is not activated, and the incident affects a single household only, emergency accommodation can be arranged for local residents by lodging a request with Red Cross (single incidents only, now known as “Non-Major Emergencies”). The Department of Health and Human Services (DHHS) may also be advised and/or activated depending on the scale of accommodation requirements.

4.4.1.2 Food and water

People and communities must have access to food and water to support their immediate and basic needs during an emergency. Food and water provisions are made available to affected residents at an ERC, when activated. The Emergency Relief Centre Sub-Plan outlines the locally adopted procedure for the provision of food and water at a relief centre.

In circumstances where an ERC has not been activated and/or affected residents are sheltering in place or are isolated, food and water provisions should be made available via the distribution of relief packs by the Australian Red Cross.

4.4.1.3 Material aid (non-food items)

Community members affected by an emergency may require essential non-food items, such as clothing, bedding materials and other personal necessities to ensure their personal comfort, dignity, health and wellbeing.

Donations of all material aid goods will be coordinated by the Salvation Army (via the nominated Council officer). The Emergency Relief Centre Sub-Plan outlines the procedure for the management of material aid at a relief centre.

Local appeals (where deemed appropriate), may be set up under the direction of the MRM in consultation with the Salvation Army.

4.4.1.4 Spontaneous volunteers

During and following an emergency, there will often be a surge of well-meaning people offering assistance and services. The EMMV Part 4 states that volunteers should develop associations with community organisations prior to deployment during an emergency event.

Arrangements for managing spontaneous volunteers in Boroondara are dealt with via Councils “Spontaneous Volunteer Management Plan”.



4.4.2 Essential services

4.4.2.1 Drinking water for households / maintaining food supplies

The provision of drinking water and food supplies for affected households during an emergency should initially be addressed utilising local arrangements that are available.

This may include the engagement of locally available services, such as:

- utilisation of pre-existing HACCC service providers
- utilisation of goods from local supermarkets
- delivery of water via door knocking by Council staff
- set up of food distribution points at a location near or in the affected area

Once local resources have been exhausted regional and state arrangements will be activated as detailed in the EMMV Part 4, Appendix 1.

4.5 Communicating in relief

The control agency is responsible for leading the provision of information to affected communities during an emergency.

Public information and advice issued by response, relief and recovery agencies must be consistent with each other. Municipalities, as the coordinating 'agency' for the provision of localised relief services, must align with this requirement for consistency when issuing all public information and advice relating to an emergency event.

The information needs of the community must be considered at all times. Communication on the details of the activation of relief services should always be a priority and delivered in accordance with established Communication plans.

Recovery:

The purpose of providing emergency recovery services is to assist the emergency affected community towards management of its own recovery. It is recognised that where a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted by the emergency.

4.6 Recovery management principles

The nationally recognised disaster recovery principles that are fundamental for successful recovery are:

- understanding the **context**
- focusing on the **consequence** of the emergency
- recognising **complexity**
- being **community focussed**
- using **community**-led approaches
- ensuring **coordination** of all activities
- employing effective **communication**
- acknowledging and building **capacity**



- 4.6.1 Recovery from an emergency is a supporting and enabling process that allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- 4.6.2 Effective recovery from emergency requires the establishment of planning and management arrangements that are accepted and understood by recovery, control and support agencies, and the community.
- 4.6.3 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.
- 4.6.4 The management of emergency recovery is best approached from a community development perspective and is most effective when conducted at the local level with the participation of the affected community and a maximum reliance on local capacities and expertise.
- 4.6.5 Recovery management is most effective when human service agencies play a major role in all levels of key decision making which may influence the wellbeing and recovery capacity of the affected community.
- 4.6.6 Recovery from emergency is best achieved when the recovery process commences from the moment of emergency impact.
- 4.6.7 Recovery planning and management arrangements are most effective when training programs and exercises support them. This will ensure that recovery agencies and personnel are properly prepared for their roles.
- 4.6.8 Recovery from emergency is most effective when recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies, and where assistance measures are provided in a timely, fair, equitable manner and are sufficiently flexible to respond to the diversity of community needs.

4.7 Recovery management concepts

Underpinning the recovery management principles are a number of concepts that provide the basis for effective recovery management. They are:

- Community involvement in all aspects of the recovery process;
- Management at the local level;
- Affected area/community approach to allow affected people active participation in their own recovery;
- Differing effects/needs for different communities/individuals to ensure services are provided in a timely, fair and equitable manner;
- Empowering individuals and communities;
- Minimum intervention;
- Recognition of resourcefulness and maximising the use of local resources, groups and individuals;
- Planned/timely withdrawal;
- Accountability, flexibility, adaptability and responsiveness to meet the changing needs of the community over time;
- Integration of services to maximise the use of existing administrative and management structures (e.g. the local formal and informal networks of care and support arrangements); and
- Co-ordination to ensure state and regional strategies complement local recovery initiatives rather than replacing them.



4.8 Recovery environment functional areas

There are four key functional areas that require co-ordination of arrangements to be implemented as part of the recovery process on the various needs of the community. These recovery environments are:

4.8.1 Social, Health and Community environment

This refers to the impact that an emergency may have on the health and wellbeing of individuals, families and the community, which includes the provision of:

- Safety
- Security and shelter
- Health
- Psychosocial wellbeing

4.8.2 Built environment

This area refers to the impact that an emergency may have on essential physical infrastructure. Infrastructure assists individuals and the community with their daily lives, forms an important part of community identity, can impact on the local economy, and may include:

- Essential services
- Commercial and industrial facilities
- Public buildings and assets
- Housing

4.8.3 Economic environment

This area refers to the economic impact that an emergency may have on individuals and communities in an affected area. The economic impact of an emergency is often hidden, and may need a detailed assessment to determine immediate and long-term effects and may include:

- Business
- Primary producers, and
- The broader economy

4.8.4 Natural environment

This area refers to the natural environmental impacts that an emergency may have on a geographic area, it may include:

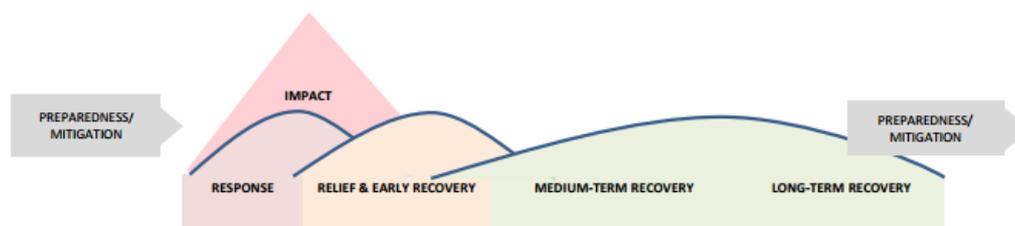
- Air and water quality
- Land degradation and contamination
- Plant and wildlife damage
- National parks
- Cultural and heritage sites

Refer to section 7 *Management Structure* of this sub plan for further detail on these arrangements and the relevant roles and responsibilities.

4.9 Transition process from response (relief) to recovery phase

The Boroondara Municipal Emergency Management Plan (MEMP), part 3, Management Arrangements identifies the termination of response and the hand over to recovery information.

The following diagram illustrates the overlapping between the two phases of response to and the recovery from an emergency and the necessity to co-ordinate between them.



Emergency relief and recovery activities over time
(EMMV part 4, Sect 2.1 Fig 1)

The response phase of an emergency is not deemed concluded until a number of key elements are identified.

4.9.1 Response handover

Response agencies consult with the Municipal Recovery Manager and agreement reached on the timing and process of the response “stand down”. This handover is to include identifying facilities and goods that were used during response that may also be required during recovery. A draft “Transition to recovery” document template is attached to the MEMP.

4.9.2 Financial handover

Refer to Part 3 Management Arrangements of the Boroondara MEMP for further information on the financial considerations and the Emergency Management Manual Victoria (EMMV) Part 8 for financial and funding programs. There are a variety of schemes available to councils subject to government approval and generally occur following large scale emergencies.

4.9.3 Response data

Response data relevant to the Boroondara community is collected/collated (by response agencies) and forwarded to the Municipal Emergency Co-ordination Centre (MECC) and provided to the Municipal Emergency Resource Officer (MERO). If the MECC is not, or has not been opened, the MERO is still to receive the information.

