

ACT COMMUNITY RECOVERY PLAN

A Functional Plan of the ACT Emergency Plan

**Prepared by
Community Recovery
ACT Department of Disability, Housing and Community Services
August 2007**



Authorisation

The Australian Capital Territory Community Recovery Plan is a functional plan of the Australian Capital Territory Emergency Plan.

It has been endorsed by the ACT Community Recovery Sub-Committee and ratified by the ACT Emergency Management Committee.

Submitted:

.....

Date:

Chairperson

ACT Community Recovery
Committee

Recommended:

.....

Date:

ACT Community Recovery Coordinator

Department of Disability Housing
& Community Services

Approved:

.....

Date:

Chief Executive

Department of Disability Housing
& Community Services

Authorised:

.....

Date:

Chairperson

ACT Emergency Management
Committee

Amendments

1. Proposals for the amendment or addition to the content of the ACT Community Recovery Plan are to be forwarded to the Community Recovery Coordinator at GPO Box 158, Canberra City 2601.
2. Amendments promulgated are to be certified in the table below when entered.

Version Number	Amended Pages	Date	Signature	Date
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CONTENTS

Authorisation	2
Amendments	3

SECTION 1 - FRAMEWORK OF THE PLAN (Chapters 1-8)

1	Preface	7
2	ACT context	8
3	Purpose	8
4	Objectives	8
5	Scope	9
6	Legal and accountability framework	9
	6.1 ACT Emergencies Act 2004	9
	6.2 ACT Emergency Plan	9
	6.3 Emergency Management Committee	10
7	Activation	10
8	Review, testing, evaluating and maintaining this plan	11

SECTION 2 - ROLES AND RESPONSIBILITIES (Chapters 9-10)

9	Roles and responsibilities	13
	9.1 Department of Disability Housing and Community Services	13
	9.2 ACT Community Recovery Coordinator.....	13
	9.3 Deputy Community Recovery Coordinator	13
	9.4 Community Recovery Committee	13
	9.5 Departmental Emergency Liaison Officers	14
	9.6 Recovery Managers, Recovery Liaison Officers and support staff	15
10	Functional responsibilities of participating agencies	15
	10.1 Accommodation	15
	10.2 Appeals and donations	15
	10.3 Catering	15
	10.4 Child care	16
	10.5 Clothing, furniture and personal needs	16
	10.6 Counselling services	16
	10.7 Domestic animals	16
	10.8 Financial assistance	17
	10.9 First aid and medical support	17
	10.10 Insurance	17
	10.11 Linkages with local community	18
	10.12 Personal support	18
	10.13 Pastoral care	18
	10.14 Public health and communicable diseases.....	18
	10.15 Registration	18
	10.16 Translating and interpreting	19
	10.17 Transport	19
	10.18 Volunteers	19
	10.19 Vulnerable population groups	20

SECTION 3 - COORDINATION ARRANGEMENTS (Chapters 11-13)

11	Coordination arrangements	21
	11.1 Command and Control Centres	21
	11.2 Territory Crisis Centre (TCC)	21
	11.3 Police Operations Centre (POC)	21
	11.4 Emergency Coordination Centre (ECC)	21
	11.5 Health Emergency Control Centre (HECC)	21
	11.6 Recovery Operations Centre (ROC)	22
12	Assistance to those affected by the emergency	22
	12.1 Assembly areas	22
	12.2 Evacuation Centres	22
	12.2.1 Services provided at Evacuation Centres	22
	12.2.2 Establishment of evacuation	23
	12.2.3 Identified Evacuation Centres	23
	12.2.4 Closure	23
	12.3 Assistance Centre	23
	12.4 Recovery Centre	24
	12.5 Outreach services	24
13	Communication	24
	13.1 ACT Community Evacuation Policy and Guidelines	25
	13.2 ACT All Hazards Warning System	25
	13.3 Community education	25
	13.4 Information hotline services	25

SECTION 4 - FINANCIAL ASSISTANCE AND ADMINISTRATION (Chapters 14-18)

14	Financial assistance arrangements	27
	Australian Government Assistance	27
	Other assistance measures	28
	14.1 Forms of assistance	26
	14.2 Delegations	28
15	Administration	28
	15.1 Privacy	28
	15.2 Record keeping	29
	15.3 Financial accountability	29
16	Support for staff and volunteers	29
	Rostering	29
	Briefing and debriefing	29
	Access to counselling	30
	Training	30
17	Formalising arrangements with community partners	30
18	Planned and timely withdrawal	30

SECTION 5 - ANNEXURES A - I

Annexure A

Australian Government Plans	31
ACT Plans	30

Annexure B

Operational Procedures for the Alert, Standby and Activation of the Community Recovery Functional Plan	32
---	----

Annexure C

Functional Responsibilities of Participating Agencies.....	38
Participating Agencies and Functional Responsibilities.....	39

Annexure D

Sites identified for evacuation centres.....	41
--	----

Annexure E

ACT All Hazards Warning Summary.....	42
--------------------------------------	----

Annexure G

Abbreviations and Glossary of Terms.....	44
Abbreviations.....	44
Glossary of Emergency Management Terms.....	45

Annexure H

Distribution List.....	50
------------------------	----

Annexure I

Principles of Recovery	53
------------------------------	----

1 Preface

The management of emergencies requires a comprehensive approach embracing prevention, preparedness, response and recovery. Regardless of arrangements to mitigate disasters, it is not possible to protect communities from all hazards and there is a need for recovery activities for physical, social, emotional, psychological, economic, environmental and financial restoration.

The nationally agreed definition of disaster recovery is:

“..... the coordinated process of supporting disaster-affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.”

(Australian Emergency Manual – Disaster Recovery, 1996)

Australia’s recovery arrangements were originally developed to meet the needs of communities following natural disasters. Increasingly the disaster recovery arrangements are being applied to technological or man-made events and to disasters that occur offshore but which have an impact on Australia and its residents. Events such as terrorism, hazardous material incidents, technological and essential services failures and animal or human disease or incidents are part of the all hazards approach adopted by emergency management arrangements.

The purpose of providing emergency recovery services is to assist the community affected by an emergency towards management of its own recovery. When a community experiences a significant emergency there is a need to supplement or support the personal, individual, family and community structures and networks which may have been disrupted. The active involvement of the affected community in the recovery effort is an important part of the recovery process.

Principles of Recovery were originally developed and endorsed by the Standing Committee of Social Welfare Administrators in 1986. Under the auspices of the Community and Disability Services Ministers’ Advisory Council (CDSMAC) the Principles were reviewed in 2007 to reflect the increasingly complex environment for disaster recovery and to provide a holistic approach to recovery across all its dimensions – social, environmental, physical infrastructure, community and economic. The National Principles for Disaster Recovery were endorsed by CDSMAC at its meeting of 11 March 2008 and introduced the National Principles – the five “Cs” of Recovery (Annexure D):

The National Disaster Recovery Principles

Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery. Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies – contributing to a more resilient community.

Successful recovery relies on:

- understanding the **context**;
- recognising **complexity**;
- using **community**-led approaches;
- ensuring **coordination** of all activities;
- employing effective **communication**; and
- acknowledging and building **capacity**.

The Department of Disability Housing and Community Services (DHCS) relies on the cooperation and supportive relationship of its community partners in delivering its community recovery responsibilities. The recognition by ACT emergency services organisations that recovery begins at the time of response to an event has enabled strong partnerships to be developed to enhance the Department's capacity to respond to disasters in the ACT.

This Plan is supplemented by the Community Recovery Manual, which provides more details on operational aspects of the Plan. The Manual will be provided to all members of the Community Recovery Committee and to identified staff across ACT Government.

2 ACT context

On 18 January 2003, the ACT experienced an unprecedented fire disaster, resulting in tragic loss of life, injuries, extensive destruction of urban and rural, private and public property, and significant environmental damage.

A State of Emergency was declared in what ranks as one of the largest single day disasters in Australian history. The Community Recovery Sub-Plan (the predecessor of this Plan) was activated. Although not the first activation of the Sub-Plan the 2003 activation provided the greatest test of the Sub-Plan and the arrangements that it underpinned. During the emergency 5,000 people evacuated to the four evacuation centres established by the ACT Community Recovery network.

From the beginning of the recovery process, the ACT Government accorded the highest priority to assisting people directly impacted by the fires with information, services and support.

ACT has been fortunate in comparison with other states in the number and frequency of disasters that have occurred. The 2003 bushfires remind us all that we need to maintain a level of preparedness to respond to, and assist communities to recover from, emergencies and disasters.

3 Purpose

The ACT Community Recovery Functional Plan has been developed to provide clarity about roles and responsibilities and guidance to all participating agencies with a designated role under the Plan.

4 Objectives

The objectives of this Plan are to:

- provide effective and efficient coordination and delivery of programs and services to assist and hasten the recovery of affected communities;
- begin the recovery process as soon as possible;
- coordinate the provision of all basic and necessary community services to affected individuals, families and communities as efficiently as possible and at the appropriate times so that recovery occurs effectively;
- coordinate programs and services which assist the recovery process;
- support community involvement and ownership of the recovery process; and
- provide clarity for all participating agencies on their responsibilities under the Plan.

5 Scope

This Plan applies to arrangements for Community Recovery before, during and following emergencies and disasters occurring in the Australian Capital Territory. The Plan links with national, interstate and other ACT emergency plans.

The Plan details the management arrangements adopted by the Department of Disability Housing and Community Services, the Community Recovery Committee and participating agencies to coordinate community recovery services for a disaster that occurs in the ACT, or that impacts on residents of the ACT elsewhere in Australia or offshore.

The ACT Emergencies Act defines an emergency as an actual or imminent event that requires a significant and coordinated response. This includes but is not limited to, fire, flood, storm, earthquake, accident, explosion, human or animal disease outbreak, shortage of electricity, gas, fuel or water. It should be noted that while the terms emergency and disaster have slightly different connotations they are used interchangeably throughout the document.

6 Legal and accountability framework

The ACT Community Recovery Plan is a functional plan of the ACT Emergency Plan, developed pursuant to the ACT Emergencies Act 2004. Responsibility for Community Recovery and for the development and maintenance of this Plan has been assigned to the Chief Executive, Department of Disability Housing and Community Services. The ACT Government *Administrative Arrangements 2006 No.2* assign responsibility for Community Recovery to the Minister for Disability and Community Services.

6.1 ACT Emergencies Act 2004

The Emergencies Act 2004 incorporated recommendations of the McLeod Report into the January 2003 bushfires, replacing the Emergency Management Act 1999. The Act establishes the Emergency Management Committee and requires the Committee to develop an Emergency Plan for the ACT.

6.2 ACT Emergency Plan

The ACT Emergency Plan outlines responsibilities, authorities and the mechanisms to prevent, or if they occur, manage emergencies and their consequences within the Australian Capital Territory in accordance with the statutory requirements of the *Emergencies Act 2004*.

