Interim Tweed Byron Local Recovery Plan

Nov 2022

A Supporting Plan of the Tweed Byron Local Emergency Management Plan 2022

Public Document

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Authorisation

The Tweed Byron Local Recovery Plan has been prepared as a supporting plan to the Tweed Byron Local Emergency Management Plan (Local EMPlan) to coordinate recovery services following a disaster in accordance with points 20-22 of the NSW Recovery Plan 2021, a supporting plan to the NSW State EMPLan 2021.

Approved

Doreen Harwood (LEMO)
Enterprise risk and Emergency Management Officer

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Chair

Tweed Byron local Emergency Management Committee

Date: 8 February 2023

Part 1 - Introduction

Purpose

The Tweed Byron Local Emergency Management area covers Tweed Shire and Byron Shire Local Government Areas (LGA). The Tweed Byron Local Recovery Plan (The Local Recovery Plan) provides a framework for the management and coordination of recovery operations to support affected communities following an emergency.

NOTE: This multi-hazard plan outlines key activities that take place in anticipation of a disaster. The NSW Reconstruction Authority is the lead agency for disaster recovery and reconstruction coordination and was established under the *NSW Reconstuction Authority Act 2022.*

The *NSW Reconstruction Authority Act* defines the meaning of disaster as including:

(a) Natural disasters, including for example, bushfires, coastal hazards, cyclones, earthquakes, floods, heatwaves, landslides, severe thenderstorms, tornadoes and tsunamis,

(b) Hazards caused by natural disasters including air pollution, water and soil contamination and water insecurity,

(c) Other emergenies in relation to the Minister has requested assisatance from the Authorty,

(d) other emergencies in relation to which:
(i) a public authority, including a Minister other that the Minister administering this Act, has requested assistance from the Authority, and
(ii) the Authority has agreed to provide assistance, and

(e) events, incidents or matters, or classes of events, incidents or matters, prescribed by the regulations.

Objective

- Ensure effective and efficient coordination in recovery
- Establish how services will work to support community recovery
- Determine how agencies will operate during recovery

Scope

- The Local Recovery Plan provides guidance on the major considerations for recovery across the four recovery environments of social, built, economic and natural.
- The Local Recovery Plan details the coordination arrangements of recovery services during recovery operations.
- This plan links with the NSW Recovery Plan 2021, NSW Disaster Recovery Handbook 2022 (Draft as of printing), the Tweed Byron EMPLAN, NSW LEMC Information Guide, the NSW Disaster Assistance Guidelines (DAG) and the Australian Disaster Resilience Handbook series which are referred to throughout this document.

What is Recovery?

Disaster recovery is one part of the emergency management Prevention, Preparedness, Response and Recovery (PPRR) model.

Community recovery is best achieved within a holistic and integrated framework that encompasses the community and the four environments, and encourages community sustainability as depicted in Figure 1 below (extract from NSW Recovery Plan).

Figure 1: Integrated and holistic recovery

Recovery is the process of coming to terms with the impacts of an emergency and managing the disruptions and changes caused, which can result, for some people, in a new way of living. Being 'recovered' is being able to lead a life that individuals and communities value living, even if it is different to the life they were leading before the disaster event[1].

Community at the Centre of Recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. The National Recovery Principles aim to guide our efforts, our approach, our planning and our decision-making. Community recovery is best achieved within a holistic and integrated framework that encompasses and supports the development of community resilience.

National Principles of Disaster Recovery

Understand the context: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.

Recognise complexity: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

Use community-led approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.

Coordinate all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.

Communicate effectively: Successful recovery is built on effective communication between the affected community and other partners.

Recognise and build capacity: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.[1]

Acknowledging the community's existing strengths and capacities and knowing the stressors and vulnerabilities will assist in planing for effective recovery strategies. This information is critical for any Recovery Committee and other organisations that provide recovery services, who may not be familiar with the community.

Community Profile

Effective recovery requires a through understanding of the community profile. The community profile section of the Tweed Bryon Local EMPlan (Local EMPlan) highlights important information including; demographics, socio-economic information, cultural backgrounds, key local industries, significant regional or state infrastructure, critical transport links, and a summary of government facilities such as schools and hospitals and sites of cultural, heritage or natural significance.

Social Profile

In addition to the community profile information contained in the Local EMPlan, the Local Recovery Plan includes key qualitative information which describes the characteristics, behaviours and activities of the community which are important to consider when planning for recovery services. The social profile template at **Annex B** has been completed for the most at-risk communities within the Tweed and Byron LGA's.

Communities are considered 'at-risk' based on the combination of the severity and frequency of a hazard, the numbers of people and assets exposed to the hazard, and their vulnerability to damage.

Councils' existing social planning records have informed the social profiles along with localised information from community services organisations and Community Resilience Network members.

When does recovery begin?

Recovery begins when the emergency impacts on one or more of the four recovery environments and a coordinated, whole of community approach is required. The phases within a disaster in Figure 2 are not mutually exclusive, they overlap and interact with one another and should be connected and coordinated with a smooth transition for the community between phases. A disaster can significantly disrupt a community's development process as depicted in Figure 2. Recovery is a long term process and a recovery committee may be involved in the recovery operation for many

[1] National Principles for Disaster Recovery 2018

months or years depending on the impacts of the event. It is vital that recovery activities facilitate and support individuals, groups and communities to identify, prioritise and implement their own recovery processes linking back into ongoing community development work.