4.9.4 Validate information

On receipt of data, Council (e.g. the relevant team leader of that business unit) will need to validate the information obtained from their own internal records e.g. property, rates, electoral rolls, and other relevant corporate databases, in addition to any lists relating to displaced and vulnerable groups, etc.

4.9.5 MECC function

MECC functionality is to remain in place for 24-48 hours following the transition from response phase, to ensure there is access by the MRM to enable



appropriate resourcing of the recovery effort. Depending upon the specific event the MECC may be required for a much longer period.

4.9.6 Rapid Impact Assessment (Premises) form

Refer to the Rapid Impact Assessment Premises form (Appendix A). This documentation, developed by a range of agencies including DHHS assists to reduce the duplication of information gathering from affected persons and/or infrastructure of the emergency. Specific team members have been trained to conduct the Rapid Impact Assessment.

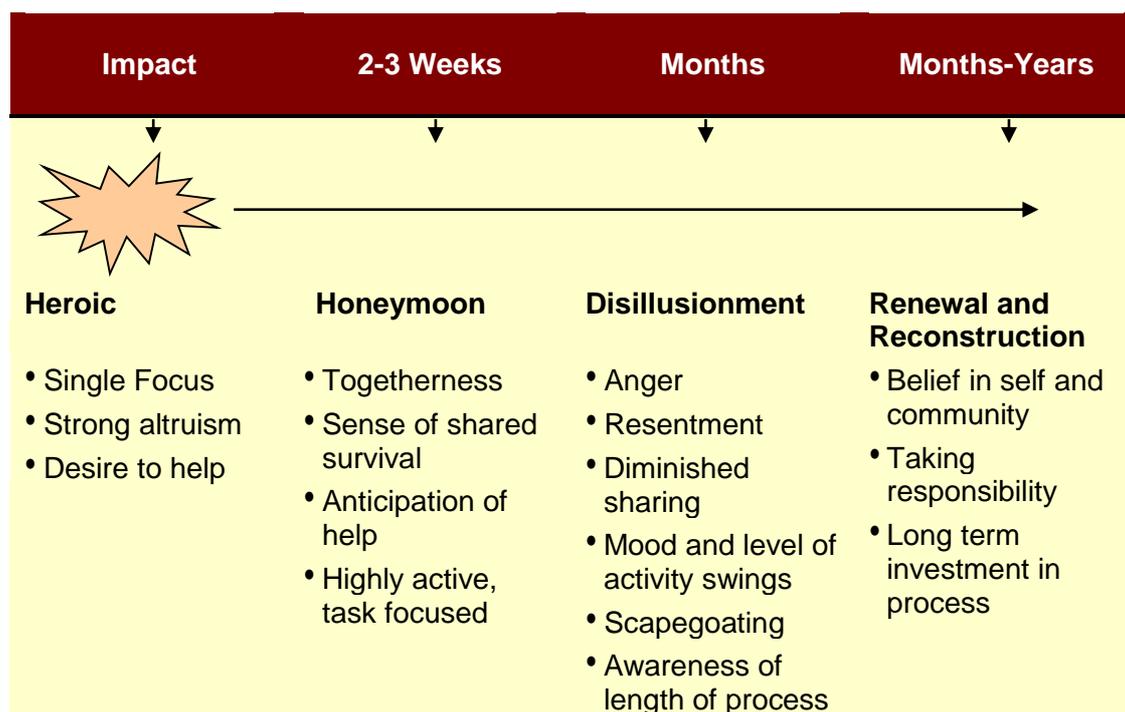
4.9.7 Emergency relief centre standard operating guidelines

The *ERC Standard Operating Guidelines* has been developed by all councils in the EMR to ensure all emergencies can be adequately resourced to ensure the community's safety and welfare. COB's emergency recovery structure can align with this document (complete with roles, structure, responsibilities, duty statements etc.) when the event transitions from response to recovery phase when an ERC has been activated. Refer to Operational Arrangements for further detail (Section 9 relief and Recovery SOGs Relief Centres Management).

4.10 Community reactions to emergencies

All persons working in recovery need to be aware of the potential impacts and likely reactions, which may be experienced by individuals affected by emergencies. In particular, they need to be aware of the ways in which individuals may react to emergencies to ensure that services are delivered in the most supportive and effective means possible.

Refer to the MEMP for a comprehensive overview of the community profile detailing the population including the vulnerable elements within the municipality. The following diagram provides a summary of phases of human behaviour, which are likely to be witnessed following an emergency.



It is recognised that men and women may respond differently to emergency events. For some, participating in activities and sharing experience in gender groups is beneficial in the recovery process. These activities could include a Men's Shed, tool libraries, sporting groups, women's networks, pampering sessions and gardening, weekends away etc.

Research has shown that domestic violence increases following a traumatic emergency event. DHHS have developed a strategy document "Addressing family violence in communities recovering from emergencies" August 2016, and the MAV has produced a brochure dealing with this issue.

Recovery planning and implementation will consider and incorporate the needs of both men and women.

Boroondara has a number of staff in its recovery teams that have appropriate training in relation to domestic violence.

5. Roles and responsibilities of the Municipal Recovery Manager

The Municipal Recovery Manager (MRM) and Deputies manage the recovery process on behalf of the municipality. It is essential that this person be given the appropriate level of financial authority and management autonomy as necessary to effectively carry out this role to co-ordinate both municipal and community resources. This process may involve many aspects of council's activities over a considerable period of time and as such a senior officer should be empowered for this responsibility. The MRM is therefore authorised to make changes to the Recovery Plan contact details as required.

5.1 Municipal Recovery Manager's role

- coordinate municipal and community resources for recovery;
- assist with collating and evaluate information gathered in the post impact assessment;
- establish priorities for the restoration of community services and needs;
- liaise with the MEM and MERO on the best use of municipal resources;
- establish an information and coordination centre at the municipal offices or a location more appropriate to the affected area;
- liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and community recovery committees;
- liaise with the regional recovery committee and Department of Health and Human Services;
- undertake other specific recovery activities as determined.
- The *MRM Recovery Activation Guide* is attached in Appendix B. This documentation is a checklist and prompt to assist the MRM maintain an overview of the management of the emergency.

5.2 Recovery management skills

Emergency recovery management requires a high level of skill in:

- Planning;
- Problem solving;
- Time management;
- Public, group and individual communication;
- Decision making;
- Monitoring;
- Evaluation;
- Negotiation/bargaining;
- Consultation;
- Personnel management; and
- Information management.

5.3 Recovery management knowledge base

The MRM will have to understand and fully appreciate the importance of:

- The emergency management arrangements in his/her area;
- Involving the affected community in all aspects of the recovery process;
- Getting reliable information out to affected persons, politicians and government departments as a matter of priority and maintaining an information flow once established;

- Meeting the physical as well as the personal support needs of affected individuals and communities;
- Debriefing and supporting recovery workers;
- Knowing the limits of their decision making powers and any other constraints under which they may be operating;
- Knowing who the decision makers are within other organisations; and
- Having recovery plans and systems in place prior to an emergency.

5.4 Personal qualities

The personal qualities of a Municipal Recovery Manager are critical to their capacity to facilitate an effective recovery process. Paramount among the desirable qualities is:

- A firm but participatory management style;
- An ability to work in a confused and rapidly-changing environment and still deal with complex problems;
- A high degree of energy and resilience to stress;
- The capacity to engender confidence among staff and the emergency affected community;
- A quick and agile mind which can determine the most effective use of frequently limited resources;
- A strong belief in the rights and integrity of individuals;
- A sensitive and honest approach to people and work demands;
- Political insight and intuitiveness; and
- An entrepreneurial approach to work demands and problem solving, i.e. the person should be self-activating, flexible and result-oriented.

5.5 Near miss register (Internal Assessment/Audit Record)

A *Near Miss Register (Internal Assessment/Audit Record)* has been developed to detail events throughout the municipality which could have eventuated in the implementation of the recovery phase. This register will be utilised in maintaining skills and knowledge of the trained staff in planning exercises (see Appendix C).

6. Key recovery management tasks

The key objective for recovery operations is to provide necessary recovery measures and programs for affected individuals, families and communities at the appropriate times, so that recovery takes place as quickly and effectively as possible.