Collectively the Agencies and Functional Areas, listed in the Emergency Plan, are the operational arms of the ACT emergency management structure that cooperatively undertake prevention, preparedness, response and recovery activities. To facilitate this process Supporting Plans and Functional Area Plans are developed to underpin the strategic arrangements in the Emergency Plan.

Functional Area Plans are prepared to ensure the delivery of functional services to the ACT emergency response. Each Functional Area operates under the authority of a Functional Area Coordinator. Area Coordinators are required to produce Functional Area Supporting Plans, which include details of the functional area, agreed resources and response arrangements.

Functional Plans have also been, or are being, developed for the following areas:

- health
- infrastructure
- media and communications
- animal and agriculture
- transport

A list of related plans is at [Annexure A](#).

6.3 Emergency Management Committee

The main function of the Emergency Management Committee is to provide for liaison between entities in relation to emergency management and to advise the minister and Chief Minister about emergency management. The ACT *Emergencies Act 2004* prescribes the composition of the Emergency Management Committee and allows for the Minister to appoint other committee members including a specialist in recovery and a community representative. The person designated as the Community Recovery Coordinator is appointed as the Recovery representative.

The Community Recovery Plan is approved by the ACT Emergency Management Committee.

7 Activation

The Community Recovery Coordinator is responsible for activating this Plan. Activation can occur at any time, without the need for the declaration of a “State of Alert” or “State of Emergency”.

Activation may include all participating agencies or specific agencies depending on the nature of the emergency. An SMS message to mobile phones will normally be the mechanism for alerting and activating members of the Committee.

A three level classification system for emergencies will guide the most appropriate level of recovery response. It is important to note any incident can quickly escalate and recovery/operational managers must be thinking ahead about how the situation could escalate and the specific responses that may be required.

Activation of recovery services is a judgement call of the ACT Community Recovery Coordinator. In addition to the declaration of a State of Alert or State of Emergency, considerations that may influence this judgement include:

- large numbers of deaths, casualties;
- large numbers of homes destroyed/damaged/threatened;
- significant numbers witnessing or affected by traumatic events;
- children involved;
- event resulting in deaths and injuries that occurs offshore, involving activation of The Commonwealth Reception Plan (COMRECEPLAN) or involving a significant number of ACT residents; and
- activation of other related plans (eg Health Emergency Plan).

Operational procedures for the alert, stand by and activation of the Community Recovery Plan are outlined at [Annexure B](#).

8 Review, testing, evaluating and maintaining this plan

This Plan is the responsibility of the Department of Disability Housing and Community Services. The Department is supported by the Community Recovery Committee in reviewing, testing, evaluating and maintaining the Plan.

Decisions about the allocation of responsibilities and the content of this Plan are the ultimate responsibility of the Department. The Plan will be reviewed:

- after each full activation;
- after each exercise to test its effectiveness;
- in the event of deficiencies being identified; and
- at least every two years.

The Plan will be tested, where possible, through exercises conducted by ACT emergency agencies or national exercises. Specific exercises to test this Plan will be developed and conducted by DHCS and the Community Recovery Committee.

Amendments to the Plan will be submitted to the Community Recovery Committee and the Chief Executive, Department of Disability Housing and Community Services, prior to ratification by the ACT Emergency Management Committee.

9 Roles and responsibilities

9.1 Department of Disability Housing and Community Services

The Department of Disability Housing and Community Services has been assigned responsibility for community recovery through the ACT Emergency Plan. The Department is responsible for the management and coordination of all community recovery tasks and processes and has a role in supporting the emergency response agencies in raising community awareness and preparation for emergencies.

9.2 ACT Community Recovery Coordinator

The Chief Executive of DHCS is the authorised Community Recovery Coordinator. The Chief Executive may delegate this role to a senior executive within the Department, currently the Deputy Chief Executive. The Community Recovery Coordinator is a member of the ACT Emergency Management Committee.

The role and responsibilities of the Community Recovery Coordinator include:

- activate the Community Recovery Plan;
- represent DHCS in its community recovery role on the ACT Emergency Management Committee;
- develop and maintain the Community Recovery Functional Plan;
- determine the needs of affected communities, in consultation with the response agencies, communities and the participating agencies; and
- manage and coordinate the community recovery functions.

9.3 Deputy Community Recovery Coordinator

The Manager, Community Recovery, DHCS, has been assigned responsibility for the day-to-day community recovery operations.

The Deputy Community Recovery Coordinator is the Chair of the Community Recovery Committee, has responsibility for the development and maintenance of this plan and is the alternative representative on the Emergency Management Committee.

9.4 Community Recovery Committee

The Community Recovery Committee is responsible for assisting the Community Recovery Coordinator with planning for and coordination of services to affected people in the event of an emergency. The Committee comprises local representatives of participating agencies (government and non government) who have the ability to provide specific services required in the recovery process. The Committee meets four times a year at a time and place determined by the Chair.

The Role and Responsibilities of Members of the Community Recovery Committee include:

- liaise between own agency and ACT Community Recovery.
- activate own agency in an emergency.

- maintain records of actions taken, decisions made and financial expenditure during an emergency.
- train staff and volunteers in community recovery and in organisation's role in recovery.
- maintain contact lists for own agency and provide regular updates to ACT Community Recovery.
- maintain current knowledge of own agency's resources and deployment arrangements.
- attend Recovery Operations Centre for meetings as required during emergency.

Members of the ACT Community Recovery Committee are:

- ACT Community Recovery Coordinator.
- Manager, Community Recovery, DHCS (chair; delegate of Chief Executive DHCS).
- Chair of Counselling Sub-Committee (ACT Health).
- Emergency Management Coordinator, ACT Health.
- Director Housing ACT, DHCS.
- Department of Education and Training.
- Department of Treasury.
- Emergency Services Agency.
- Australian Federal Police (AFP) – ACT Policing.
- Australian Red Cross, Disaster Services.
- ACT Churches' Council.
- Anglicare.
- Adventist Development and Relief Agency Australia Ltd (ADRA).
- Domestic Animal Services, Department of Territory & Municipal Services.
- Lifeline Canberra
- Centrelink (ACT Office).
- Salvation Army.
- St Vincent de Paul Society.
- Volunteering ACT.
- St John Ambulance.
- ACTCOSS
- Canberra Connect.
- Coordinator ACT Public Information Plan.
- Representative, Regional Community Services.
- Manager, Migrant Resource Centre
- FAHCSIA – ACT Office representative

It is recognised that other agencies that are not specifically designated as members of the committee may assist the committee in its community recovery activities following an emergency. These include organisations such as local service clubs, other charitable and non government organisations, businesses and small local community agencies.

9.5 Departmental Emergency Liaison Officers

There are three main Emergency Coordination Centres (Territory Crisis Centre, Police Operations Centre, Emergency Coordination Centre) within ACT that may require Liaison Officers to attend and act as the conduit between the management of the emergency and the establishment of recovery operations. Section 11 provides greater detail on coordination centres.

9.6 Recovery managers, Recovery Liaison Officers and support staff

Staff from DHCS and other ACT government agencies with training and experience in community recovery have been identified to assist the Community Recovery Coordinator in the coordination of the range of recovery services – including the establishment of evacuation or assistance centres, provision of personal support and financial and administrative tasks.

10 Functional responsibilities of participating agencies

Participating agencies have agreed to accept a role under this Plan. These agreements are supported by Memoranda of Understanding between the agency and DHCS. Agencies are required to prepare operational plans to detail how they will meet their community recovery responsibilities. At the time of an emergency, participating agencies are required to provide the Community Recovery Coordinator with details of their capacity and availability.

The following functional responsibilities have been assigned (see Table at Annexure C):

10.1 Accommodation

Coordinated by: Department of Disability Housing and Community Services – Housing ACT

Responsibilities:

- coordination of the provision of emergency accommodation through commercial or government owned sources, for people rendered homeless, evacuees and/or casualties.
- assistance with the identification of more permanent accommodation

Support Agency: ADRA (Adventist Development and Relief Agency Australia Ltd)

10.2 Appeals and donations

Coordinated by: Department of Disability Housing & Community Services

Following an emergency there is a willingness within the community to donate goods, services and money to support those that have been affected. Donations of goods and services will be managed in conjunction with St Vincent de Paul, Salvation Army, Smith Family and Anglicare. Donated goods are usually difficult to store and distribute and for that reason are generally discouraged, the preference being for money to be donated. Management arrangements for financial donations raised as a result of public appeals will be the decision of the government and may involve a role for the Public Trustee.

Support Agencies: St Vincent de Paul Society, Salvation Army, Smith Family and Anglicare

10.3 Catering

Coordinated by: The Salvation Army

Responsibilities:

- provision of meals and refreshments to people affected by the emergency and others who may be involved in the rescue, welfare and recovery effort.

10.4 Child care

Coordinated by: Department of Disability Housing & Community Services

Responsibilities:

- coordination of child care services at Evacuation and Recovery Centres.

Support Agencies: Regional Community Services

10.5 Clothing and personal needs

Coordinated by: St Vincent de Paul Society

Responsibilities:

- provision of essential personal clothing, toiletry items to people affected by the emergency;
- procurement, storage and issue of goods to affected persons;
- maintenance of records and accounts of assistance provided for acquittal; and
- issue of approved Disaster Assistance Vouchers to affected persons, as agreed with Community Recovery Coordinator.

Support Agencies: Anglicare, Salvation Army, Smith Family.

10.6 Counselling services

Coordinated by: Chair of Counselling Sub-Committee, Director of ACT Mental Health

Responsibilities:

- determine appropriate level of response, depending on type and extent of incident;
- activation of Counselling Sub-Plan;
- coordination of counselling services to members of the community who experience psychosocial or emotional problems as a result of, or in response to, the emergency.

Member Agencies include: DHCS; ACT Health; Relationships Australia; Lifeline; Centrelink; Department of Education & Training; Centacare.

Telephone Counselling Services: Lifeline Canberra

Responsibilities:

- establish a situation-specific hotline service for telephone counselling of affected persons;
- at the request of AFP ACT Policing, establish a Personal Support Hotline for the provision of information and practical support.

10.7 Domestic animals

Coordinated by: Domestic Animal Services, Department of Territory & Municipal Services

Responsibilities:

- temporary accommodation of pets until they can be reunited with their owners;
- assistance with management of pets whose owners attend an emergency evacuation centre.

Animal Recovery Control Centre (ARK)

Domestic Animal Services has two Animal Recovery Control Centre Trailers available for deployment at emergency/ evacuation sites. The ARKs are capable of rapid deployment as self-supporting resources to provide a command and control point for the relocation and/or control of animals whose owners have been affected by a major event.

The ARKS are also available for quarantine sites in the event of an animal disease outbreak. The ARKs carry recording, identification and computer equipment in addition to portable stock-yards, boxes and cages for all types of animals.