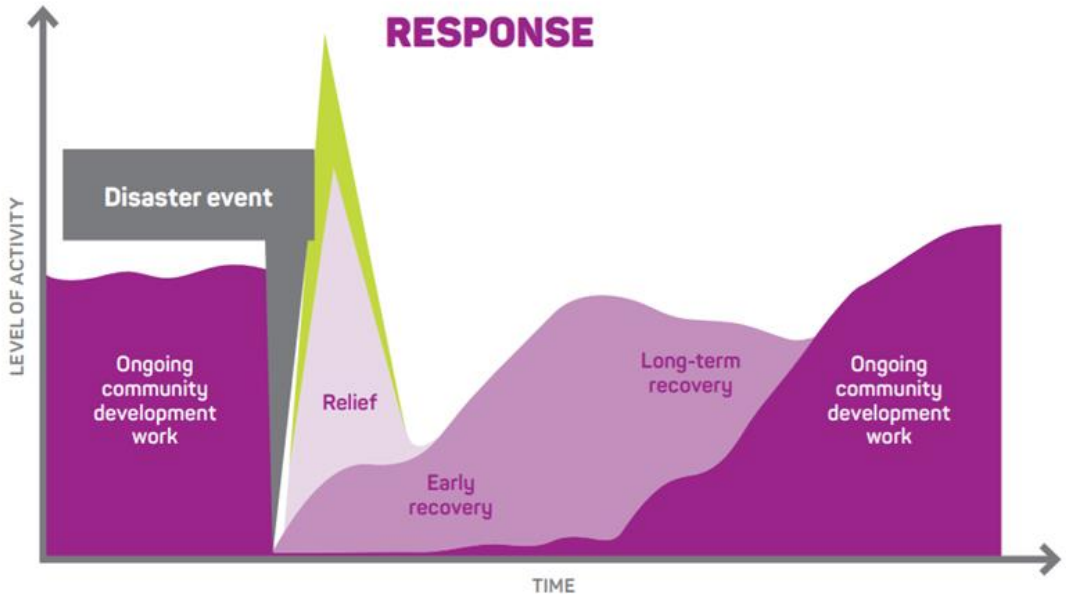

Figure 2: Effect of disaster on ongoing community development and interface with relief and recovery[2]

Part 2 – NSW Recovery Arrangements

The SERM Act specifies the requirement for a State Emergency Management Plan in NSW.

The *NSW State Emergency Management Plan* (EMPLAN) details emergency preparedness, response and recovery arrangements for NSW at the State, Regional and Local levels. It ensures a coordinated response by all agencies having responsibilities and functions in emergencies.

The *NSW State Recovery Plan* is a supporting plan of the EMPLAN. It outlines the strategic intent, responsibilities, authorities and the mechanisms for disaster recovery in NSW.

The NSW Reconstruction Authority was established following the 2022 floods events. It is a corporation reporting to the Minster of Planning and the Minister for Emergency Services. It is the key agency to support communities to recover and rebuild quicker and help to build greater resilience.

Further Information: NSW State Emergency Management Plan and NSW State Recovery Plan – Visit **www.nsw.gov.au/resilience-nsw**

NSW Reconstruction Authority – Visit www.dpie.nsw.gov.au/about-us/our-agencies/nsw-reconstruction-authority

Role of State Government in Recovery

The State Emergency Recovery Controller (SERCON)

In NSW, the *State Emergency and Rescue Management Act 1989* (SERM Act) enables the appointment of a State Emergency Recovery Controller (SERCON) and a Deputy State Emergency Recovery Controller (DSERCON) and details their responsibilities and functions.

The Office of the SERCON is to be held by the chief executive officer of the NSW Reconstruction Authority or delegate (a senior executive of the NSW Reconstuction Authority or NSW Police Force senior executive).

The SERCON has the authority to engage the support of Government agencies as required and also engage with industry, non-government organisations and Local and Commonwealth Government. The SERCON may chair a State Recovery Committee to coordinate recovery activities at State level, operating in conjunction with a regional or local Recovery Committee.

The recovery management framework for operations is both scalable and flexible. The escalation of arrangements is dictated by the scale of the event. The following diagram shows all components of the frameworks and their relationship to each other.

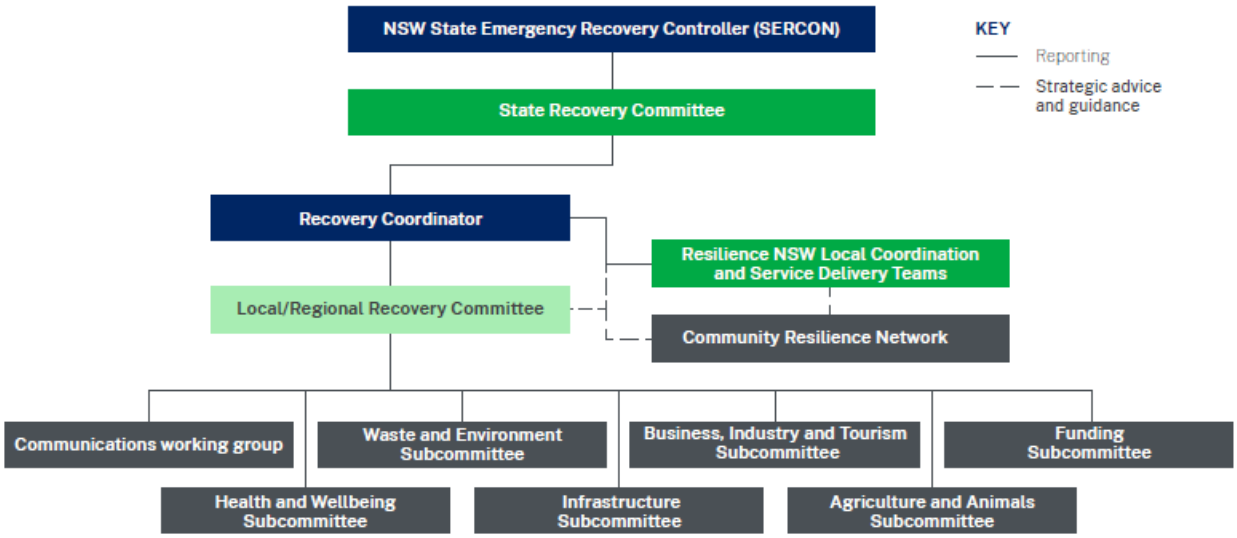

Figure 3: Components of the recovery operations management framework (Extract for NSW EMPLAN 2021).