An early response is essential to successful recovery management. Close liaison with the relevant control agencies and the affected local government is essential and necessary. Effective and regular liaison between the ranges of emergency management agencies at the planning stage will increase the likelihood of early notification at the time of an emergency. The aim should be for the Municipal Recovery Manager to be included in initial briefings.

In some instances self-activation may be appropriate. However, advice of such action needs to be conveyed to the appropriate emergency management agencies.

There are a number of key management tasks, which may need to be undertaken in meeting this objective. These include:

- Impact assessment;
- Resource management;
- Information management; and
- Withdrawal of services.



Where possible these activities should be undertaken in accordance with local arrangements and plans.

Other issues to be addressed from a recovery management perspective include the allocation of tasks, setting of priorities and ongoing monitoring of the recovery process. These actions may be undertaken in the context of a rapidly changing event, which requires that management strategies be flexible and adaptable while still meeting the usual accountability requirements.

6.1 Impact assessment

6.1.1 Initial impact assessment (IIA).

IIA is a preliminary assessment (visual inspection and quantifiable early data) undertaken by the control agency utilising the support of other appropriate agencies as required.

IIA often comprises visual inspections, and/or the compilation of early available quantifiable data (such as number of dwellings destroyed or damaged), which impacts on people remaining in affected area.

IIA provides early information to assist in the prioritisation of meeting the immediate needs of individuals and the community. It also indicates if further assessment and assistance is required.

6.1.2 Secondary impact assessment (SIA).

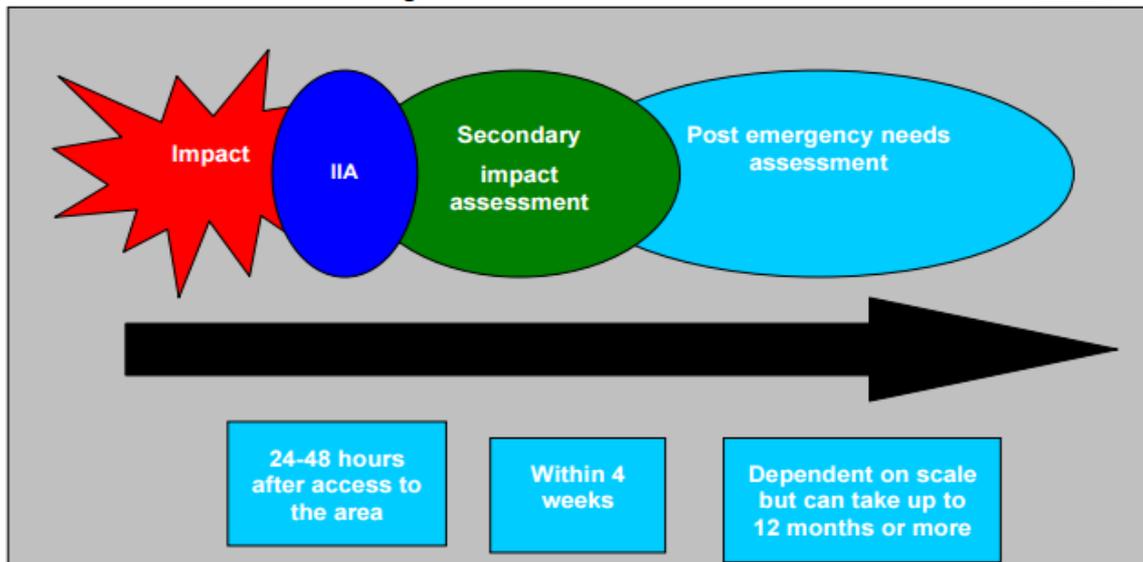
SIA is a subsequent progressive and more holistic assessment of the impact of the event on the community; and takes into account built and natural environments, social and economic impacts, and resulting community needs. Impact assessment for relief and recovery requires an additional layer of analysis beyond the IIA, which includes a comparison with baseline information.

An adaptive and evidence-based relief and recovery program requires timely, accurate and progressively more comprehensive information about the impact of an emergency on communities.

Coordination of SIA is the responsibility of the nominated recovery manager/coordinator. All departments and agencies involved in the collection of SIA should liaise with the nominated recovery manager/coordinator to ensure information is coordinated and shared.

6.1.3 Post emergency needs assessment (PENA).

PENA estimates: the longer term psychosocial impacts of a community, displacement of people, cost of destroyed assets, the changes in the 'flows' of an affected economy caused by the destruction of assets and interruption of business. Such assessments inform the medium to longer-term recovery process, and build the knowledge base of the total cost of emergencies that informs risk assessment and management.



The above diagram demonstrates the process

6.2 Resource management

Local recovery plans should provide details of agency responsibilities in regard to the provision of resources for recovery management purposes. However, there are also a number of areas, which may require specific attention from the Municipal Recovery Manager's point of view. These include staffing and the use of volunteers.

6.2.1 Staffing

As a consequence of an emergency, additional staff may be required to enable agencies to meet their responsibilities. In determining additional staffing requirements the demands of recovery operations, as well as the ongoing operational needs of the organisation, should be considered. Staffing needs should be assessed at the earliest possible time so that adequate resources can be obtained and made available.

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

6.2.2 Paid staff

Decisions will need to be made as to whether additional staff should be used in recovery operations, leaving normal staff to carry out their existing duties, or whether the additional staff should be used in normal agency duties to free up existing staff to carry out recovery operations.

Recovery operations can be periods of high stress for workers, particularly in their early stages. It is therefore essential that managers be aware of the strains that may be placed upon them and their staff and that suitable arrangements are



made. Managers should consider the capacity of their staff to work under pressure in a rapidly changing environment, prior to appointing them to a recovery role. Arrangements should also be made for adequate rostering and rest periods.

6.2.3 Fatigued staff – employee assistance program (EAP)

With the potential high stress environment that staff may be placed in, with possible fatigue occurring, it is important that debriefings to staff do occur to ensure they are kept informed and involved in the recovery process.

In addition to these debriefings, staff are able to access Council's Employee Assistance Program (EAP). This program offers support to staff by providing confidential counselling and guidance to those experiencing a personal or work related difficulty. The support is available in a number of areas, e.g.

- Stress
- Trauma related issues
- Coping with change
- Critical incidents
- Harassment or abuse.

Council is committed to providing a safe, healthy and harmonious workplace as far as is reasonably practicable. Both the physical and emotional wellbeing of its staff are paramount, even in the event of an emergency where council services may be inundated.

6.2.4 Volunteers

Volunteers are likely to play a significant part in any recovery operation, particularly after large-scale, highly publicised emergencies. There are likely to be two types of volunteer – those who are affiliated with a specific organisation such as service clubs, community agencies and other non-government organisations, and those members of the public who offer their services after the event has occurred.

Those volunteers who are affiliated with an organisation will be directed by that organisation and are likely to have specific skills to undertake previously assigned roles. Examples of this are the many volunteers with agencies such as the Red Cross and Salvation Army, involved in such activities as catering (food and water) and registration, who are trained for their allotted task.

Those volunteers from the general public who offer assistance on an ad hoc basis (Spontaneous Emergency Volunteers) immediately after an emergency has occurred can also be of great benefit to the recovery process, but require more careful management.

Issues to be considered include individual skills, community and individual needs, supervision, identification and provision of support in the form of accommodation, transport, catering, debriefing and insurance. The most effective method of managing volunteers is often through the appointment of a volunteer coordinator.

If well managed, volunteers can be a great asset to the recovery process, undertaking activities from personal support and catering through to the clearing of properties and rebuilding activities. However, their efforts need to be well coordinated to ensure that their time is used as productively as possible for the greatest benefit of the affected community. It is imperative therefore that the appropriate authorisations are obtained for volunteers to provide their services



and support e.g. Working with Children Checks/Police Criminal Record Checks etc.

Council has developed a specific “Spontaneous Volunteers Management Plan” to deal with this issue. The R&R Operational Arrangements has a specific volunteer standard operating guideline and has appointed the Boroondara Volunteer Resource Centre (BVRC) to lead this function.

6.2.5 Briefing/debriefing

Regular briefing and debriefing of both paid staff and volunteer workers is another important factor. This process should provide for both structured and informal briefings, depending upon the circumstances and the environment in which workers are operating.

6.3 Information management

One of the key elements of emergency recovery is effective information management. The media profile given to most emergencies, particularly those on a large scale, means that public and political interest in the recovery process will generally be high. Added to this is the need for adequate information to be provided to affected communities and individuals regarding the effects of the event and the availability of recovery services.