10.8 Financial assistance

Coordinated by: Department of Disability Housing & Community Services

Responsibilities:

- provision of immediate cash assistance to emergency affected people in accordance with policy;
- payment of temporary accommodation in accordance with policy;
- liaison with ACT Treasury and Commonwealth agencies (eg EMA, FAHCSIA) on assistance arrangements;
- payment of other emergency assistance as agreed by ACT Government.

Other Agency: Centrelink

Centrelink provides Australian Government financial assistance including ex-gratia payments, benefits and pensions in accordance with current legislation and policies. When a major disaster is declared by the Australian Government Centrelink provides payments under the Australian Government *Disaster Recovery Payment* and the *Disaster Payment*.

10.9 First aid and medical support

Coordinated by: St John Ambulance

Responsibilities:

- provision of first aid assistance to people affected by the emergency at evacuation centres or other sites as required

Other Agencies:

ACT Division of General Practice

- under the ACT Health Emergency Plan, the ACT Division of General Practice will provide medical practitioners to support evacuation centres when requested by ACT Health Controller.

Pharmaceutical Supplies

- assistance with the provision of pharmaceutical supplies for people who require urgent medication is available by request from Community Recovery Coordinator to ACT Health Controller.

10.10 Insurance

The assistance provided by insurance, for people with insurance policies, is a key economic driver for an affected community. The general insurance industry plays a crucial role in risk mitigation and subsequent recovery after a disaster in the Australian community.

The role of insurance industry coordination and communications following a disaster is the responsibility of the Risk and Disaster Planning Directorate of the Insurance Council of Australia (www.insurancecouncil.com.au).

10.11 Linkages with local community

Coordinated by: DHCS and Regional Community Services

Regional Community Service Organisations provide links and information services to the community, particularly the most vulnerable members — as well as assistance if needed — with personal support, as part of their community development function.

10.12 Personal support

Coordinated by: Department of Disability Housing and Community Services

Responsibilities:

- Provision of personal support services, (excluding counselling) to assist people affected by the emergency – may include:
 - basic comfort and food
 - transport
 - basic information and practical support
 - referral to another service or agency
 - accompanying to appointments
 - providing practical assistance or goods
 - listening and relieving carers.

Provision of services to individuals affected by an emergency is based upon respecting their ability to manage their own recovery and their right to self-determination.

Support Agencies: Anglicare, Australian Red Cross, Churches' Council, Salvation Army.

10.13 Pastoral care

Coordinated by: ACT Churches' Council

Responsibilities:

- coordination of chaplains to attend to the spiritual needs of persons who request assistance.

10.14 Public health and communicable diseases

Coordinated by: ACT Health

Responsibilities:

The ACT Health Plan identifies that Public Health Officers are responsible to provide advice on, and monitor the measures taken in respect of, communicable disease control and safety of food and water, sewage and sanitation. The ACT Health Management Plan for Pandemic Influenza also includes a role for ACT Community Recovery in supporting ACT Health.

10.15 Registration

Coordinated by: Australian Red Cross, activated by AFP – ACT Policing

People affected by an emergency who visit an evacuation or assistance centre are encouraged to register to:

- establish their identity;
- facilitate the response to inquiries about their whereabouts and wellbeing;
- access to other emergency welfare services.

Responsibilities:

- establishment of registration and inquiry procedures using National Registration and Inquiry System (NRIS) as agreed with Australian Federal Police;
- establishment of registration function at evacuation sites and/or assistance centres;
- response to public inquiries and provision of information to families and close friends on the location and safety of people affected by the emergency;
- provision of information about people registered with NRIS during emergencies in other States & Territories and outside Australia;
- provision of statistical information to Community Recovery Coordinator and/or AFP.

10.16 Translating and interpreting

Co-ordinated by: Office of Multicultural, Aboriginal & Torres Strait Islander Affairs, Department of Disability Housing & Community Services

Responsibilities:

- provision of translating and interpreting services for people from a culturally diverse background – including access to the telephone interpreting services (phone 131450) and, where possible and feasible, access to face-to-face translation services (phone 1300655082).

10.17 Transport

Coordinated by: Field Operations Manager, ACTION in conjunction with AFP

Responsibilities:

- provision of transport for people affected by the emergency to evacuation or assistance centres and other sites as negotiated between Transport Coordinator and AFP or Community Recovery Coordinator.

10.18 Volunteers

a. Spontaneous volunteers

Coordinated by: Volunteering ACT

Responsibilities:

- assessment, coordination and management of spontaneous volunteers that are not affiliated with an organisation with a role under this Plan
- liaison with agencies to determine skills and experience required for volunteers offering assistance
- matching of requests for volunteer assistance with skills and experience of those who have spontaneously volunteered
- maintenance of a Plan and database for management of spontaneous volunteers and liaison with other organisations to develop register of appropriate skills.

b. Affiliated volunteers

Coordinated by: Anglicare, Red Cross, Council of Churches, Lifeline Canberra, St Vincent de Paul Society, ADRA, Salvation Army, St John Ambulance.

The support agencies rely on their volunteers to deliver the services that they have agreed to provide. These volunteers are coordinated, supported and managed by the agency with which they are affiliated.

10.19 Vulnerable population groups

Coordinated by: DHCS, ACTCOSS and Government and non-Government Agencies that provide services to special needs groups

There are a number of groups with specific needs in any affected community, including people with a disability, Aboriginal and Torres Strait Islander populations, those with particular cultural or spiritual needs, non-English speaking people, as well as the aged and infirm. Each of these groups is likely to experience greater disruption than that of the general community in a disaster.

Primary agencies have a responsibility to provide equitable, accessible and appropriate services and must ensure that they are as equipped as possible to attend to these specific requirements. Vulnerable members of the community should be individually encouraged to prepare emergency plans and establish arrangements with family, friends, neighbours or other support networks to assist them and check on their wellbeing before, during and after a disaster.

ACTCOSS' Role:

Liaison with non government agencies and supporting community organisations to develop good management practices prior to emergencies.

11 Coordination arrangements

11.1 Command and Control Centres

A range of Command and Control Centres are established in the ACT depending on the type of emergency and the lead agency. When the emergency impacts on the community there is a need for a Community Recovery representative to be at the Command and Control Centre/s and for Recovery aspects to be considered during the emergency to enable arrangements for the community's recovery to be planned while the response activities are underway. The Community Recovery Coordinator nominates liaison officers from designated staff of DHCS to represent the Department and Community Recovery at the relevant Centres.

11.2 Territory Crisis Centre (TCC)

The Territory Crisis Centre (TCC) is established by the Department of Justice and Community Safety on behalf of the ACT Government, in response to significant threat or incident that may severely impact on the community and involve a multi-agency response. The TCC provides the communication link between the Police Command, the Territory decision makers and the Australian Government (through the Protective Security Coordination Centre Watch Office). The TCC supports the function of the ACT Crisis Policy Committee and coordinates public information arrangements with other States/Territories and the Australian Government.

11.3 Police Operations Centre (POC)

The POC is established to control and support police operations. It is the location from which the Police Commander directs the overall operational response to an incident. The POC is established by a Police Commander and draws upon liaison staff and other specialist support as necessary, when AFP - ACT Policing is the lead agency, to manage the overall incident and subsequent investigation.

11.4 Emergency Coordination Centre (ECC)

The Emergency Coordination Centre is administered and maintained by the ACT Emergency Services Agency (ESA) and is the primary coordination centre for emergency management response in the ACT. The ECC is established to provide:

- a. coordination of the provision of any external resources required to support operations by a responsible lead agency and functional areas;
- b. briefing the Minister and Chief Minister on incident response;
- c. providing media releases and managing media enquiries;
- d. issuing public warnings;
- e. processing requests for assistance to/from the Commonwealth and other States and Territories; and
- f. disseminating information to the Government, the EMC, and the Emergency Information Centre (EIC).

11.5 Health Emergency Control Centre (HECC)

The HECC is established by the ACT Health Controller, under the Health Emergency Plan, to mobilise, control and coordinate the medical and health response within ACT.

11.6 Recovery Operations Centre (ROC)

A location established as a centre for control, coordination and communication of recovery activities during an emergency. The ROC is established by the Community Recovery Coordinator at 11 Moore Street, Canberra City or a site determined depending on the type, extent and location of the disaster.

12 Assistance to those affected by the emergency

12.1 Assembly areas

Coordinated by: AFP – ACT Policing

Assembly areas are locations, designated by Australian Federal Police and used for the assembly of emergency-affected persons. Provision of some services may be required – eg. Registration, light refreshment, personal support. AFP may establish a Forward Control Area for the assembly of victims, evacuees and subsequent movement of these persons. Assistance may be requested by the AFP to the Community Recovery Coordinator for the provision of resources to assist with support to victims/distressed persons, etc.

12.2 Evacuation Centres

Coordinated by: Department of Disability Housing & Community Services

An Evacuation Centre is a centre established to provide temporary shelter and/or immediate assistance to members of the community who are affected by the emergency. The centre provides a congregation point for those affected where they can receive information as well as basic support, such as food and water, coordination of a range of services and practical advice.

Supporting Agency: Department of Education and Training

The Department of Education and Training (DET) maintains information on the capacity and activation arrangements for schools and colleges that are designated as evacuation centres. DET maintains additional information on facilities available and suitability of schools and colleges for groups with specific needs (eg. elderly, disabled, people with pets).

12.2.1 Services provided at Evacuation Centres:

Services provided at Centres may include:

- registration
- immediate financial assistance
- personal support
- counselling
- temporary accommodation
- first aid
- food
- information and referral services
- pastoral support
- arrangements for pets
- referral to interpreter services
- transport coordination
- childcare
- media liaison
- assistance with applications for:
 - Australian government pensions and benefits
 - emergency relief

12.2.2 Establishment of Evacuation Centre(s)

The decision to open a Centre(s) and the location of the Centre(s) is the responsibility of the Community Recovery Coordinator in consultation with the lead response agency.

The Community Recovery Coordinator will notify the DET liaison officer immediately the decision to open a Centre is made, to enable arrangements to commence. The Community Recovery Coordinator will appoint a Centre Manager who will have responsibility for establishing the facility and staffing it.

12.2.3 Identified Evacuation Centres

The list of identified evacuation centres is at [Annexure D](#).

Centres require as many of the following features as possible:

- accessible, with parking facilities;
- well-equipped with communication equipment and backup power supply;
- sufficiently sized;
- well-serviced for toilets and catering facilities;
- suitable for people with a range of special needs;
- suitable for safe keeping of pets for short periods;
- physically separate management and service functionality.

Two ACT Colleges, Narrabundah College and Hawker College have been rewired to enable connection to a generator should a power failure occur. When required, a generator with appropriate capacity will be sourced, either through ActewAGL or a private hiring firm, if necessary under the direction of the Territory Controller.