Note: Resilience NSW is now known as the NSW Reconstruction Authority.

Recovery Coordinator

In a large scale or significant event the SERCON may recommend the appointment of a Recovery Coordinator and nominate an appropriate candidate to the Minister. Recovery Coordinators are appointed to be the public face of the recovery operation and report to the SERCON. The Recovery Coordinator will provide guidance to, and chair the Recovery Committee. They also act as the conduit between the Recovery Committee, the community and the State Government.

The Recovery Coordinator's functions are to:

- chair the Recovery Committee and maintain an operational picture of the emergency's impact
- communicate key messages in accordance with the agreed community engagement and communication plan
- assist with facilitation and coordination of key stakeholders to ensure their participation in, and awareness of the recovery process.

NSW Reconstruction Authority

The NSW Reconstruction Authority is responsible for facilitating disaster prevention, preparedness, recovery, reconstruction, and adaptation to the effects of natural disasters in NSW.

The authority will:

- lead disaster resilience, risk reduction, adaptation and mitigation activities
- provide education and infrastructure before disasters to minimise harm
- ensure the reconstruction process begins swiftly when a disaster strikes
- reduce community devastation.

The authority's responsibilities include:

- creating and implementing the State disaster mitigation plan
- giving advice as needed to councils and government agencies on disaster adaptation
- supporting communities to help recover from a natural disaster
- coordinating development in disaster-affected areas
- acquiring and subdividing land for rebuilding communities
- rebuilding infrastructure.

This represents a new and unique alignment between disaster planning and strategic planning that does not currently exist in NSW. This new approach will be an integral part of how we design our future cities and towns.

Role of Local Government in Recovery

Council

This plan incorporates the two local government areas of Tweed and Byron Shire LGAs. Councils have a key role in managing local recovery through providing expertise and local knowledge to inform decision making, gathering impact and needs information, sharing recovery communications and providing executive support to the Local or Regional Recovery Committee. If a Recovery Centre is established, Council will also provide a Manager, Registration Officers and Administrative Support to the Centre where resources permit. A local council General Manager, Director or senior officer position may also chair a Recovery Sub Committee or, when a Recovery Coordinator is not appointed, the Recovery Committee. In disaster recovery it is also important for local councils to continue to deliver their business services.

Local Recovery Officer

Council may appoint a Local Recovery Officer, to be the Council's coordinator for recovery planning and operations.

The Local Recovery Officer may:

- be a member on the LEMC to inform local recovery planning and facilitate collaborative partnerships between the community and the LEMC
- assess suitability and plan for potential Recovery Centres
- inform the LEMC when undertaking initiatives for local recovery planning, training and exercises
- coordinate/chair on the Community Resilience Network (CRN) and support local community connections in resilience and recovery initiatives
- be the Recovery Liasion Officer at the Emergency Operations Centre (EOC) during an emergency operation, to monitor impacts and inform early recovery planning
- be a member of the Recovery Committee, to promote linkages and information sharing between the Committee and community organisations and groups and contribute to the development of recovery strategies .

The Manager Inclusive and Creative Communities is the appointed Local Recovery Officer for Tweed Shire and the Manager of Social and Cultural Planning is appointed Local Recovery Officer for Byron Shire.

Local Emergency Management Committee

The purpose of the LEMC is to provide cooperative interaction between emergency services, functional areas, local government and the community. It is responsible for preparing plans in relation to the prevention of, preparation for, response to and recovery (PPRR) from emergencies within the LGA. The LEMC will be responsible for reviewing and updating this plan in consultation with stakeholders identified with a role in the plan. The LEMC also plays a key role in the decision to establishment of a Recovery Committee.

Further Information: - NSW Local Emergency Management Committee Information Guide 2019 – Visit *www.emergency.nsw.gov.au*

Part 3 – Recovery Operations

Recovery Operation Cycle

Figure 4 shows the stages of a recovery operation in NSW and the activities which may occur throughout these stages. Based on the average recovery operations experienced in NSW, the Relief stage will usually last around 2-3 days, and the Early Recovery stage for around 3 months. These two stages represent the period where the Recovery Committee is most active and when the majority of out of area agencies are present and actively working with the community.

The transitional period between medium to longer term recovery, and the beginning of the Implementation, Monitoring and Evaluation phases usually mark the point in time where the Recovery Coordinator (if appointed), and the NSW Reconstruction Authority team will begin to transition coordination roles back to local leadership, leaving in place a Recovery Action Plan for the Recovery Committee to implement and monitor over the longer term.

It should be noted that the time frames for each stage and the transition between the stages is not usually a defined period or point in time, and that activities between the stages will overlap depending on the nature of the event and the community.