6.3.1 Regular updates

- One of the underlying principles of recovery management is the empowerment of individuals and communities to participate in the management of their own recovery. It is critical that regular and accurate information be provided regarding such things as the cause and effects of the emergency, the type and availability of recovery services, and any other relevant information.
- Information should be made available in as many languages as necessary to meet the needs of people affected by the event from non-English speaking backgrounds. This will enhance the capacity of the community to participate in the management of their own recovery.
- There is a range of mechanisms for providing information to the public, including local newsletters, press releases, use of the various electronic media and public meetings or forums and social media.
- Given the media, political and public profile of emergencies there will also be a need for the provision of up-to-date, accurate information regarding recovery services and advice on the state of the affected community to a range of sources. This need will be particularly relevant in the early stages of the recovery process, the time at which recovery managers will be under most pressure.
- It is important that effective information management systems be established as soon as possible following an emergency. Ideally systems and protocols for the dissemination of information should have been developed as part of the recovery planning process and should only require minor adjustments to facilitate the flow of information after an emergency has occurred. A *Frequently Asked Questions (FAQs) Support Guide* has been developed for staff/volunteers to assist them in their dealings with members of the community (refer to Appendix D). For further information refer to the Communication Procedures in Operational Arrangements.

6.3.2 Media

During emergencies the press, radio and television have a legitimate interest in obtaining prompt and accurate information.



The media is also a vital link between recovery agencies and the public and provides an effective means of disseminating information.

The media should always be co-operated with as best you can during an emergency, by transmitting facts clearly and promptly and offering them facilities to do their job. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

Due to the fact that the recovery process will generally involve a range of different organisations there is a need for co-ordination of information to the media to avoid confusion or conflict. The most effective means of dealing with this issue is through the nomination of a media liaison officer to represent the overall recovery process.

6.3.3 Visits to the affected area

In addition to the level of media interest in emergencies there is also likely to be a number of visits to the affected area and a high level of interest in the recovery process from politicians and the executive management from a range of agencies.

There are a number of issues, which need to be considered by the Municipal Recovery Manager involved with, or responsible for hosting, such visits:

- Effective briefings should be provided. These should include accurate and up-to-date information about estimated losses, assistance programs and financial assistance packages. This will ensure that any information relayed to the affected community or the media is accurate, reducing the risk of falsely raising expectations regarding such things as assistance measures, and reducing the risk of embarrassment.
- Some pre-visit briefing is also desirable to ensure that the visitor is well informed of the necessary information prior to their arrival.
- Briefing of any visits should also include details about the current state of the community; including the various emotions they may be experiencing as a result of the emergency, as well as identification of any existing sensitivities. It should also be emphasised that the privacy of individuals and communities should be respected.
- Visitors should have a clear understanding of emergency management arrangements and protocols.
- Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an emergency affected community may reinforce the impact of the event.
- In the case of an emergency affecting more than one geographic area, care should be taken to ensure that communities are treated equitably and visits are arranged accordingly.

6.4 Withdrawal

One of the last significant tasks to be undertaken in any recovery management process is that of the withdrawal of services.

While the emphasis of any recovery program should be on community involvement and self-management, the cessation of formalised support services from outside agencies will nevertheless be a critical time in the affected community's recovery.

Experience has shown that a gradual handover of responsibilities to local agencies and support services is most effective. It may also be timely for some sort of



commemorative event to symbolise the end of the recovery program and the renewal of the community.

In the past this has been achieved through such events as tree planting ceremonies, street theatre, church services and a range of other activities, which involve the entire community and give a positive focus to the end of the recovery program.

7. Management structure

7.1 Introduction

Emergency recovery should be managed and planned for in a structured manner. The broad needs created by the impact of an emergency on a community will only be met through a range of services, provided by a range of both government and non-government organisations.

At the local level, the focus of recovery planning and management is on community input. Within their emergency planning responsibilities local arrangements must incorporate recovery planning. From an operational point of view, a range of services, including both infrastructure and human services, must be provided.

These arrangements should provide for the co-ordination of the activities of local agencies.

7.2 Structure and categories of recovery environment functional areas

7.2.1 Recovery environment functional areas

The following table represents the structure and categories of the recovery service teams from the designated recovery environment functional areas:

- Social, health and community environment
- Economic environment
- Built environment
- Natural environment

Recovery Environment	Recovery Service Teams
Social, Health and Community	<ul style="list-style-type: none"> • Accommodation • Ageing and disability support • Animal welfare coordination • Catering • Children's services • Communication • Community development • Counselling/personal support • Donations coordination • Financial Assistance • Material aid • Recovery centre management • Relief centre management • Volunteer coordination
Economic	<ul style="list-style-type: none"> • Economic development • Agriculture
Built	<ul style="list-style-type: none"> • Clean up/equipment provision • Infrastructure (including fencing) • Transport
Natural	<ul style="list-style-type: none"> • Environment • Environmental health



7.2.2 Recovery environment coordinator role

The Boroondara emergency recovery arrangements, comprises of four recovery environment coordinators with nominated deputies to act on their behalf in their absence. The recovery environment co-ordinator's role is to ensure the recovery service teams, within their nominated recovery environment, undertake and perform the functions and responsibilities within their area, on behalf of the Municipal Recovery Manager (MRM). Activation of the recovery services will be via notification from the MRM to the relevant recovery environment coordinator. (Refer to the operating procedures in the "*Operational Arrangements for the Implementation of the Recovery Plan*" of this document for further detail).

7.3 Recovery service teams and recovery activation chart

The Boroondara emergency recovery arrangements also comprises of a series of recovery service teams with nominated team leaders. These recovery service team leaders, and their deputies who act on their behalf in their absence, report to their relevant recovery environment coordinator.

The recovery activation/flow chart is detailed in the "*Operational Arrangements for the Implementation of Recovery Plan*" document, section 7. These actions are a guide/prompt and are by no means exhaustive and, depending on the nature and location of the emergency and the affected community, a range of other actions may also need to be implemented.

7.3.1 Composition of recovery service teams

The recovery service teams (as identified in the table above) should include representatives of key organisations involved in the recovery process. Both infrastructure and human service agencies should be represented.

7.3.2 Recovery service team roles

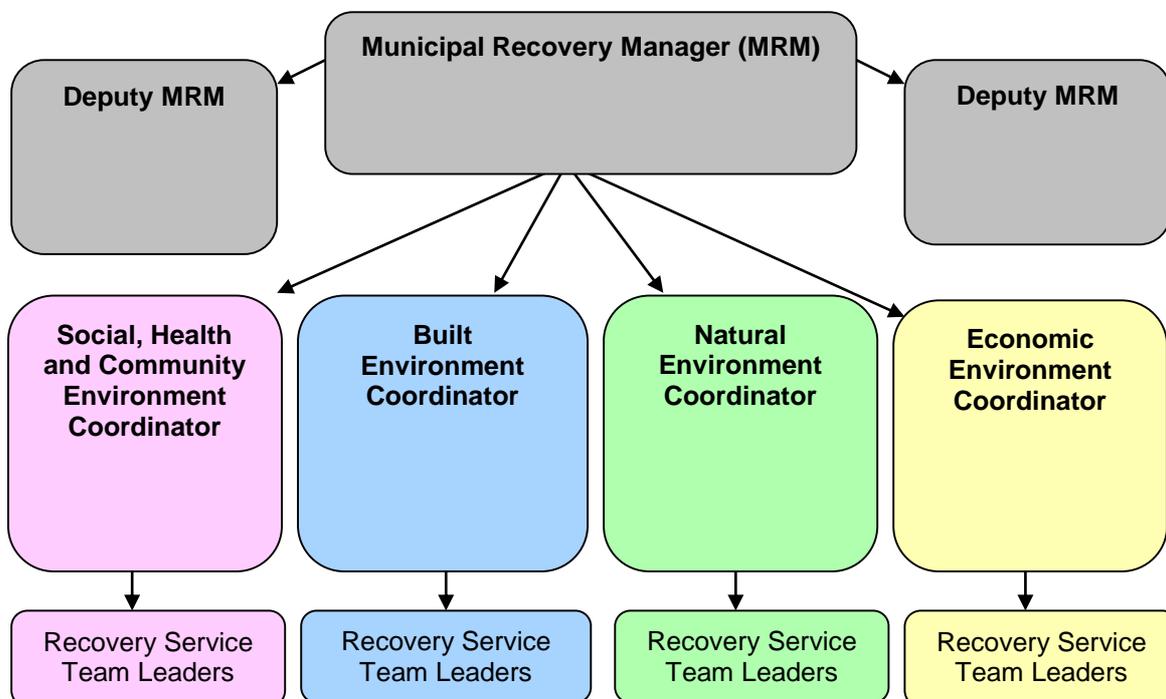
The roles of a recovery service team include:

- Prepare and maintain a recovery service "*Standard Operating Procedures*" plan;
- Meet regularly to maintain liaison between agencies, enhance understanding of agency roles, update contact arrangements and ensure the currency of local arrangements;
- Review recovery service team membership in consultation with Recovery Environment Coordinator and the MRM;
- Conduct regular familiarisation and training programs to fit into overall recovery exercise planning in consultation with MRM;
- Establish arrangements for the conduct of post-emergency needs assessment (PENA) and for collation, evaluation and use of information gathered;
- Manage the provision of recovery services at the local level;
- Identify resources to supplement local government resources, which may be exhausted by an emergency, e.g. building inspectors, environmental health officers, human services staff, etc., to ensure that an adequate recovery program is provided;
- Formalise links with regional/divisional plans and recovery agencies;
- Consider all aspects of a local community's recovery, including both the restoration of physical infrastructure and the provision of human services;
- Activate and coordinate service delivery;
- Identify responsibility for the establishment and maintenance of contact and resource listings.

7.3.3 Purpose of each recovery service team

The chart below identifies the roles and purpose of each recovery service team. It also identifies the hierarchical process of responsibilities for the roles undertaken with the MRM having overall responsibility.

Activation of any of the following services will be via notification from the Municipal Recovery Manager to the Recovery Environment Coordinator of that specific area



Recovery Service	Team Leader	Service Providers	Comments/Additional Information
Accommodation <i>Assist in the provision of emergency/ temporary accommodation after an incident</i>	Council officer to be appointed	<ul style="list-style-type: none"> ▪ Boroondara Council/MRM ▪ Red Cross ▪ Salvation Army 	Refer to Accommodation Register For single incident - (NME) primary residence only: shopping for supplies etc.
Aged and Disability Support <ul style="list-style-type: none"> ▪ Plan for and coordinate the recovery process for aged and disabled people in the municipality ▪ Identification of other vulnerable groups 	Senior Coordinator Ageing and Disability Services	<ul style="list-style-type: none"> ▪ Aged and Disability Care providers ▪ SalvoCare Eastern ▪ Dept. of Human Services (DHS) ▪ Residential care operators 	Liaise with agencies re possible additional support required
Animal Welfare Coordination <ul style="list-style-type: none"> ▪ Assist/destroy injured animals/ wildlife ▪ Coordinate emergency feed supplies ▪ Identify holding areas for pets etc. ▪ Provide cages/leads etc. for animals and relief/recovery centres ▪ Round up escaped animals 	Coordinator Local Laws (Projects & strategy)	<ul style="list-style-type: none"> ▪ Animal Welfare Officers ▪ Environmental Health Officers ▪ Dept. Environment, Land, Water, & Planning (DELWP) ▪ Save-A-Dog Scheme ▪ RSPCA 	Removal/disposal of animals Assist DELWP Removal/disposal of animals
Food and Water <i>Provide food services as required for attendees at Emergency Relief Centres</i>	(Council officer to be appointed) Red Cross	<ul style="list-style-type: none"> ▪ Red Cross ▪ Salvation Army ▪ Other agencies as required 	Catering (food and water)
Children's Services <ul style="list-style-type: none"> ▪ Plan for and coordinate the recovery process for 	Senior Coordinator Family Services Development	<ul style="list-style-type: none"> ▪ Family Services ▪ Family Day Care providers 	

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<p>children and young people up to 18 years</p> <ul style="list-style-type: none"> Provide childcare to relief/recovery centres 		<ul style="list-style-type: none"> Maternal/Child Health nurses Childcare Centres Preschools Outside School Hours Care providers SalvoCare Eastern Headspace 	
<p>Communication Coordinate and provide accurate information to the public and media after an emergency. (NOTE: Employment of a Media Liaison Officer to coordinate information gathering and releases is a significant advantage)</p>	Communications Officer	<ul style="list-style-type: none"> Mayor/CEO Police Local media Media liaison/Community Engagement staff with other organisations Dept. Health & Human Services 	Community Engagement
<p>Community Development</p> <ul style="list-style-type: none"> Coordinate community events and activities that will assist community's recovery from the impacts of an emergency Employment of a Community Development Officer (CDO) may be a key part of this recovery service 	Manager Community Planning and Development	<ul style="list-style-type: none"> SalvoCare Eastern Dept. Health & Human Services Municipal Recovery Manager (MRM) Local Traders Associations Camcare Community group representatives 	Funding for Community Development Officer Planning for and managing CDO
<p>Counselling/Personal Support</p> <ul style="list-style-type: none"> Coordinate the provision of personal support and counselling services during and after an emergency Case management of affected members of the community will be the preferred approach Outreach services will be coordinated from this service area 	Coordinator Maternal & Child Health	<ul style="list-style-type: none"> Camcare Access Health and Community Boroondara Council Red Cross Victorian Council of Churches (VCC) Local churches (e.g. Anglican, Baptist, Catholic, Jewish, Uniting etc.) St Vincent's Mental Health Salvation Army Lifeline Advocacy services as required Headspace Councils Interfaith Network 	Personal support, case management, outreach services, counselling Personal support and referral services Personal support and outreach services Personal support and outreach services All religious denominations in various locations of COB for personal support Personal support Personal support Personal support, case management, outreach services Personal support Personal support
<p>Donations Coordination</p> <ul style="list-style-type: none"> Coordinate the collection and distribution of donated goods, services and money following an emergency It is recommended an external agency be recruited to manage this service area 	Chief Financial Officer	<ul style="list-style-type: none"> Boroondara Finance Dept. Salvation Army BVRC Red Cross 	Role in monitoring activities and on recovery committee Only monetary and if activated at a state level.
<p>Financial Assistance</p> <ul style="list-style-type: none"> Coordinate the distribution of financial aid to individuals and communities after an emergency A range of financial grants and subsidies may be offered by various agencies requiring coordination 	Chief Financial Officer	<ul style="list-style-type: none"> Dept. Health & Human Services (Vic) AG DHS Centrelink Salvation Army Red Cross Financial counsellors Insurance Council of Australia Business Development Victoria 	Grant processing Financial grants Financial grants Financial counselling Financial advice Business financial planning
Material Aid	Council officer to be appointed	<ul style="list-style-type: none"> Salvation Army Rotary Clubs 	