12.2.4 Closure

Evacuation Centres have a limited time-span and should be closed once evacuees are able to return to their homes, when alternative accommodation is found or when a longer term Recovery Centre is established. Arrangements for ongoing counselling or referrals to other services should be in place prior to closure of Evacuation Centre/s.

12.3 Assistance Centre

The concept of Assistance Centres (also known as Humanitarian Assistance and Family Assistance Centres) is being developed within States and Territories based on the model used following the London Bombings. The Assistance Centre concept is to act as a one-stop-shop for survivors, families and those affected by the disaster, through which they can access support, care and advice. The purpose of the Assistance Centre is to:

- enable those affected to gain as much information as is currently available about missing family members and friends;
- offer access to a range of facilities that will allow families and survivors to make informed choices relative to their needs;
- ensure a seamless multi-agency approach to provide support without duplication of effort; and
- assist responders in ensuring that bereaved families, survivors and relevant communities receive professional advice and assistance which is coordinated, consistent and clear; meets individuals' needs; and is offered in a sensitive compassionate manner.

12.4 Recovery Centre

Coordinated by: Department of Disability Housing & Community Services

A Recovery Centre may be established following the closure of the evacuation/assistance centres to operate as a one-stop-shop for information, advice, services and support through the co-location of government, community based services and businesses that are relevant to the recovery of the affected community.

Following an emergency the Recovery Centre acts as a distribution point for many relevant services such as disaster relief grants, accommodation, clothing, food, property assessments, replacement of documents, personal support, counselling, income support.

Using case management and community development approaches, the Recovery Centre can provide direct services, link households with key services and facilitate community activities and peer support. Guidelines for the establishment of a Recovery Centre will be included in the Recovery Manual.

12.5 Outreach services

An effective means of delivering many personal support services is by outreach or visitation programs. These programs usually comprise home visits by representatives of the recovery program to offer support and information and, concurrently, to make an assessment of people's current circumstances.

Close liaison and coordination between staff from various agencies undertaking home visits is required to limit the number of times people have to tell their story.

13 Communication

**Coordinated by: ACT Public Information Coordinator (PIC),
Chief Minister's Department**

Effective communication with the community, the media and across agencies and jurisdictions is a critical component in the effective management and resolution of emergency situations and incidents. The ACT Media and Communications Emergency Plan establishes a framework for communication before, during and after an emergency incident and is based on timeliness, openness, preparedness and partnership.

The Public Information Coordinator is the Officer having overall responsibility for coordination and management of all public information and media communication from all locations and agencies, and for providing advice to the EMC and incident coordinator(s).

Recovery information management develops timely, effective communication channels to gather, process and disseminate information relevant to the recovery of the affected community. The principles of effective recovery information management rely heavily on the premise that an affected community has a right to all information relevant to its recovery.

It is essential that information is provided in an appropriate range of forms and languages to ensure accessibility by people with a disability or from culturally and linguistically diverse backgrounds.

The PIC will assume initial responsibility for coordination with agencies and the Community Recovery Coordinator on ongoing recovery communication.

13.1 ACT Community Evacuation Policy and Guidelines

The ACT Emergency Services Agency and AFP ACT Policing have developed Community Evacuation Policy and Guidelines for use by emergency response agencies in the Australian Capital Territory where life-threatening circumstances exist and it is necessary for the public to take urgent and immediate action to reduce potential loss of life or property.

13.2 ACT All Hazards Warning System

The ACT All Hazards Warning System provides timely information and advice to the ACT community about the potential for hazards to impact on life, property and the environment, and how ACT residents should prepare and respond to such an event. The Warning System has five levels that relate to the increasing likelihood of an emergency doing damage. The System also indicates when the threatening and damaging force (e.g., fire, flood, storm, etc) has sufficiently reduced to allow physical recovery to commence. A summary of the All Hazards Warning System can be found at [Annexure E](#).

13.3 Community education

Lead Emergency Services Agencies are primarily responsible for educating the community about how to protect themselves against those hazards for which they are responsible.

The ACT Media and Communications Emergency Plan details requirements to foster the growth of a self-sufficient, resilient community that is aware of, and equipped for, the risks associated with a range of natural and man-made emergencies.

13.4 Information hotline services

A range of telephone information and advice services may be set up immediately following an emergency. These services will be coordinated in collaboration with ACT Public Information Coordinator, AFP – ACT Policing, DHCS and Lifeline Canberra and may include:

Canberra Connect

- Canberra Connect (13 22 81) will serve as a first point of contact for members of the public seeking information and general assistance through its call centre which, during an emergency, will operate 24 hours a day, seven days a week, its website and shopfronts.

Personal support hotline

- an information hotline for personal and practical support and referrals, established by AFP – ACT Policing and staffed by telephone counsellors provided from Lifeline Canberra, with links to a Community Recovery representative.

14 Financial assistance arrangements

DHCS is responsible for the provision of financial assistance to emergency affected persons. Policies for immediate financial assistance and temporary accommodation assistance have been developed and some funds are available for the provision of this assistance.

DHCS will liaise with ACT Treasury on the development of a protocol for the reimbursement of funds expended on emergency related financial assistance by DHCS.

Australian Government Assistance

The Australian Government provides financial assistance to states and territories after a natural disaster, usually on a “funds matching” basis.

There are currently threshold expenditure amounts before a claim can be made under the National Disaster Relief and Recovery Arrangements (NDRRA) – once that threshold is reached, Australian Government funds are available. Emergency Management Australia (EMA) administers the National Disaster Relief and Recovery Arrangements (NDRRA) framework on behalf of the Australian Government.

The NDRRA apply to any one of, or a combination of, the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado.

These arrangements do not apply to disasters where poor environmental planning, commercial development, personal intervention (other than arson) or accident are significant contributing factors to the event.

Eligible relief measures that qualify for Australian Government assistance under the NDRRA are:

- grants for relief of personal hardship and distress (PHD), such as the provision of emergency food, clothing and accommodation, essential housing repairs, or the replacement of essential household goods - eligibility for which may vary between States and Territories;
- concessional interest rate loans to farmers, small business operators and voluntary non-profit bodies to replace assets that have been significantly damaged in an eligible disaster. Recipients must have no reasonable access to commercial finance and, in the case of farmers and small business operators, have reasonable prospects for long-term viability;
- payments to restore or replace essential public assets which have been damaged as a direct result of an eligible disaster to a pre-disaster standard; and
- payments for providing psychological counselling to people who have experienced an eligible natural disaster.

ACT Treasury is responsible for collating information on expenditure incurred during an emergency, determining whether it meets the threshold for assistance from the Australian Government and lodging applications for partial reimbursement of funds expended with EMA.

Following a disaster of national significance some tailored assistance payments, such as the Australian Government Disaster Recovery Payment may be activated by the Australian Government.

14.1 Forms of assistance – ACT Government

Immediate Financial Assistance

Immediate Financial Assistance may be available for individuals whose principal place of residence is rendered uninhabitable or inaccessible by, or as a result of, a natural event, such as bushfire, severe windstorm, flood or earthquake. The payment is intended to provide for basic support such as food, clothing, transport and medical supplies and is limited to the assessed need of the applicant.

Payment, in accordance with the DHCS policy, is available during the first 48 hours immediately following the disaster occurring and is not payable retrospectively.

Decisions on whether the payment should be extended beyond the initial 48 hours, and whether it should cover non-natural disasters, will be made by the delegate at the time.

Temporary accommodation assistance

Temporary accommodation assistance is based on need for the initial period of 48 hours and is arranged by Housing ACT, through the MOU with ADRA. The DHCS policy document will apply in assessing claims for temporary accommodation assistance. Invoices from accommodation providers are paid by ACT Government.

If assistance is extended beyond the initial 48 hour period, a means test will apply with any payments made being subject to repayment, if insurance or compensation is payable.

Other assistance measures

Any other assistance measures, such as replacement of essential household contents, restoration of residences and support for business will be considered by the ACT Government at the time of the emergency.

14.2 Delegations

Approval to incur expenditure in the event of an emergency will rest with those officers with financial delegation, as listed in the Chief Executive's Financial Instructions. The Deputy Chief Executive is the delegated Community Recovery Coordinator.

15 Administration

15.1 Privacy

All Community Recovery agencies will ensure that the personal privacy of individuals is protected, and that access to records is provided in compliance with relevant legislation. When personal information is collected during an emergency the collection and/or release of such information to approved organisations must be in accordance with the Privacy Act (1988). Agencies will take reasonable steps to protect the personal information they hold from misuse and loss and from unauthorised access, modification or disclosure.

Personal information must not be collected unless the information is necessary for one or more of its functions or activities. The information must be collected by lawful and fair means and not in an unreasonably intrusive way.

The collector must take reasonable steps to ensure the individual is aware of things such as the identity of the organisation, the purposes for which the information is collected, to whom the information is usually disclosed and any law which requires the collection of the information, unless making the individual aware would pose a serious threat to the life or health of any individual.

If it is reasonable and practicable to do so, personal information about an individual must be collected from that individual and with their consent. Oral consent is appropriate in such circumstances or written consent if possible.

Agencies must not use or disclose personal information about an individual for a purpose other than the primary purpose of collection – other than accepted exemptions under the Privacy Act. Consent forms for the release of information from one agency to another should be used to facilitate the exchange of information in an emergency situation.

Special provisions for the disclosure of personal information apply when an emergency declaration (declared by the Prime Minister) is in force in relation to an emergency or disaster. Sections 80 J-P of the Privacy Act allow an entity to collect, use or disclose personal information relating to an individual within specified boundaries.

15.2 Record keeping

Record keeping is a critical function of disaster recovery. Agencies are required to ensure that records of actions taken and money expended or committed during an emergency are maintained and that all decisions are documented.

15.3 Financial accountability

Financial accountability following an emergency will be in accordance with the *Financial Management Act 1996* and the Department of Disability Housing and Community Services' Financial Instructions.

16 Support for staff and volunteers

Emergencies place stress on staff who work providing services during the response and recovery phases. During a disaster recovery phase it is likely that some staff will work additional and extended hours.

In addition, staff will witness consequences of disasters for those they are assisting. Managers and supervisors need to be vigilant about the consequences of these events on individual staff members to ensure that appropriate support is provided and that staff experiencing grief and loss or overwork are rostered off duty and offered appropriate support.

Important aspects in the provision of support to staff are:

Rostering

Shifts should be of a defined duration with adequate rest time between shifts. Staff should be required to leave the service area after completion of their shift to enable them to rest.

Briefing and debriefing

A briefing session should be held at the commencement of each shift and a debriefing at the end of each shift. The briefing session is an opportunity for all staff to be made aware of the current status and to ensure that consistent information is being provided. The debrief is intended to enable staff to talk about their experiences, raise issues and resolve problems.

Access to counselling

Access to individual debriefing sessions or more intensive counselling should be available for staff who experience stress symptoms or need additional support.