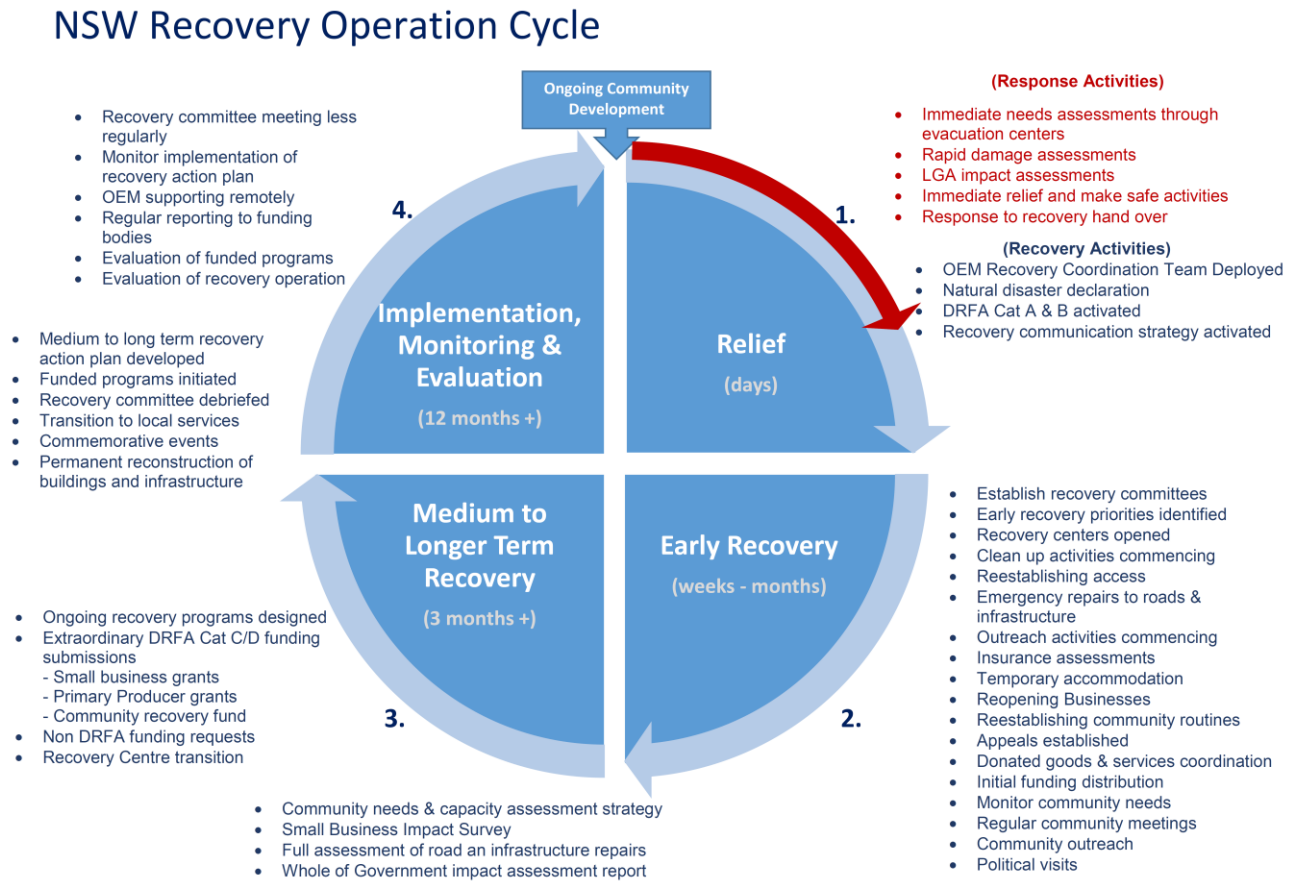

Figure 4: NSW Recovery Operation Cycle

Impact Assessment

Impact Assessments begin as soon as possible following an emergency. The Emergency Operations Controller (EOCON) coordinatates the LGA impact assessment. The data collection process is undertaken with the assistance of the LEMC, LEMO, REMO, Emergency Service Organisations, Functional Areas and local councils. The aim of Impact Assessments is to identify economic, social, infrastructure and environmental impacts on communities. They provide the data to inform analysis and identification of physical and financial resources needed for recovery operations.

Recovery Committees and Subcommittees include a wider representation of agencies than the LEMC. If established, members of these committees should also be engaged by the LEMO or REMO to contribute impact information to the LGA Impact Assessment as one of the first items of business for the committees.

Response to Recovery Transition

The recovery process begins at impact. It operates in parallel to the response phase and continues after the response phase is complete. The Combat Agency retains responsibility as the lead agency until the formal handover to the SERCON. As the response concludes, a transition to recovery will occur. In events of Medium Severity and higher this process is formally planned and conducted. The EOCON will develop a Response Summary Report including impact assessment information and provide a detailed brief for the SERCON or Recovery Coordinator at the transition of management responsibility.

See **Annex K** Response to Recovery Handover Report Template

Outreach

Outreach is a way of connecting with disaster affected residents in the days or weeks following the impact of a disaster. Outreach aims to facilitate community recovery by linking disaster affected people with information and services. It is also an opportunity for vulnerable people to be identified for follow up assistance, and to gather information about the needs of the community.

Outreach should be authorised and coordinated through the Recovery Committee or the Health and Wellbeing Subcommittee. This provides the opportunity for a coordinated approach across agencies that may have relevant information to be given to the residents of the impacted area. Initially this is lead by Disaster Welfare Services with mixed teams of Red Cross, Anglicare, and other government agency staff to provide support. An outreach coordinator will be assigned to ensure coordination and sharing of information. Outreach is usually done by visiting individual homes but can also be done via phone outreach or in areas where communities gather e.g. in the main street.