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<i>Coordinate distribution of material aid to affected members of the community following an emergency</i>		<ul style="list-style-type: none"> ▪ St Vincent de Paul ▪ Brotherhood of St Laurence 	
Recovery Centre Management <i>Coordinate the provision of recovery services after an emergency e.g. insurance, personal support, financial assistance etc.</i>	Municipal Recovery Manager	<ul style="list-style-type: none"> ▪ Dept. Health & Human Services ▪ Salvation Army ▪ Camcare 	Recovery support, information and coordination Personal support providers
Relief Centre Management <ul style="list-style-type: none"> ▪ <i>Coordinate and staff relief and recovery centres as established by the MERO and MRM, and liaise with other Service Coordinators</i> ▪ <i>Regular maintenance of the centre register and support resources is part of the coordinator's role</i> 	Senior Recreation Contract Manager	<ul style="list-style-type: none"> ▪ Identified centre managers and deputies ▪ State Emergency Service (SES) ▪ Dept. Health & Human Services (DHHS) ▪ Red Cross ▪ Victoria Police ▪ Camcare ▪ St Johns Ambulance 	Relief centre support; escalation to include other municipalities Relief centre support; information and coordination Registration/catering(food and water)/ psychological first aid Security, queries re registration Personal support providers First Aid
Volunteer Coordination <ul style="list-style-type: none"> ▪ <i>Recruit, support, coordinate the work of volunteers after an emergency</i> ▪ <i>Assist other recovery service areas through provision of volunteers as required</i> 	Team Leader Boroondara Volunteer Resource Centre	<ul style="list-style-type: none"> ▪ Access Health and Community ▪ Rotary Clubs ▪ Red Cross ▪ Boroondara Volunteer Resource Centre 	
Economic Development <ul style="list-style-type: none"> ▪ <i>Coordinate and initiate economic development activities to assist recovery of local businesses following an emergency</i> ▪ <i>Organise employment of Business Development Officer</i> 	Manager Economic Development	<ul style="list-style-type: none"> ▪ Business Development Officers ▪ Environmental Health Officers ▪ Centrelink ▪ Rotary Clubs (local) ▪ Dept. of Economic Development, Jobs, Transport, & Roads (DEDJTR) 	Economic development assistance Business development assistance Financial assistance Business planning support Marketing
Agriculture (Now incorporated into Economic environment in State Arrangements)	Manager Economic Development	<ul style="list-style-type: none"> ▪ See Economic development 	See Economic development
Clean Up/Equipment Provision <i>Plan for and coordinate the clean-up process after an emergency, including the provision of temporary resources as required e.g. toilets, earthmoving equipment, furniture, generators etc.</i>	Coordinator Road and Path Maintenance	<ul style="list-style-type: none"> ▪ Municipal Emergency Resource Officer (MERO) ▪ Environmental Health Officer (EHO) ▪ Arborists ▪ Local contractors (e.g. earthmovers) ▪ Rotary Clubs ▪ Hire businesses 	Coordinate equipment, tip sites, contractors etc. Tree clean up
Infrastructure (including Fencing) <ul style="list-style-type: none"> ▪ <i>Rebuild and restore community infrastructure/utilities after an emergency</i> ▪ <i>Coordinate the reconstruction of boundary fencing following damage incurred by an emergency</i> 	Coordinator Facilities Maintenance	<ul style="list-style-type: none"> ▪ MERO ▪ Citipower ▪ Yarra Valley Water ▪ Telstra ▪ Dept. of Environment, Land, water and Planning (DELWP) /Parks Victoria 	Coordinate restoration of roads, bridges, public infrastructure Restore power and gas supply Restore water supply to properties, repair water supply infrastructure Restore phone connections to properties Fence line clean-up/restoration, community engagement

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
		<ul style="list-style-type: none"> ▪ Catchment Management Authority ▪ Blaze Aid 	Protect catchment areas/assets Fencing restoration
Transport <i>Assist in transport provision after an event so that those affected can access relief centres, recovery services, shopping etc.</i>	Senior Coordinator Ageing and Disability Services	<ul style="list-style-type: none"> ▪ MERO ▪ Community transport buses ▪ Taxis (13cabs) ▪ Volunteer transport service ▪ Charter coaches ▪ Public transport providers (e.g. Metro trains, transit buses, Yarra trams etc.) 	Coordinate transport of people, water fuel and other resources
Environment <i>Assess, advise on and repair damage after an event, including tree safety/assessment, replanting/revegetation, erosion prevention and control</i>	Senior Coordinator Open Space	<ul style="list-style-type: none"> ▪ Dept. of Environment, Land, water and Planning (DELWP) /Parks Victoria ▪ Catchment Management Authority ▪ EPA ▪ Yarra Valley Water ▪ Environmental Health Officers 	Restoration of public lands and national parks Manage local water supply issues
Environmental Health <i>Assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc.</i>	Coordinator Public Health	<ul style="list-style-type: none"> ▪ Dept. of Health & Human Services (regional EHOs) ▪ Boroondara Environmental Health Officers ▪ EPA ▪ Boroondara Building Surveyor ▪ Boroondara Economic Development Dept. 	Public health warnings, advice and information Public health warnings, advice and information e.g. disposal of hazardous materials

8. Relief and Recovery (Planning) Committee

This stand-alone Relief and Recovery Planning Sub Committee is a supplementary committee to the Boroondara Municipal Emergency Management Planning (MEMP) Committee. It will primarily focus on the planning needs of the four recovery environments for recovery services and providers and the activities developing from them.

8.1 Relief & Recovery (Planning) Committee membership

The membership of the committee should consist of the Municipal Recovery Manager and the four recovery environment co-ordinators and their deputies:

- Municipal Recovery Manager and deputies;
- Social, Health and Community environment coordinator;
- Built environment coordinator;
- Natural environment coordinator;
- Economic environment coordinator; and
- Others co-opted as appropriate and necessary.

8.2 Relief and Recovery (Planning) Committee functions

The functions of this committee consist of the following:

- Convene a minimum of twice a year as a planning function;

- Update recovery arrangements e.g. call-out arrangements, contact list currency, resource availability etc.;
- Identify training needs;
- Arrange exercising of “recovery” arrangements;
- Identify opportunities to enhance recovery capability e.g. government funding availability, reviewing Memorandum of Understandings (MOUs), conduct “at risk” population demographic study (i.e. aged care, child care etc.)
- Provide a status report to the Boroondara MEMP Committee advising of any relevant issues (improvements/changes) on recovery planning.

9. Community Recovery Committee

Where the magnitude of the event requires community input into the recovery process one or more Community Recovery Committees may be established within the affected area. This committee functions in an operational capacity post emergency.

9.1 Community Recovery Committee membership

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

- Municipal Recovery Manager and deputies;
- Councillor (local ward representatives);
- Government agencies; (DHHS, DET);
- Community groups; (Lions/Rotary Clubs, Boroondara Community Health Centre etc.);
- Affected persons;
- Non-government agencies; (Red Cross, Salvation Army/SalvoCare Eastern, Camcare, religious leaders, local churches etc.).

9.2 Community Recovery Committee functions

- Represent community needs subsequent to an event.
- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State’s recovery management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils.
- Liaise with Department of Health and Human Services Regional Director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the committee.

10. Financial/funding arrangements

10.1 Financial assistance to council

The Emergency Management Manual Victoria (EMMV) states “councils are expected to use their own labour and equipment in an emergency situation within their municipality”. Where equipment and/or personnel are sourced from contractors, the municipal council is responsible for payment.

However, subject to specific government approval, financial assistance to municipal councils may be provided through a variety of schemes.



For a complete breakdown of financial assistance and funding programs available to municipal councils for mitigation, response and recovery measures refer to the *EMMV Part 8 Appendix 1*.

10.2 Municipal financial arrangements

The Municipal Emergency Resource Officer (MERO) and MRM must establish record keeping systems at the onset of the incident, in consultation with the Manager Finance, to monitor all council expenditure. Separate income and expenditure account codes will assist in reimbursement claims at the conclusion of the event.

11. Roles of Department of Health and Human Services (DHHS) and Emergency Management Victoria (EMV) in recovery

The Emergency Management Manual Victoria (EMMV) part 4 defines relief functions and responsibilities for local and state government. The responsibility for recovery rests with Emergency Management Victoria (EMV) at the state level. The Emergency Management Commissioner has delegated responsibility for regional recovery to the Secretary, Department of Health and Human Services (DHHS) who has appointed regional recovery coordinators.

In the recovery processes of an emergency, the Department of Health and Human Services:

- Acts as principal recovery planning and management agency at the regional level. Emergency Management Victoria (EMV) is responsible for coordination at the state level.
- Assumes a role of facilitation in developing a coordinated response as appropriate to the circumstances (e.g. when the event is of a magnitude that is beyond the resources of the municipality or the incident affects only a few people but the affected population is dispersed).
- Refer to the Department of Health and Human Services Regional Emergency Relief and Recovery Plan – Eastern Metropolitan Region for further detail.