Training

DHCS coordinates ongoing training for the Community Recovery Committee and identified recovery staff within the department. Recovery training is provided to ensure that those with a role under this Plan are familiar with the role and the concepts of recovery. DHCS liaises with ESA and EMA to facilitate the availability of recovery appropriate training.

17 Formalising arrangements with community partners

Memoranda of Understanding are used to formalise arrangements between the Department of Disability Housing and Community Services and members of the Community Recovery Committee with functional responsibilities. Agencies are also encouraged to develop, and provide to DHCS, operational plans to assist their response arrangements when an emergency occurs.

18 Planned and timely withdrawal

One of the most critical aspects of the recovery management process is the final withdrawal of external support services. A planned withdrawal enables community involvement and ensures a void will not be left following withdrawal.

Stand down arrangements will be communicated by the Community Recovery Coordinator.

Annexure A

Related Plans

Australian Government Plans

Commonwealth Government Disaster Response Plan (COMDISPLAN)

To coordinate the provision of Australian Government physical assistance in the event of a disaster in Australia or its offshore Territories.

Commonwealth Government Overseas Disaster Assistance Plan (AUSASSISTPLAN)

To coordinate the provision of Australian emergency assistance, using Australian government physical and technical resources, following a disaster in another country.

Commonwealth Government Reception Plan (COMRECEPLAN)

To coordinate the reception of persons evacuated into Australia following an overseas event.

Overseas Mass Casualty Plan (OSMASSCASPLAN)

National response and repatriation plan for mass casualty incidents involving Australians overseas.

National Counter Terrorism Plan

The National Counter-Terrorism Plan (NCTP) describes Australia's high-level strategy for preventing, and dealing with, acts of terrorism against Australia and its interests.

Australian Health Management Plan for Pandemic Influenza (AHMPPI)

The Australian Health Management Plan for Pandemic Influenza (AHMPPI) outlines what the Commonwealth Government is doing and what the health sector, key stakeholder groups, organisations, the community and individuals can do to prepare for a pandemic.

National Action Plan for Human Influenza Pandemic (NAPHIP)

The *National Action Plan for Human Influenza Pandemic* outlines how Commonwealth, state, territory and local governments will work together to protect Australia against the threat of an influenza pandemic and support the Australian community should one occur.

Commonwealth Government Action Plan for Influenza Pandemic (CGAP)

The Commonwealth Government Action Plan for Influenza Pandemic is a resource for all Commonwealth Government Agencies.

ACT Plans

ACT Emergency Plan

ACT Media and Communications Emergency Plan (MACEP)

ACT Infrastructure Functional Plan *

ACT Health Plan

Animal and Agriculture Functional Plan*

Transport Functional Plan*

ACT Health Management Plan for Pandemic Influenza

ACT Government Influenza Pandemic Plan *

ACT Chemical, Biological, Radiological and Nuclear Plan

Canberra Airport Emergency Plan

Strategic Bushfire Management Plan

Flood Plan

Mass Casualty Plan

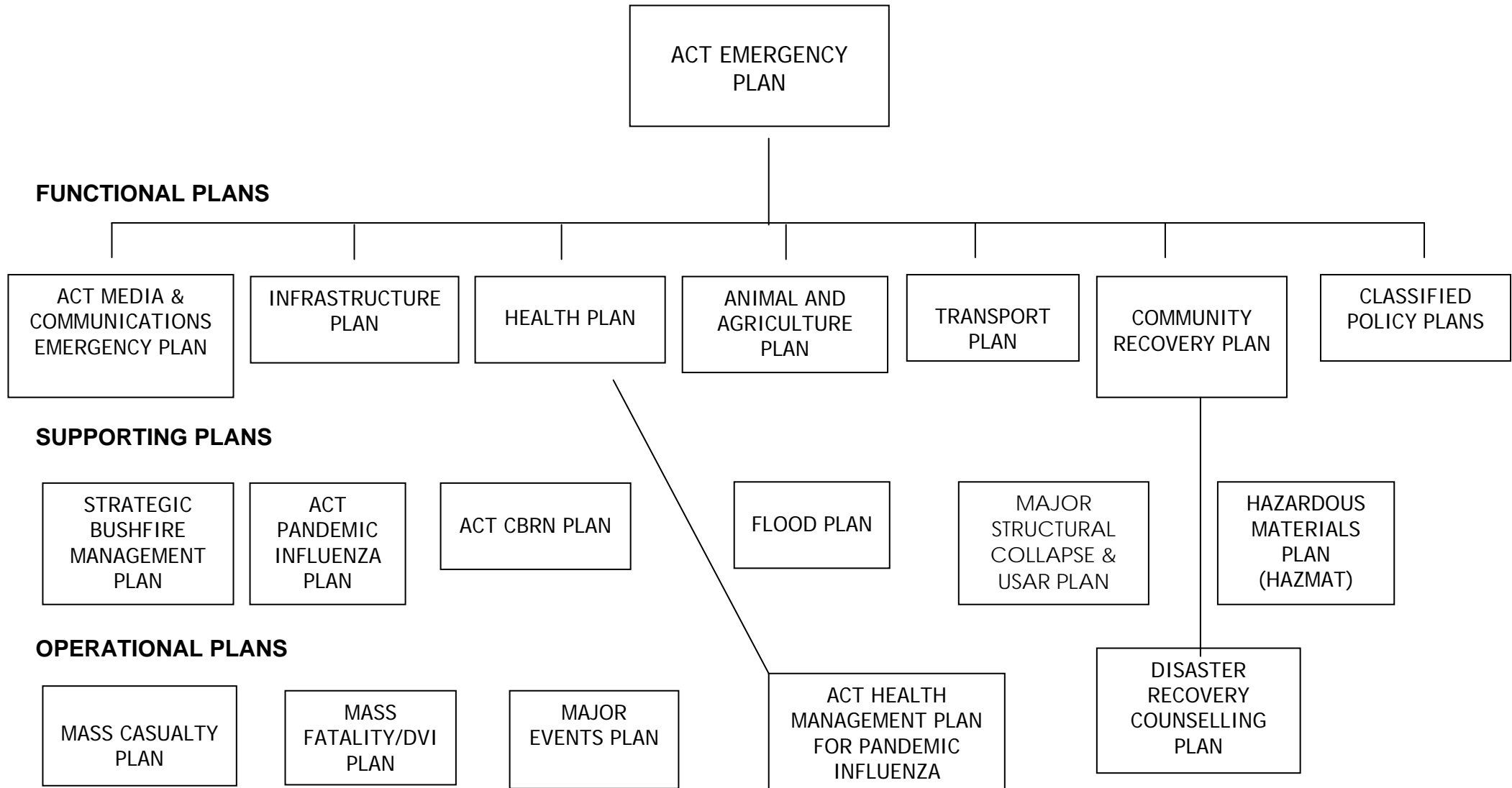
Major Structural Collapse & USAR Plan

Hazardous Materials (HazMat Plan)

Mass Fatality/DVI Plan

** At the time of publication several significant plans were in development. Not all Plans are publicly available. This appendix will be updated and distributed to holders of the Plan regularly*

ACT Plans (cont.)



Annexure B

Operational Procedures for the Alert, Standby and Activation of the Community Recovery Functional Plan

Three level classification system for a recovery response to an emergency:

INCIDENT	RECOVERY RESPONSE	INVOLVEMENT OF PARTICIPATING AGENCIES
<p>LEVEL 1</p> <p>Low risk to life and property but with the potential to escalate (eg rural bushfire outbreak).</p> <p>Impact affecting small number of members of the community only.</p> <p>Time limited recovery response required.</p>	<ul style="list-style-type: none"> • Managed by the lead agency as delegated by the Recovery Co-ordinator. • Resources could include school counsellors, DHCS or ACT Health staff. • Services provided could include personal support, counselling, outreach visits, information and advice and referral. • Follow up referral to existing support services or counselling if required. 	<p>Incident within the capacity of lead agency.</p>

INCIDENT	RECOVERY RESPONSE	INVOLVEMENT OF PARTICIPATING AGENCIES
<p>LEVEL 2</p> <p>Medium risk to life and/or property</p> <p>Heightened state of alert</p> <p>Potential impact on a local region of the community (outbreak of bushfire threatening urban fringes, potential flooding from dam overflow, plane crash, bus crash, hostage situation)</p> <p>Recovery response expected to continue for several weeks.</p>	<ul style="list-style-type: none"> • Coordinator alerts recovery managers and key contacts in participating agencies to be on standby. • Activation of all or parts of the functional plan • Recovery Coordinator or Deputy - attendance at Emergency Coordination Centre at ESA, AFP – ACT Policing, or JaCS, depending on emergency. • Consideration of establishment of a recovery operations centre (including Operations Manager, Media liaison officer, recovery manager, liaison officers). • Commencement of planning for possible escalation of incident, including identification of resources required, both human and infrastructure. • Involvement with AFP – ACT Policing & ESA re potential evacuation, identification of vulnerable groups in the community. • Work closely with Communications Manager, CMD re public broadcasting of information to the community including hotline numbers, location of evacuation centres. • Identification of suitable sites to be used as evacuation centres. • Establishment of Evacuation or Assistance Centre (dependent on the nature of the emergency). • Daily briefing of recovery services involved with written status report provided. • Planned withdrawal of services and transition of affected persons to existing community supports where required. • Operational debrief. • Review of Functional Plan. 	<p>Incident beyond the capacity of the lead agency.</p> <p>Multi agency response required.</p> <p>Participating agencies placed on alert/stand by.</p> <p>Activation of relevant agencies may occur, i.e: the establishment of an information hotline for the public (AFP – ACT Policing, Canberra Connect, DHCS, Lifeline, ACT Public Information Sub-Plan)</p>

INCIDENT	RECOVERY RESPONSE	INVOLVEMENT OF PARTICIPATING AGENCIES
<p>High risk to life and property</p> <p>Will impact on significant parts of the community (bushfire entering urban interface, widespread flooding, terrorist action including Chemical, Biological and Radiological attacks).</p> <p>Declaration of “State of Emergency”.</p> <p>Prolonged recovery response required > 12 months.</p>	<ul style="list-style-type: none"> • Coordinator alerts recovery managers. • Recovery Managers alert key contacts in participating agencies to be on standby. • Activation of all or parts of the sub-plan • Establishment of a recovery operations centre (including Operations Manager, Media liaison officer, recovery manager, ESA liaison officer). • Commencement of planning for possible escalation of incident, including identification of resources required, both human and infrastructure. • Liaise with AFP – ACT Policing & ESA re potential evacuation, identifying vulnerable groups in the community. • Work closely with Communications Manager, CMD re public broadcasting of information to the community including hotline numbers, location of evacuation centres. • Identification of suitable sites to be used as evacuation centres and arrangements for spontaneous volunteers. • Establishment of Evacuation or Assistance Centre/s (dependent on the nature of the emergency). • Territory Controller appointed to manage the “State of Emergency”, all directions received through the controller. • All relevant Functional Plans are fully activated. • All participating agencies activated. The operations of each agency will be managed in line with agreed MOUs and operational plans. • Police Operations Centre activated, Recovery Services represented through a liaison officer (responsible for providing status updates both to the Controller and back to the Recovery Coordinator on the state of the overall emergency). • Evacuation centres operational. • All media and public information managed by Director, Chief Minister’s Department through the Media and 	<p>Multi agency and multi-jurisdictional response required.</p> <p>Participating agencies activated and operational.</p>