Needs and Capacity Assessments

A Recovery needs and capacity assessment will consider the effects of the disaster on the community, the community demography, available resources within the community and the pre-existing health, wellbeing and psychological state of the community. Needs assessments should be conducted to inform the initial community recovery planning and be repeated over time as the needs of recovery evolve and change.

A Recovery needs and capacity assessment also builds on the information provided in the Impact Assessment and provides valuable information for forming the Recovery Action Plan including areas of the community that require immediate attention and what resources are available.

The assessment data can be gathered in a variety of ways, including through community meetings, on-line surveys, feedback forms, focus group discussions, key informant interviews or through telephone or door-to-door outreach. The subcommittees will need to gather needs and capacity assessment data, coordination in undertaking assessments will assist in minimising duplication and repetition.

Further Information: NSW *NSW Resilience* Disaster Recovery Handbook – Recovery Needs and Capacity Assessment

Recovery Action Plan

A Recovery Action Plan provides strategic direction and operational actions for the recovery. It is unique to each event and guided by the needs of the community. A Recovery Action Plan is a living document that is updated as the recovery evolves and is a priority for the Recovery Committee.

Recovery Action Plans are informed by impact assessments and the needs and capacity assessment and lead to the development of specific recovery activities with measurable outcomes and associated timeframes. The Recovery Action Plan template should be used by the sub committees to record details of priorities and actions throughout all the phases of recovery from the first meeting of the committees. (At the time of printing the recovery action plan template is in draft format from NSW Reconstruction Authority)

Recovery considerations have been developed as a starting point for the subcommittess to consider likely issues that may be faced during the recovery, see **Annex D** – Recovery Considerations.

Medium - Longer Term Recovery

The medium to long-term phase of recovery is characterised by the repair of the built environment – houses, community facilities, road, bridges, etc., and by the restoration of community connections and relationships, networks and social structures.

Temporary arrangements established in the relief and early recovery stages will be replaced by or evolve into more long term arrangements that reflect and support community priorities.

The 3 month mark post disaster is generally where Recovery Action Plans for the longer term recovery phase are developed and endorsed by the Recovery Committee. Recovery Committees should review these around the 6 month mark to assess progress against the plan, identify emerging recovery issues and develop strategies to address them. The Chair of Recovery Committee should meet with Chairs of Subcommittee to undertake the review and receive advice as to the ongoing need of each Subcommittee, noting not all Subcommittees will be required to be formed or continued.

Transition to normal services / roles

Transition to mainstream service in the community should be considered throughout the recovery and generally includes:

- use of, wherever possible, existing services and community networks to support and deliver recovery activities
- ensuring agencies and organisations involved in the management, coordination and service delivery undertake long-term recovery operations in a planned, integrated and adaptive framework
- provision of a strategic platform for recovery/service providers to embed sustainable community-based recovery services within communities
- implementation of strategies to support the integration of specific recovery-related services into mainstream service provision through integration and coordination
- maintaining the partnerships and communication that was established during recovery.

Over time, all remaining community recovery programs should transition into regular mainstream services and activities. This should result in a shift of focus from a recovery operation to ongoing community development, while ensuring the community services can continue to provide services for any ongoing needs of affected people.

The Recovery Committee will be dissolved once there is no longer a need for regular multi- agency co-ordination and any remaining issues can be dealt with by individual agencies as a part of their core business. The chair of the Recovery Committee, in consultation with the Recovery Committee members, will determine when it is appropriate to dissolve the committee.

Debrief – Recovery Committee

The chairs of the Recovery committee and subcommittees will run a debrief with committee members to capture the recovery operational strengths, improvements and learnings, this will be shared with committee members and the NSW Reconstruction Authority. Assigned action items will be provided to the relevant agencies for ongoing development and preparation for future emergency incidents. Some tasks may need to be considered for LEMC to review existing EMPlans and Recovery plans.

Further Information: Australian Institute for Disaster Resilience checklist for measuring application of the National Principles for Disaster Recovery. – Visit *www.knowledge.aidr.org.au*

Part 4 – Recovery Coordination

Determining the need for a Recovery Committee

Following an emergency, the Chair of the Tweed Byron LEMC will schedule, in consultation with the LEOCON and Combat Agency, a meeting to determine if there is a need for a coordinated recovery operation. The meeting will include LEMC members, the REMO, a Recovery Liaison Officer from the NSW Reconstruction Authority and other agency or council staff who can contribute information about the impacts around the four recovery environments of social, built, economic, and natural. The Committee will consider the impact, as well as the need for, and the appropriate level of coordination arrangements to be implemented, including the need for a recovery committee, See Figure 5.