List of abbreviations

Abbreviation	Full Title
AGDHS	Australian Government Department of Human Services
BASPA	Boroondara Aged Services Providers Association
BCP	Business Continuity Plan
BDN	Boroondara Disability Network
BVRC	Boroondara Volunteer Resource Centre
CALD	Culturally and Linguistically Diverse
Camcare	Community support agency
CDO	Community Development Officer
CEO	Chief Executive Officer
COB	City of Boroondara
DET	Department of Education & Training
DHHS	Department of Health and Human Services
DELWP	Department of Environment, Land, Water, and Planning
DEDJTR	Dept. of Economic Development, Jobs, Transport & Roads
EAP	Employee Assistance Program
EHO	Environmental Health Officer
EMG	Executive Management Group
EMMV	Emergency Management Manual Victoria
EMR	Eastern Metropolitan Region
EPA	Environment Protection Authority
ERC	Emergency Relief Centre/s
FAQs	Frequently Asked Questions
HAA&DS	Health, Active Ageing & Disability Services
HACC	Home and Community Care
HR	Human Resources
ICA	Insurance Council of Australia
IIA	Initial Impact Assessment
LGA	Local Government Authority
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
MECC	Municipal Emergency Coordination Centre
MEMG	Municipal Emergency Management Group
MEMP	Municipal Emergency Management Plan
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resources Officer
MOU	Memorandum of Understanding
MRM	Municipal Recovery Manager
PCP	Primary Care Partnership
PENA	Post Emergency Needs Assessment
PTSD	Post-Traumatic Stress Disorder
RDNS	Royal District Nursing Service
SIA	Secondary Impact Assessment
SOPs	Standard Operating Procedures
VCC	Victorian Council of Churches
VICPOL	Victoria Police
VICSES	Victoria State Emergency Service
VOLS	Venue Operations and Logistics Supervisor

Rapid Impact Assessment (Premises)



Appendix A

Completed by: _____ Date: _____ Time: _____

Agency: _____ Contact No: _____

Affected address/contact details (if known)

Address of affected residence: _____

Suburb/town: _____ Postcode: _____

Latitude: _____ Longitude: _____ Map Grid Reference: _____

Dwelling Type **one** House Flat/UnitHouse Caravan
Business/Shop Community/Government Facility Other

Affected person contact details (if known)

Affected Person Surname: _____ First name: _____

Current Contact address for affected person: _____

Suburb/town: _____ Postcode: _____ Mobile: _____

Occupancy Type **one** Owner/Occupier Tenant Unknown/Other

Premises Assessment

Accessible? Yes or No

Destroyed? Yes or No (if no, complete below)

Habitable? Yes or No

Damage to premises

Internal	Major <input type="checkbox"/>	Minor <input type="checkbox"/>	Cannot assess <input type="checkbox"/>
External	Major <input type="checkbox"/>	Minor <input type="checkbox"/>	Cannot assess <input type="checkbox"/>
If flooded, appears above floor level?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

Premises utilities damaged	Electricity <input type="checkbox"/>	Water supply <input type="checkbox"/>	Phone <input type="checkbox"/>
<i>✓ all applicable</i>	Gas <input type="checkbox"/>	Septic/Sewerage <input type="checkbox"/>	Unknown <input type="checkbox"/>

Have livestock been injured? Yes or No

Indicate approximate numbers _____

If yes, DPI to be notified

Validation and Consolidation by Local Government

Premises confirmed against the Rates database Yes No

Validated address details: _____

Verified Premises Coordinates: Council Prop No. _____ Grid Reference _____

Processed By: _____ Date: _____

Collection

Validation

Boroondara Municipal Recovery Manager

Recovery Activation Guide

1. Key recovery management tasks

The Municipal Recovery Manager's (MRM) role is one of coordination, utilising the skills of the Recovery Environment Coordinators and Recovery Service Team Leaders and the members of each team to achieve the goals of recovery. To that end the items below in the Activation Guide may act as prompts to assist the MRM maintain an overview of the management of an emergency.

Additional to the checklist activation guide overleaf are further recovery management tasks for consideration:

- Organise and manage the resources, staff and systems necessary for the immediate and longer-term recovery.
- Advocate on behalf of the affected community with government departments, voluntary agencies, local government, the wider community, businesses and other organisations involved in the recovery process.
- Liaise, consult and, where necessary, co-ordinate or direct voluntary agencies, community groups local churches, local government and government departments in order to achieve the most effective and appropriate recovery.
- Provide information to the government, other agencies, community and media.
- Mediate where conflicts occur during the relief and recovery process.
- Develop a close and positive working relationship with the key individuals and groups in the affected community.
- Be partially distanced from the immediacy of the event and consider the overall recovery process in establishing priorities and anticipating future requirements.

As the recovery phase unfolds the MRM will choose the prompts which best suit the situation.

2. Form completion

- ***The City of Boroondara Emergency Recovery Service Teams will carry out many of the items listed on behalf of the MRM to enable completion of activities. Where this is applicable a "T" appears in the Remarks column. In some circumstances it will be a combined effort of both Teams and the MRM. This is denoted by "T+MRM".***
- It is recommended that copies of the Activation Guide (Checklist) be made and completed for each activation, thereby providing an audit trail of actions useful for debrief purposes.
- The "Actioned" column should contain information relating to date and time to assist this process.

Boroondara Municipal Recovery Manager (MRM)

Recovery Activation Guide

PROMPT	ACTIONED	REMARKS
Meet with municipal emergency management group (MEMG) when the emergency is of a magnitude or type that suggests their involvement may be needed		
Maintain close liaison with Municipal Emergency Resource Officer		<i>Regular, ongoing contact</i>
Notify key Recovery personnel		
Activate the Recovery Operations Centre		<i>T + MRM</i>
Call in key Recovery personnel and their deputies		<i>T + MRM</i>
Shift rosters for staff		<i>T + MRM</i>
Check availability of all Recovery management resources		<i>T</i>
Initiate specific recovery activities as required/requested		
Monitor the overall progress of the recovery process in the affected community		
Obtain briefings from responsible agencies and key council personnel on their activities		
Identify community needs and resource requirements to make recommendations to recovery agencies, Council and managers		<i>T + MRM</i>

PROMPT	ACTIONED	REMARKS
Liaise, consult and negotiate, with recovery agencies, government departments and the Council		<i>T + MRM providing regular updates to all stakeholders</i>
Liaise with Department of Health and Human Services as the recovery co-ordination agency through the designated regional director or delegate		
Continue to liaise with the EMG if the recovery process is protracted		
Ensure that all information and records are maintained and/or collected during the operation		<i>T + MRM</i>
Nominate designated person to release Recovery information to the media		
Set priorities for reconstruction and restoration strategies		<i>T+MRM</i>
Consider staff augmentation through short-term employment of community development officers		
Check government financial assistance may be available to affected persons, communities and councils.		<i>T+MRM</i>



Frequently Asked Questions and Support Guide Boroondara Relief and Recovery Staff

This Support Guide is designed to assist staff involved in the Relief and Recovery phases in their dealings with members of their community. Each Recovery Service Team has developed Operational Procedures that include personnel and contact details. This document is not intended to replace those procedures, but to guide staff in general who may find themselves in contact with members of the community requiring assistance.

Information regarding the Relief and Recovery phase can be inserted as/when required.

F.A.Qs	Information
What's the event?	This information is only to be supplied by the Control Agency (e.g. VICPOL, MF&ESB etc.). Copies of their Media Releases should be inserted here. Include date/time of media release.
Where are <u>we</u> at?	This information to be supplied by the MRM via regular updates that should be inserted here. Include date/time of update and when next Update is due.
Who to contact?	This is a list of relevant contact numbers for appropriate referrals.
External	<ul style="list-style-type: none"> ➤ List includes Control Agency contact details (note: <u>NOT</u> 000) as well as any support agencies e.g. power/gas companies, VICROADS, etc. ➤ A hotline number may have been established.
Internal	List should include only those contact numbers for public use, avoiding mobile phone numbers. The numbers provided should be listed by recovery team focus and not identify individual personnel.
Internal information only	
What does Boroondara offer?	<p>This list is to assist staff approached by members of the community. Reference to the list will enable staff to determine if a service is available to assist that community member in this particular event. It should <u>not</u> be used as a “shopping list” for the public to choose from.</p> <p>This list is to be supplied by the MRM via regular updates.</p>



CHARTER AND TERMS OF REFERENCE Municipal Emergency Management Relief and Recovery Planning Committee City of Boroondara

Introduction

The City of Boroondara Council acknowledges the requirements of the Emergency Management Act 1986 & 2013.

The Municipal Relief and Recovery Planning Committee is a Sub Committee of Councils Municipal Emergency Management Planning Committee (MEMPC) and is the primary planning group drafting and reviewing Relief and Recovery Plans for MEMPC & Councils consideration and approval in relation to the relief from, and the recovery from emergencies impacting on the City of Boroondara or neighbouring municipalities.