	<p>Communications Plan.</p> <ul style="list-style-type: none">• Daily briefing of recovery services involved with written status report provided.• Establishment of Recovery Centre (dependent on the nature of the emergency).• Outreach / visitation to affected community.• Management of Public Donations.• Planned withdrawal of services and transition of affected persons to existing community supports where required.• Operational debrief.• Community development role to aid longer-term recovery.• Review of Sub-Plan.	
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Annexure C

Functional Responsibilities of Participating Agencies

Responsibility	Coordinating Agency
Accommodation	Department of Disability, Housing and Community Services
Appeals and Donations	Department of Disability, Housing and Community Services
Catering	The Salvation Army
Child Care	Department of Disability, Housing and Community Services
Clothing and personal needs	St Vincent de Paul Society
Counselling Services	ACT Health
Chaplains	ACT Churches' Council
Domestic Animals	Domestic Animal Services
Financial Assistance	Department of Disability, Housing and Community Services
First Aid and Medical Support	St John Ambulance
Insurance	Insurance Council of Australia
Liaison with non government agencies and supporting community organisations to develop good management practices prior to emergencies	ACTCOSS
Linkages with Local Community	Department of Disability, Housing and Community Services and Regional Community Services
Personal Support	Department of Disability, Housing and Community Services
Public Health and Communicable Diseases	ACT Health
Registration	Australian Red Cross
Translating and Interpreting	Department of Disability, Housing and Community Services
Transport	Field Operations Manager, ACTION, Department of Territory & Municipal Services
Spontaneous Volunteer Management	Volunteering ACT
Support for Especially Vulnerable Population Groups	Whole of Government
Public Information services	Chief Minister's Department and AFP – ACT Policing

Participating Agencies and Functional Responsibilities

ACT Churches' Council	<ul style="list-style-type: none"> • Coordination of chaplaincy services; • Provision of personal support
ACT Health	<ul style="list-style-type: none"> • Activation of ACT division of General Practitioners; • Assistance with access to pharmacies and medicines; • Communicable disease control and safety of food and water
ACTCOSS	<ul style="list-style-type: none"> • Liaison with non government agencies and supporting community organisations to develop good management practices prior to emergencies
ACTION	<ul style="list-style-type: none"> • Provision of transport
ADRA	<ul style="list-style-type: none"> • Support Agency to DHCS in the provision of temporary accommodation
Anglicare	<ul style="list-style-type: none"> • Provision of personal, pastoral and practical support
Australian Red Cross	<ul style="list-style-type: none"> • Activation of National Registration and Inquiry System; • Provision of personal support
AFP – ACT Policing	<ul style="list-style-type: none"> • Activation of Registration system; • Assistance with identification of evacuation centre/s
Canberra Connect	<ul style="list-style-type: none"> • Establishment of 24 hour information services
Centrelink	<ul style="list-style-type: none"> • Provision of Australian Government financial assistance and benefits
Coordinator ACT Public Information Plan	<ul style="list-style-type: none"> • Coordination of public information and media liaison
Counselling Sub-Committee	<ul style="list-style-type: none"> • Coordination of counselling services
Department of Disability Housing & Community Services	<ul style="list-style-type: none"> • Chair Community Recovery Committee; • Provide Community Recovery Coordinator; • Coordinate appeals and donations; • Coordinate childcare; • Coordinate financial assistance; • Coordinate personal support services; • Activate Counselling Sub-Committee
Department of Education & Training	<ul style="list-style-type: none"> • Activation of arrangements to provide schools as evacuation centres
Department of Treasury	<ul style="list-style-type: none"> • Financial arrangements and coordination of NDRA claims
Director Housing ACT, DHCS	<ul style="list-style-type: none"> • Activate MOU with ADRA for provision of temporary accommodation
Domestic Animal Services	<ul style="list-style-type: none"> • Coordination of temporary accommodation and management assistance for domestic animals
Emergency Services Agency	<ul style="list-style-type: none"> • Assistance with identification of evacuation centre/s
Lifeline Canberra	<ul style="list-style-type: none"> • Provision of telephone counselling services; • Provision of telephone hotline services in conjunction with AFP; • Provision of personal support
Office of Multicultural,	<ul style="list-style-type: none"> • Coordination of translating and interpreting services

Aboriginal and Torres Strait Islander Affairs, DHCS	
Regional Community Services	<ul style="list-style-type: none"> • Assist DHCS with provision of childcare; • Linkages with local community
Salvation Army	<ul style="list-style-type: none"> • Coordination of catering; • Support with provision of clothing and personal needs; • Provision of personal support
St John Ambulance	<ul style="list-style-type: none"> • Provision of first aid and medical support
St Vincent de Paul Society	<ul style="list-style-type: none"> • Coordination of clothing and personal needs
Volunteering ACT	<ul style="list-style-type: none"> • Coordination of spontaneous volunteers

Annexure D

Sites identified for evacuation centres

The sites that are identified for use as evacuation centres are:

- Canberra College – Woden Campus – Launceston Street, Phillip.
- Copland College - Copland Drive, Melba.
- Dickson College – Phillip Avenue, Dickson
- Erindale College – McBryde Crescent, Wanniassa.
- Lake Ginninderra College – Emu Bank, Belconnen
- Lake Tuggeranong College – Cowlshaw Street, Tuggeranong.
- Hawker College – Murrarji Street, Hawker.¹
- Narrabundah College – Jerrabomberra Avenue, Narrabundah.¹
- Canberra Institute of Technology, Bruce Campus.
- Canberra Institute of Technology, Reid Campus.
- Canberra Institute of Technology, Woden Campus.

Other sites identified:

- Exhibition Park in Canberra, Mitchell.
- Australian Institute of Sport, Bruce.
- Child & Family Centres, Gungahlin and Tuggeranong.
- Therapy ACT site, Holder.

Regional Community Centres

- Weston Creek Community Centre
Parkinson Street, Weston.
- Tuggeranong Community Centre
Cowlshaw Street, Greenway.
- Woden Community Centre
Corinna Street, Woden.
- Southside Community Centre
Boolimba Crescent, Narrabundah.
- Belconnen Community Centre
Swanson Street, Belconnen.
- Majura Community Centre
Rosevear Crescent, Dickson.
- Gungahlin Community Centre, Ernest Cavanagh Street, Gungahlin.
- **Other options include licensed clubs.**

¹ Capable of being connected to generator for backup electrical power

Annexure E

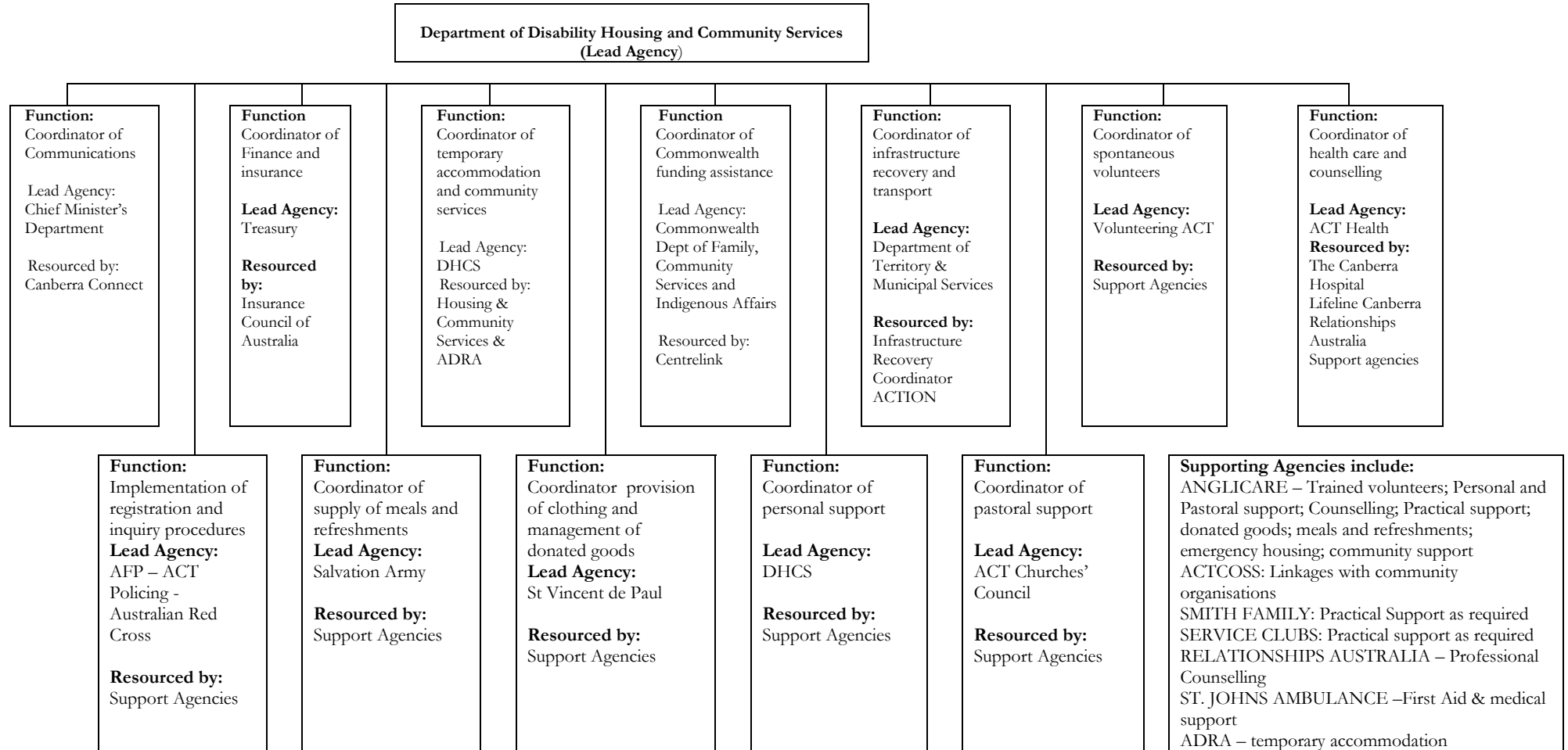
ACT All Hazards Warning Summary

Possible Impact	Likely Impact	Certain Impact	Immediate Impact	Recover
Level	Description	Action Summary	Special Needs Actions	
BLUE Possible Impact	An event that threatens life and property in certain parts of the ACT is possible	-CHECK HOME/ORGANISATION EMERGENCY PLAN	-CHECK PLANS/MAKE FINAL PREPARATIONS	
YELLOW Likely Impact	An event that endangers life and property in certain parts of the ACT is likely	-CHECK PLANS/MAKE FINAL PREPARATIONS	-DECIDE AND ACT.	
ORANGE Certain Impact	An event will threaten lives and property in particular parts of the ACT	-DECIDE AND ACT	-SHELTER IN A SAFE LOCATION	
RED Immediate Impact	An event has, or will immediately impact lives and property in identified areas of the ACT.	-SHELTER AND DEFEND	-SHELTER IN A SAFE LOCATION	
ALL CLEAR	All warnings Cancelled			
GREEN Initiate Recovery	The force of the event has now sufficiently reduced and affected areas are sufficiently safe to allow physical recovery	-INITIATE PHYSICAL RECOVERY	-INITIATE PHYSICAL RECOVERY	