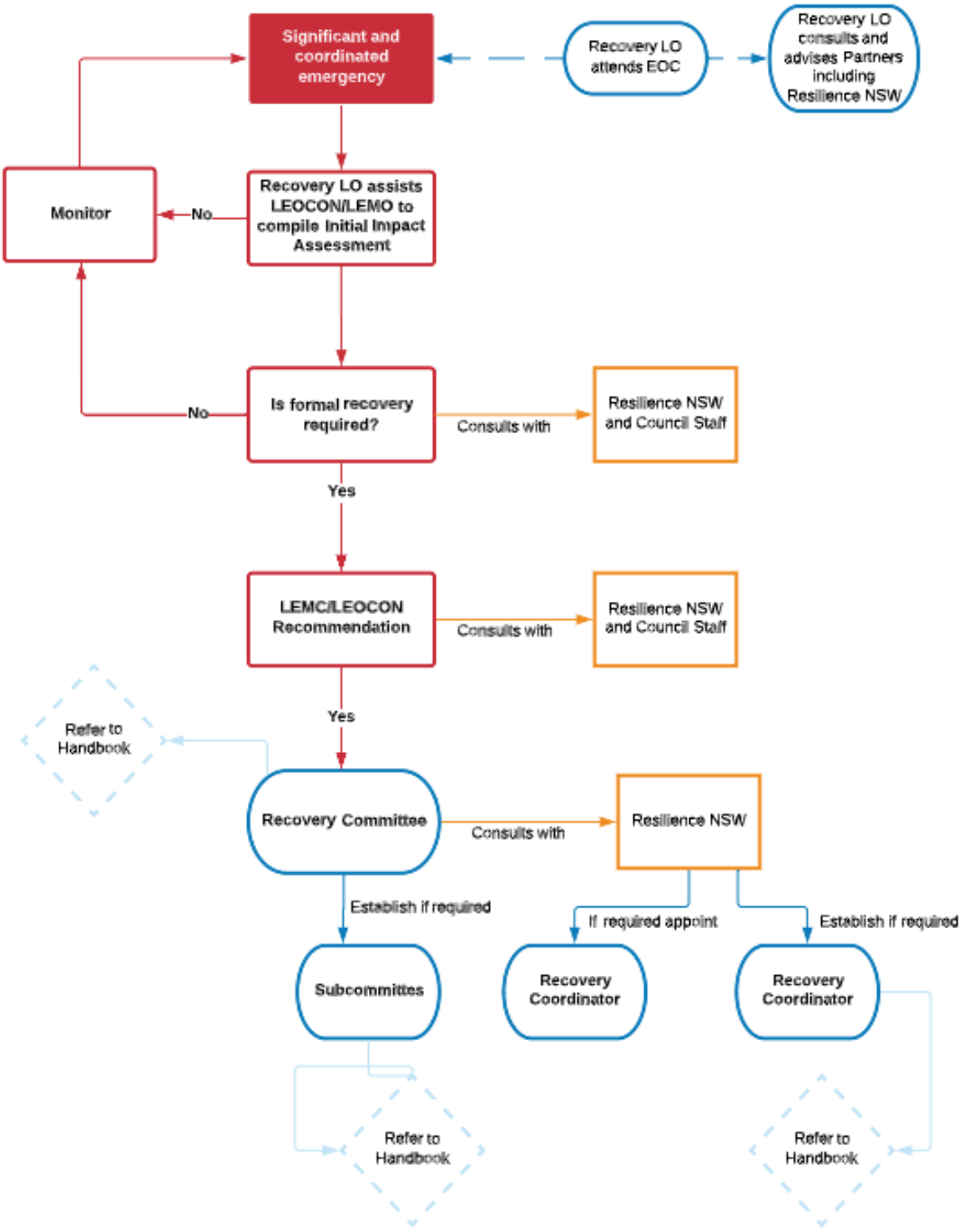

Figure 5: Activation process for local recovery

Local verses Regional Committees

Where an event affects multiple LGAs in the same or neighbouring regions there can be value in coordinating agency resources to combine recovery operations under one Regional Recovery Committee. It would be likely that the multiple LGAs would be experiencing similar recovery needs so having a regionally coordinated approach using regionally based agency resources would prevent duplication and enable consistent recovery communications. LGA based reference groups can

inform the workings of a Regional Recovery Committee on behalf of an LGA. Community Resilience Networks can form the basis of an LGA reference group to support a Regional Recovery Committee.

If an event is localised in one community or LGA then it may be appropriate to establish a Local Recovery Committee with local and/or regional agency resources. This can be utilised and adapted to an individual LGA response adjusting the structures and agencies involved to meet the identified needs.

Recovery Committee

A recovery committee is the strategic decision-making body for recovery. Recovery committees provide visible and strong leadership and have a key role in restoring confidence to the community through assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community. Importantly, the recovery committee provides a mechanism for local leadership and community self-determination.

The recovery committee will consider the initial impacts, identify immediate actions and decide if a Recovery Centre is needed. Beyond the impact the committee will assess the community needs and capacity and develop an action plan, involving community stakeholders in the development and implementation of recovery strategies.

Recovery Committee Chair

If appointed, the Recovery Coordinator will chair the Recovery Committee in the initial weeks or months of the recovery. The role will then transition to a position in either or both Councils to support the medium to longer term recovery. When a Recovery Coordinator is not appointed, Local Council or another State Government agency representative with a lead role in the Recovery will be appointed as chair of the Recovery Committee.

Committee Members

The roles and responsibilities of NSW Government agencies in recovery are outlined in the Department of Premier and Cabinet Circular C2011-35, available at www.dpc.nsw.gov.au. The Circular states Government agencies involved in recovery operations are required to allocate appropriate staff resources to meet recovery responsibilities while maintaining normal service delivery.

All members of recovery committees and sub committees, both government and non government are required to:

- provide impact and need information on behalf of their organisation and clients
- provide advice on the capabilities, resources and activities of their organisation
- provide communication links with their sector networks
- contribute to the development of recovery strategies

The Tweed Byron Recovery Committee membership is at **Annex C**.

Further Information on the severity and scale of response and Recovery Committees: *NSW NSW Disaster Recovery Handbook – Recovery Committees*

Subcommittees

Recovery Subcommittees are convened to provide specialised support and advice to the Recovery Committee. Recovery Subcommittees are comprised of subject matter experts with specific knowledge across the four recovery environments. The community context, location and disaster impact may not require all the subcommittees to be activated or may require additional subcommittees to be formed. Discussions at the initial Recovery Committee meetings will decide the structure needed for the event, Figure 6 is an example of a common structure and captures some issues to consider.