Background

Role of Council in Emergency Management

Under the Emergency Management act 1986 & 2013 and the Local Government Act 1989 Councils play a critical role in Victoria's emergency Management System?

Local Government responsibilities include:

- Management of community participation in planning and service delivery before and after emergencies.
- Provision of community education and awareness programs
- Assess community risks and incorporation of risk reduction strategies in local safety programs.
- Service delivery to support persons in particular need.
- Resource/equipment support to Emergency Services
- Management/support of community recovery programs, policies and strategies.

Purpose & Objectives

The purpose of the committee is planning for relief and recovery based on the needs of the 4 recovery environments.

The Relief & Recovery Planning Committee is required to prepare the Relief & Recovery Plan, which documents relief and recovery operational arrangements, and to ensure all the subjects listed in the plan outline are investigated and adequately provided for.

The ongoing role of the committee is to review and amend the operational components of the plan.

Membership

The membership of this sub group comprises of:

- Municipal Recovery Manager – (MRM)
- Deputy Municipal Recovery Manager - (x2)
- Social Health & Community Environment coordinator.

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- Built Environment coordinator
 - Natural Environment coordinator
 - Economic Environment coordinator
 - Others co-opted as appropriate and necessary.

Sub-Committees

Subcommittees may be formed as appropriate and required based on needs at the time.

Period of membership

Membership of individual representatives is based on their identified Emergency Management roles. Individuals may change as the nominated person in the role changes.

Membership is reviewed each time the Terms of Reference or plan is reviewed.

Method of appointment

Nomination of representatives from External agencies to the committee is the responsibility of the individual agency concerned.

Council representatives are appointed by Council.

Delegated Authority & Decision Making Powers

The committee has delegated authority to prepare a draft municipal emergency relief and Recovery Plan (MEMP) for consideration and approval by MEMPC and Council.

The committee must give effect to any direction or guidelines issued by the Minister.

Subject to the regulations, the committee may determine its own procedures.

The Municipal Relief & Recovery Planning Committee Terms of Reference were approved by committee members on 11/03/2014 and endorsed by the MEMPC on 13/03/2014 and are due for review by March 2017

Meeting Procedures

The committee is bound by the provisions of the Local Government Act 1989 and associated regulations.

The meeting is NOT open to the public.

Chairperson

The chairperson is the MRM as nominated by Council, or their delegate as advised. If the chairperson and delegate are unavailable then the meeting shall be chaired by the Deputy MRM.

Meeting Frequency

The Municipal Relief and Recovery Planning Committee will meet twice annually.

Agendas & Minutes

The following standing items are included on the Agenda – other items may be added when required:

1. Welcome
2. Apologies
3. Emergency Contact List Update
4. Minutes of Previous Meeting
5. Training Exercises

- 
6. Reports
 7. General Business
 8. Next Meeting

Agendas are to be distributed at least 7 days prior to the meeting.

Minutes are to be circulated within 14 days of the meeting.

Voting Rights

The committee being of an advisory nature usually reaches decisions by consensus. Where voting is required each committee member present (but not visitors) receives 1 vote. In the event of an equal number of votes the chairperson shall have a casting vote. Recommendations of the committee are NOT binding on Council.

Conduct & Interest Provisions

Members of the committee are acting as Representatives of their particular organisation, and consequently are expected to represent the views and interest of their own organisation, while recognising the needs and risks relevant to the local community.

Members are required to comply with confidential information provisions contained in the Local Government Act 1989.

Where any potential conflict of interest arises the member is required to declare that interest, and will be allowed to remain or be excluded from deliberations at the discretion of the chairperson.

Reporting Procedure

The Relief & Recovery Planning Committee reports to the MEMPC, which in turn reports to Council and Council Executive.

Administrative Support

The convenor, (Currently MRM) is responsible to ensure that adequate administrative support is provided to the Relief & Recovery Planning Committee.

Council currently provides administrative support at the meeting and to the Convenor.

Sunset Clause

The Relief & Recovery Planning Committee is established subject to the requirements of the Emergency Management Act 1986 & 2013 and associated legislation, and is ongoing in accordance with that Act.



(Draft) TERMS OF REFERENCE Community Recovery Committee City of Boroondara

Introduction

The City of Boroondara Council acknowledges the requirements of the Emergency Management Act 1986 & 2013.

These TORs are intended as a (guide only) to assist in establishing one or more Community Recovery Committees should circumstances require.

The Community Recovery Committee (CRC) is the primary advisory group drafting specific plans for the recovery of the community from a specific event (or series of events).

Background

Role of Committee

To develop and monitor a community recovery plan, specific to the particular circumstances, considering the specific requirements of the impacted community.

Membership

The membership of this sub group may comprise of:

(see section 9.1 (p24) of this plan)

Sub-Committees

Subcommittees may be formed as appropriate and required based on needs at the time.

Period of membership

Membership of individual representatives is based on their identified Emergency Management roles. Individuals may change as the nominated person in the role changes.

Membership is limited to the specific event (and may be limited to a specific part only of the recovery process).

Method of appointment

Nomination of representatives from External agencies to the committee is the responsibility of the individual agency concerned.

Council representatives are appointed by Council.

Delegated Authority & Decision Making Powers

The committee has delegated authority to prepare a draft Community Recovery Plan for consideration and approval by MEMPC and/or Council.

The committee must give effect to any direction or guidelines issued by the Minister.

Subject to the regulations, the committee may determine its own procedures.

Meeting Procedures

The committee is bound by the provisions of the Local Government Act 1989 and associated regulations.

The meeting is NOT open to the public.



Chairperson

The chairperson is the MRM as nominated by Council, or their delegate as advised. Once the CRC has been fully established the chair may move to another member of the CRC. If the chairperson and delegate are unavailable then the meeting shall be chaired by the Deputy MRM.

Meeting Frequency

The Municipal Relief and Recovery Planning Committee will meet as determined by the CRC.

Agendas & Minutes

Agendas items shall be determined by the Chairperson, but could include the following items or other items may be added as required:

1. Welcome
2. Apologies
3. Business arising from Minutes of Previous Meeting
4. Matters for consideration and decision
5. Reports
6. General Business
7. Next Meeting

Voting Rights

The committee being of an advisory nature usually reaches decisions by consensus.

Where voting is required each committee member present (but not visitors) receives 1 vote.

In the event of an equal number of votes the chairperson shall have a casting vote.

Recommendations of the committee are NOT binding on Council.

Conduct & Interest Provisions

Members of the committee are acting as Representatives of their particular organisation, and consequently are expected to represent the views and interest of their own organisation, while recognising the needs and risks relevant to the local community.

Members are required to comply with confidential information provisions contained in the Local Government Act 1989.

Where any potential conflict of interest arises the member is required to declare that interest, and will be allowed to remain or be excluded from deliberations at the discretion of the chairperson.

Reporting Procedure

The Community Recovery Committee reports to the MEMPC, (Via the MRM) which in turn reports to Council and Council Executive. This may be amended at the discretion of the MEMPC.

Administrative Support

The convenor, (Currently MRM) is responsible to ensure that adequate administrative support is provided to the Community Recovery Committee.

Sunset Clause

The Relief & Recovery Planning Committee is established subject to the requirements of the Emergency Management Act 1986 & 2013 and associated legislation, and is limited in tenure to the requirements of the specific incident.



Appendix G

Version Number	Updated	Details
2.2	Aug 2015	Update Agency titles (DELWP , DEDJTR)
2.2	Aug 2015	Change from 4 pillars to 5 (agriculture added)
2.3	Feb 2017	Change from 5 pillars to 4 (agriculture re located)
2.3	Feb 2017	Update to definition of relief 1.2
2.3	Feb 2017	Inclusion of Relief specific information 4.1 - 4.5
2.3	Feb 2017	Update of Impact Assessment definitions 6.1
2.3	Feb 2017	Change to definitions of recovery environment 4.8
2.3	Feb 2017	Updated diagram at 4.9 Transition process
2.3	Feb 2017	Addition of family Violence info at 4.10
2.3	Feb 2017	Updated MRM role 5.1
2.3	Feb 2017	Several title & Agency name changes in Recovery service teams table 7.3.3
2.3	Feb 2017	Addition of committee TORs. (Appendix E)
2.3	Feb 2017	Addition of CRC Draft TORs. (Appendix F)
2.3	Feb 2020	Minor typo & word changes
		End of table