Copies of *Emergencies and the National Capital-A Residents Guide* containing the All Hazards Warnings System are available through the ESA website www.esa.act.gov.au

Annexure F

Structural Chart for Community Recovery Sub-Plan



Annexure G

Abbreviations and Glossary of Terms

Abbreviations

ADRA	Adventist Development and Relief Agency
AFP – ACT Policing	Australian Federal Police – ACT Policing
ARC	Australian Red Cross
CBRN	Chemical, Biological, Radiological and Nuclear
CMD	Chief Minister’s Department
CPC	Crisis Policy Committee
COAG	Council of Australian Governments
DHCS	Department of Disability Housing & Community Services
DOTARS	Department of Trade and Regional Services
DRCC	Disaster Recovery Counselling Committee (a sub-committee of Community Recovery Committee)
DVI	Disaster Victim Identification
ECC	Emergency Coordination Centre
EMA	Emergency Management Australia
EMC	Emergency Management Committee
ESA	Emergency Services Agency
IC	Incident Controller
IMT	Incident Management Team
JaCS	Department of Justice and Community Safety
MOU	Memorandum of Understanding
PIC	Public Information Coordinator
PHD	Personal Hardship and Distress
NCTC	National Counter Terrorism committee
NDRA	Natural Disaster Relief Arrangements
NEMCC	National Emergency Management Coordination Centre (Commonwealth)
NRIS	National Registration and Information Service
POC	Police Operations Centre
PSCC	Protective Security Coordination Centre (Commonwealth)
SCEC	Security Coordination Executive Committee
SEMB	Security and Emergency Management Branch, JaCS
SEWS	Standard Emergency Warning System
SEMC	Security and Emergency Management Cabinet
SWG	Security Working Group
TCC	Territory Crisis Centre
USAR	Urban Search and Rescue

Annexure G (cont)

Glossary of Emergency Management Terms

Agency	A government or non-government agency
Agency Controller	The operational head of the agency who has command of the resources of the particular agency
All-hazards approach	Dealing with all types of emergencies or disasters and civil defence using the same set of management arrangements
Assistance Centre	The Assistance Centre (also known as Family Assistance Centre or Humanitarian Assistance Centre) acts as a “one-stop-shop” for survivors, families and those affected by the disaster, through which they can access support, care and advice. It allows families and survivors to make informed choices according to their needs and it is intended to enable the timely two-way flow of accurate information between families, survivors and essential responders and to ensure a seamless multi-agency approach to provide support without duplication of effort.
Bushfire Abatement Zone	A zone declared under Section 71 of the ACT Emergencies Act
Chaplains	Accredited members of the clergy who are trained and experienced in caring for the spiritual and pastoral needs of people
Community	A group with a commonality of association and generally defined by location, shared experience or function.
Community Recovery Committee	The committee of participating agencies in this Plan
Critical incident stress debriefing	The process of ensuring the welfare of emergency service and other personnel following a potentially traumatic event (EMA)
Critical Infrastructure	Infrastructure within the ACT which, if destroyed, degraded or rendered unavailable for an extended period, will impact on social or economic wellbeing
Community Recovery Coordinator	The person delegated to coordinate the community recovery following an emergency.
Counsellors	Qualified counsellors whose role it is to provide formal individual, family or group counselling to affected persons
Debrief	A meeting at the end of an operation with the purpose of assessing conduct or results of an operation (EMA)
Declaration of disaster	Official issuance of a state of emergency upon the occurrence of a large calamity, in order to activate measures aimed at the reduction of the disaster’s impact (EMA)
Defence Assistance to the Civil Community (DACC)	Physical assistance provided by the Defence Force in emergency situations – generally provided in situations where immediate action is needed to save human life, or prevent extensive loss of animal life, or loss or damage to property and the scale of the emergency is beyond local civilian resources
Disaster	A serious disruption to community life which threatens or causes death or injury in that community and/or damage to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than interchangeable (EMA)
Discussion exercise	An indoor exercise employing a carefully prepared scenario to test

(DISCEX)	and practise various aspects of emergency management planning, procedures or training (EMA)
Emergency	An event that due to its scale or nature, presents a significant danger to people, animals, property or the environment in the ACT, or presents a significant risk of disruption of essential services in the ACT. In accordance with the ACT Emergencies Act 2004 this includes, but is not limited to, flood emergency, storm emergency, bushfire emergency, urban fire emergency, chemical or hazardous material incident, disease or epidemic emergency, aircraft accident and hospital emergency or evacuation by ambulance and response and management of a terrorist related incident.
Emergency Affected person	People, other than emergency services personnel, who experience loss or injury or are affected by an emergency.
Emergency Coordination Centre (ECC)	The ECC is established to coordinate the ACT response to emergency management operations and is located at the Emergency Services Agency Curtin ACT.
Emergency Management Committee (EMC)	The committee constituted under section 141 of the ACT Emergencies Act 2004 (as amended)
Emergency Operations Centre	A centre established as a centre of communication and as a centre for the coordination of operations and support during an emergency
Emergency Services Agency (ESA)	Agency established under section 7 of the ACT Emergencies Act 2004 with the specific functions and powers determined by the Act
Essential services	A service that consists of any of the following: <ul style="list-style-type: none"> • The production, supply or distribution of any form of energy, power or fuel or of energy, power or fuel resources; • The public transportation of persons or freight; • The provision of community policing services; • The provision of emergency services; • The provision of public health services (including hospital or medical services); • The production, supply or distribution of pharmaceutical products; • The provision of garbage removal and sewerage services; • The supply or distribution of water; • The conduct of a welfare organisation; • the conduct of a prison; • Anything deemed essential by the EMC; • A service comprising the supply of goods or services necessary for providing any service referred to above. (ACT Emergency Plan)
Evacuation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return (EMA)
Evacuation Centre	Centre that provides affected people with basic human needs including accommodation, food and water
Exercise	Simulation of emergency management events, through discussion or actual deployment of personnel in order: <ul style="list-style-type: none"> • To train personnel; • To review/test the planning process or other procedures;

	<ul style="list-style-type: none"> • To identify needs and/or weaknesses; • To demonstrate capabilities; and • To practise people in working together
Field Exercise	An exercise activity in which emergency management organisations and agencies take action in a simulated situation, with deployment of personnel and other resources to achieve maximum realism. It is conducted actually on the ground, in real time but under controlled conditions, as though it were a real emergency
Functional Area	A category of services involved in the preparations for an emergency, including the following: <ul style="list-style-type: none"> • Agriculture and animal services; • Community recovery services; • Health services; • Public information services; and • Transport services
Functional Area Plan	A document describing roles and responsibilities and arrangements for the performance of a key response or recovery function in support of the ACT Emergency Plan
Functional Area Coordinator	The nominated coordinator of a Functional Area, tasked to coordinate the provision of Functional Area support and resources for emergency response and recovery operations, who, by agreement of Participating and Supporting Organisations within the Functional Area, has the authority to commit the resources of those organisations
Hazard	A potential or existing condition that may cause harm to people or damage to property or the environment (EMA)
Incident	A localised event, either accidental or deliberate, which may result in death or injury, or damage to property, which requires a normal response from an agency or agencies
Lead Agency	An organisation which, because of its expertise and resources, is primarily responsible for dealing with an identified hazard (EMA)
Liaison Officer (LO)	A person, nominated or appointed by an organisation or functional area, to represent that organisation or functional area at a control centre, emergency operations centre, coordination centre or site control point; a liaison officer maintains communications with and conveys directions/requests to their organisation or functional area, and provides advice on the status, capabilities, actions and requirements of their organisations or functional area (EMA)
Lifelines	The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. Systems or networks that provide services on which the well-being of the community depends
Logistics	The range of operational activities concerned with supply, handling, transportation and distribution of materials and people (EMA)
Mass casualty incident	An incident where, in the first instance, casualties outnumber the trained responders, and where the local health infrastructure is unable to cope (EMA)
Mitigation	Measures taken in advance of, or after, a disaster aimed at decreasing or eliminating its impact on society and environment

	(COAG Review into Natural Disaster in Australia, August 2002)
Morbidity	The number of sick persons or of diseases in a given period among a given population. The pathological or morbid conditions that characterise a disease, as opposed to mortality that characterises the killing potentialities of a disease
Mortality	The number, magnitude or frequency of deaths over a period of time among the total sick and well population of an area. The numerical expression of deaths usually given as a mortality rate.
Natural Disaster	A serious disruption to a community or region caused by the impact of a naturally occurring rapid onset event that threatens or causes death, injury or damage to property or the environment and which requires significant and coordinated multi-agency and community response. Such serious disruptions can be caused by any one, or a combination, of the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado (COAG Review into Natural Disaster in Australia, August 2002)
No Duff	A code indicating that an emergency is real and not an exercise
Non Government Agency	A voluntary organisation or any other private individual or body, other than a government agency (EMA)
Passenger Reception Centre	The centre in airport for victims involved in the emergency not taken to hospital, where triage and disaster victim registration is undertaken and welfare support is provided prior to reuniting with relatives
Personal support services	The process of assisting the diverse, immediate as well as longer-term personal needs of people affected by a disaster. Such needs may encompass provision of information, practical advice on a range of issues and emotional support (EMA)
Plan	A step-by-step sequence for the conduct of a single or series of connected emergency operations to be carried out simultaneously or in succession. Usually based on stated assumptions, and is a promulgated record of a previously agreed set of roles, responsibilities, functions, actions and management arrangements. The designation “plan” is usually used in preparing for emergency operations well in advance. A plan may be put into effect at a prescribed time, or on signal, and then becomes the basis of the emergency operation order for that emergency operation (EMA)
Post-traumatic stress disorder (PTSD)	An anxiety disorder, beyond the normal response to stress, caused by exposure to a highly traumatic event that has been excessively demanding (EMA)
Psychological services	The specific forms of assistance, ranging from initial support through to longer-term clinical treatment, provided by trained personnel within this framework (EMA)
Recovery	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being
Recovery Centre	A centre established to provide the affected community with longer-term holistic recovery services – a one-stop shop of

	recovery assistance incorporating a range of personal and practical advice and assistance
Registration	The process of accurately recording onto disaster registration forms details of all persons affected by disaster whether they are evacuated or remain in the disaster area
Relatives Reception Centre	The centre on an airport for those persons waiting to meet victims, where identification is undertaken and care provided prior to reuniting with their relatives
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to emergency relief centres (EMA)
Response	Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support
Situation Report (SITREP)	A brief report that is published and updated periodically during an emergency which outlines the details of the emergency, the needs generated, and the responses undertaken as they become known
Stand down	The phase where an agency's response is no longer required, and services are wound back. Site teams are returned to base, and additional staff called in are released from duty
Standard Operating Procedure (SOP)	A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks
Terrorism	The calculated use of violence or the threat of violence to attain goals that are political, religious, or ideological in nature. This can be done through intimidation, coercion, or instilling fear. Terrorism includes a criminal act against persons or property that is intended to influence an audience beyond the immediate victims (EMA)
Triage	The process by which casualties are sorted, prioritised and distributed according to their need for first aid, resuscitation, emergency transportation and definitive care
Welfare	The provision of immediate and continuing care of emergency affected person who may be threatened, distressed, disadvantaged, homeless or evacuated; and, the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved