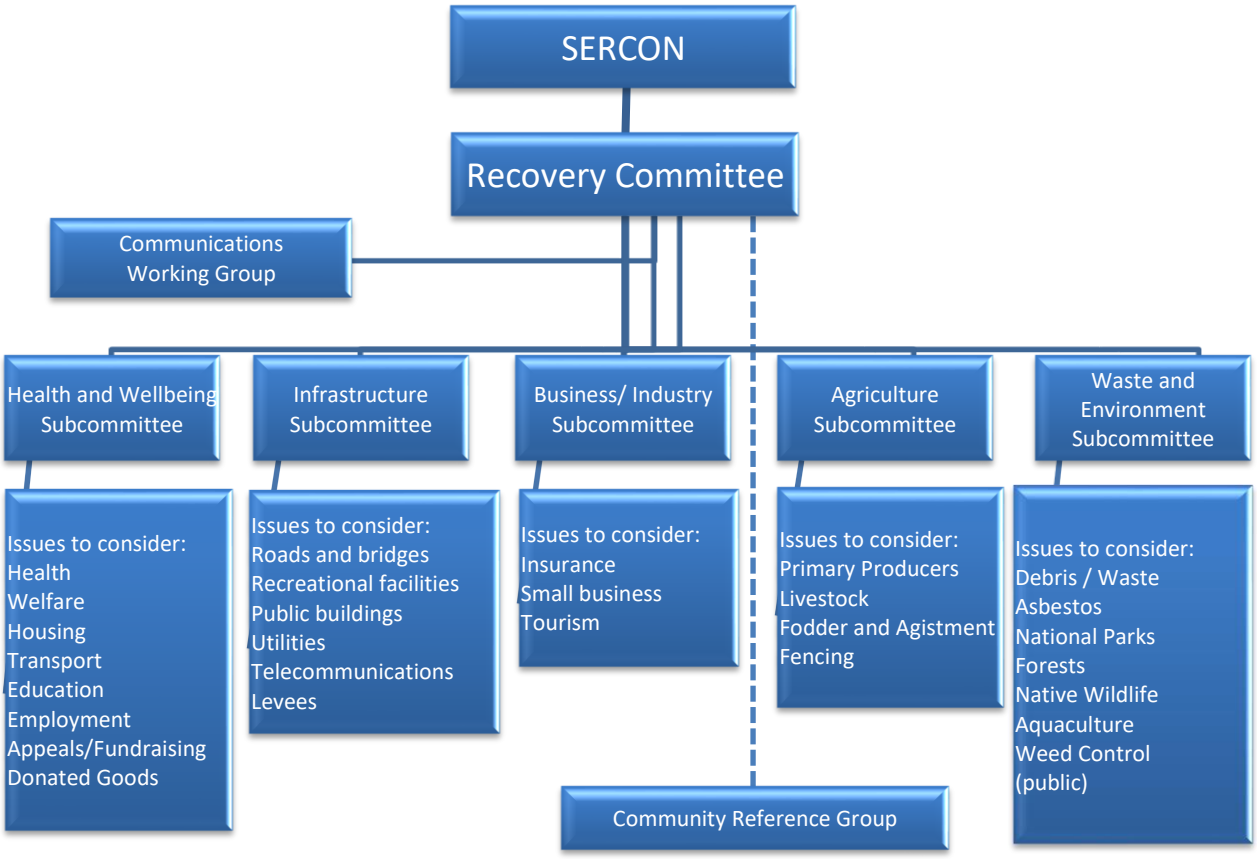

Figure 6: Common local recovery structure

Health and Wellbeing Subcommittee

The role of the health and wellbeing subcommittee is to lead and coordinate the planning and implementation of the social aspects of recovery including in safety and wellbeing, physical and psychological health, immediate and long-term shelter and social engagement. Recognising that a community's strengths and vulnerabilities can help inform the recovery process. The Community

Resilience Network and their associated agency networks would be utilised to gather information for the needs and capacity assessment.

See **Annex E** for the Health & Wellbeing Subcommittee membership and **Annex D** for the Health & Wellbeing section of the draft Recovery Considerations.

Infrastructure Subcommittee

The role of the infrastructure subcommittee is to lead and coordinate the planning and implementation of the built environment which includes the recovery of commercial and industry buildings and structures, physical infrastructure (including power, water, telecommunications, transport) and the rebuilding of damaged council infrastructure. This infrastructure can be owned by a range of entities including; multinational companies, individuals, government and community groups. Restoration of essential services during recovery may require temporary solutions and can also provide an opportunity to meet the needs of the future environment.

See **Annex F** for the Infrastructure Subcommittee membership list and **Annex D** for the Infrastructure section of the Recovery Considerations.

Business and Industry Subcommittee

The role of the business and industry subcommittee is to lead and coordinate the planning and implementation of the communities economic recovery. Economic recovery is vital to the whole of community and can affect residents and households, public infrastructure and community facilities, business enterprises and supply chain as well as government. Office of the Small Business Commissioner may also assist in coordinaing a small business impact survey.

See **Annex G** for the Business and Industry Subcommittee membership list and **Annex D** for the Business and Industry section of the Recovery Considerations.

Agriculture Subcommittee

The role of the agriculture subcommittee is to lead and coordinate the planning and implementation of the primary industries and rural farming recovery. The subcommittee is responsible for providing specialist support and advice on key issues confronting primary industries and rural community. The North Coast Rural Producers Consultative Group would be utilised to gather information for the needs and capacity assessment.

See **Annex H** for the Agriculture Subcommittee membership list and **Annex D** for the Agriculture section of the Recovery Considerations.

Waste and Environment Subcommittee

The role of the waste and environment subcommittee is to lead and coordinate the planning and implementation of the environmental recovery in terms of the ecosystem components of air, water, land and soil and plants and animals.