Annexure H

Distribution List

Ministerial Portfolio	Title	Copies	No
Chief Minister	Chief Minister Chief of Staff	2	
Minister for Children & Youth; Minister for Disability and Community Services	Minister Chief of Staff	2	
Minister for Housing; Minister for Multicultural Affairs	Minister Chief of Staff	2	
Minister for Education and Training	Minister Chief of Staff	2	
Minister for Health	Minister Chief of Staff	2	
Minister for Justice and Community Safety	Minister Chief of Staff	2	

Agency	Title	Copies	No
ACT Emergency Services Agency	Commissioner Deputy Commissioner Director, Emergency Management Operations Communications Centre	4	
ACT Rural Fire Service	Chief Officer	1	
ACT Fire Brigade	Chief Officer	1	
ACT Ambulance	Chief Officer	1	
ACT SES	Chief Officer	1	
ACT Health	Chief Health Officer Manager, Health Protection Service General Manager, Community Health Emergency Management Coordinator Deputy General Manager Community Health	5	
ACT WorkCover	Commissioner, Occupational Health & Safety	1	

Agency	Title	Copies	No
ACTEW Corporation	Manager, Network Operations	1	
ActewAGL	Chief Executive Officer Manager, Water and Sewerage Assets	2	
Australian Federal Police, ACT Policing	Chief Police Officer Deputy Chief Police Officer – Investigations & Support Deputy Chief Police Officer - Response Superintendent Police Communications Superintendent Specialist Response and Security	5	
Canberra Institute of Technology	Chief Executive Executive Director Corporate Services Division Senior Manager Facilities Unit	4	
Canberra International Airport	Safety/ Security Manager	1	
Chief Minister's Department	Chief Executive Executive Director, Arts, Communications, Events and Protocols	2	
Defence Corporate Support Centre	Manager, Operations Support Branch	1	

Agency	Title	Copies	No
Department of Disability, Housing and Community Services	Chief Executive Deputy Chief Executive – Community Recovery Coordinator Executive Director, Policy & Organisational Services Executive Director, Housing & Community Services Executive Director, Office of Children Youth & Family Support Executive Director, Disability ACT Director Advocacy Review & Quality Deputy Community Recovery Coordinator	8	
Department of Education and Training	Chief Executive Director, Budget & Facilities Principals of schools identified as Evacuation Centres	11	
Department of Justice and Community Safety	Chief Executive Executive Director, Policy & Regulatory Division Director, Security & Emergency Management Branch	4	
Department of Treasury & Infrastructure	Chief Executive Director, Economic Management	2	
Department of Territory and Municipal Services	Chief Executive Infrastructure Recovery Coordinator General Manager, ACT Roads & Stormwater Manager, Domestic Animal Services	4	
Emergency Management Australia	Director General	1	

Agency	Title	Copies	No
Emergency Management Australia	National Emergency Management Coordination Centre	1	
Monaro District Emergency Management Committee	Monaro District Emergency Management Officer	1	
NSW State Emergency Management Committee	Executive Officer	1	

Participating /Supporting Agencies

Agency	Title	Copies	No
ACTCOSS	Director	1	
ACTION Buses	General Manager, ACTION Field Operations Manager	2	
ADRA	ACT Coordinator	2	
Anglicare	Executive Director Canberra and Goulburn	2	
Australian Red Cross	Disaster Services Coordinator	2	
Canberra Connect	Director	2	
Centrelink	Chief Executive	1	
Lifeline Canberra	Executive Director	2	
Relationships Australia	Chief Executive Officer	1	
Regional Community Services: Gungahlin Regional Community Services Southside Community Service Northside Community Service Belconnen Community Service Woden Community Service Communities@Work	Chief Executive Officers	6	
Salvation Army	ACT Divisional Commander	2	
Smith Family	Chief Executive Officer	1	
St Vincent de Paul Society	Operations Manager	2	
The Canberra Hospital	Emergency Department Chaplain Team	1	
Volunteering ACT	Chief Executive Officer	2	
St John Ambulance	Chief Executive Officer	2	

Annexure I

National Principles for Disaster Recovery

1. Introduction

Recovery is a significant component within Australia's comprehensive approach to emergency management (Prevention, Preparedness, Response, and Recovery). Applied at national, jurisdictional and local levels, a variety of recovery actions deliver significant positive results for those affected by disasters.

2. Background

Disaster recovery is

"The coordinated process of supporting disaster affected communities in the reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing".ⁱ
Considerations include *"community, psycho-social, infrastructure, economic and environmental recovery."*ⁱⁱ

Planning for recovery is integral to preparing for emergencies, and is not simply a post-emergency consideration. Recovery commences with planning and responding to an emergency and continues until after the affected community is able to manage on its own.

Disaster recovery is applied in a non-discriminatory manner, based on respect. It acknowledges the existing environment and is centred on the impacted community which is broadly defined, and includes groups linked by location, industry, culture, impact, interest etc.

Principles that describe the application of recovery are an effective means for sharing goals in a field that involves many entities. These principles are reflected in a variety of manuals and plans to help support effective recovery outcomes.

3. The structure of the Principles

The new principles comprise a series of six key concepts, accompanied by a complementary phrase and a series of key considerations. The principles themselves are able to stand alone or with their complementary phrase.

The key considerations are not intended as an exhaustive list and are written as guidelines only. They represent a range of aspects that are considered central to successful recovery.

4. Applying the Recovery Principles

Disaster recovery involves a variety of organisations and individuals across government, non-government and the community. The principles are therefore intended to be adopted and used at national, state and territory and local levels.

The principles are written as guidelines of good practice and should underpin the planning and operations within local emergency management frameworks. They will be described within a variety of reference or training contexts.

The National Disaster Recovery Principles

Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.

Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies – contributing to a more resilient community.

Successful recovery relies on:

- understanding the **context**;
- recognising **complexity**;
- using **community**-led approaches;
- ensuring **coordination** of all activities;
- employing effective **communication**; and
- acknowledging and building **capacity**.

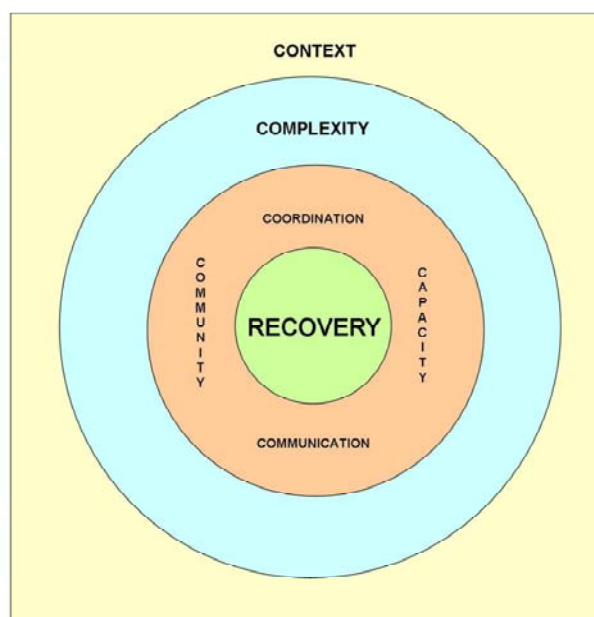


Figure 1: The national principles for disaster recovery

The relationship between the six principles is provided in Figure 1. Whilst all are equally part of ensuring effective recovery, the understanding of complexity and context are seen as foundation factors. The following paragraphs describe all six principles in more detail.

Understanding the context

Successful recovery is based on an understanding of the community context. Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected.

Recognising complexity

Successful recovery acknowledges the complex and dynamic nature of emergencies and communities. Recovery should recognise that:

- information on impacts is limited at first and changes over time;
- affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly;

- quick action to address immediate needs is both crucial and expected;
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions;
- emergencies create stressful environments where grief or blame may also affect those involved;
- the achievement of recovery is often long and challenging and
- existing community knowledge and values may challenge the assumptions of those outside the community.

Using community-led approaches

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

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

Ensuring coordination of all activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs. Recovery should:

- be guided by those with experience and expertise, using skilled and trusted leadership;
- reflect well-developed planning and information gathering;
- demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption;
- be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness;
- be inclusive, using relationships created before and after the emergency;
- have clearly articulated and shared goals based on desired outcomes;
- have clear decision-making and reporting structures;
- be flexible, take into account changes in community needs or stakeholder expectations;

- incorporate the planned introduction to and transition from recovery-specific actions and services; and
- focus on all dimensions; seeking to collaborate and reconcile different interests and time frames.

Employing effective communication

Successful recovery is built on effective communication with affected communities and other stakeholders. Recovery should:

- ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent;
- recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time;
- ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels;
- establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- repeat key recovery messages because information is more likely to reach community members when they are receptive.

Acknowledging and building capacity

Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery should:

- assess gaps between existing and required capability and capacity;
- support the development of self-reliance;
- quickly identify and mobilise community skills and resources;
- acknowledge that existing resources will be stretched, and that additional resources may be required;
- recognise that resources can be provided by a range of stakeholders;
- understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
- provide opportunities to share, transfer and develop knowledge, skills and training;
- understand when and how to disengage; and
- develop networks and partnerships to strengthen capacity.

ⁱ Australian Emergency Manual, Disaster Recovery EMA 2004

^{Tⁱⁱ} CSMAC 2004, Review of community support and recovery arrangements following disaster, FACS 2004