See **Annex I** for the Waste and Environment Subcommittee membership list and **Annex D** for the Waste and Environment section of the Recovery Considerations**.**

Working Groups

Working groups may also be initiated to support subcommittees in navigating specific time limited issues which do not require involvement of the full Committee. Working groups can be initiated or disbanded by the Recovery Committee or a Subcommittee at any time depending on need. The following working groups are often established to address common issues.

Communications Working Group

A Communications Working Group should be established in the initial stages of recovery to ensure timely, accurate and consistent recovery information is disseminated by all agencies. Members of the group should comprise communications representatives from council along with relevant state government agencies and key local organisations.

The Communications Working Group reports directly to the Recovery Committee and a council communications representative should also regularly attend Recovery Committee meetings.

Donated Goods

Following an emergency event, people often want to donate goods to affected communities. Unless there is a specific need, the public will always be encouraged to donate money in preference to donated goods. Donated goods are difficult to sort, store, distribute and manage and can divert recovery efforts. If left uncoordinated and unsupported, donations received can be not needed, of varying quality and can undermine the local economy.

Due to the organic nature of these activities occurring, there will likely be several local agencies receiving and distributing donated goods following an emergency. If this occurs, it is useful to establish a temporary working group for these agencies to meet face to face to share information about their activities and for those agencies to receive up to date information about the recovery operation. The working group should ensure as much as possible a coordinated approach to managing donated goods, including consistent public messaging.

It is noted both Tweed and Byron Shire Councils are working to have specified processes in place by end of 2023 / mid 2024.

Appeals

Following a disaster, individuals may want to donate money to the affected community. To assist the public should be strongly encouraged to donate money to a coordinated appeal, if established. It is more empowering for people to receive cash grants so that they can choose what they most need to support their own recovery which can also assist in stimulating the local economy.

When considering if an appeal should be launched, assess the level of impact and the financial needs of the impacted community. There may be other existing charity appeals to partner with, who have expertise in managing appeals. If council chooses to launch a Mayoral appeal it will take time and additional resources to establish, manage and distribute the funds.

It is strongly advisable to avoid multiple appeals for an event. If there are several local groups or NGO's distributing financial support, a working group should be established to share information and coordinate their activities.

Further Information: NSW Disaster Recovery Handbook – Disaster Appeals Guideline

Volunteers

Volunteers are individuals, groups or organisations that offer to assist a community affected by a disaster. Volunteers provide crucial support to disaster affected communities and individuals. They can help build community resilience and assist with disaster response and recovery.

As indicated in the Figure 7 there can be many different groups or individuals involved in volunteering, who will have varying linkages to a community affected. When not appropriately planned for, this can create a significant burden on the impacted communities and may disrupt the work of those assisting communities. But if volunteers are utilised effectively they can be an important component of community resilience that includes local people and brings community capability and resources to disaster response and recovery efforts. Ensuring preplanning and coordination mechanisms for volunteers will enable work to be organized, effective and ensure needs can be met. [3]

Figure 7: A framework for understanding socital responses to disaster [4]

It is noted both Tweed and Byron Shire Councils are working to have specified processes in place by end of 2023 / mid 2024.

[3] Adapted from Australian Disaster Resilience Handbook 12 Communities Resonding to Disasters: Planning for Spontaneous Volunteers (AIDR 2017)

Part 5 –Engaging the Community

Community members understand their needs better than any of the professional, government, non-government or corporate supporters. They have the right to make their own choices about their own recovery. It is well recognised that the processes used by government and other key recovery agencies to interact with and support communities are critical and can impact either positively or negatively on the capacity of individuals and groups to manage their own recovery process. The effects of a disaster on an impacted community are compounded by the nature of the disaster and of the community itself, as well as complex considerations such as human behaviour and relationships and the evolving needs of recovery.

Interagency networks are a useful resource to seek input and feedback through existing relationships and networks.

Community Resilience Networks and Reference Groups

Both Tweed and Byron Shire have well established community networks that support and connect residents and businesses. These include; community and neighbourhood centres, community welfare organisations, service clubs, community service organisations such as Lions, Rotary and Country Womens Association and economic and tourist bodies such as chambers of commerce.

Each Council area will establish a Community Resilience Network (CRN) bringing together community organisations. The CRNs will act as a community reference connection to the Local Emergency Management Committee, contributing to emergency planning activities and the development of local Recovery Plans. This enables community capabilities and resources to be incorporated into emergency and recovery planning and support an all hazards approach to emergency preparedness.

The Tweed Byron LEMC established a CRN, within each LGA, see **Annex J** for the CRN contact details.

In an emergency the CRN also acts as a community reference network when a recovery committee is established, to facilitate collaboration between the committee and community services and assist with coordination of recovery initiatives. In additional, at the local community/neighbourhood level there are a range of groups such as sporting clubs, community recreation and cultural groups, school groups, faith based groups, landcare groups, surf clubs and Progress Associations. While each individual club or group may be small and have limited resources, their collective capacity can be powerful, particularly considering their connections into difference segments of the community.

Where the impacts of an event are more localised to a distinctive community within an LGA, or there are multiple separately impacted communities, localised neighbourhood level Community Reference Groups are an asset. They provide a mechanism for connection and collaboration between the Recovery Committee and the community and an opportunity for affected residents to exchange ideas, express concerns, have a say about what happens in their community and participate in setting directions for recovery planning.

Part 6 – Communications

Communication plays a vital role in disaster recovery, ensuring impacted communities have the information they need to recover, and the tools and support to manage their own recovery. Council plays a critical role in providing this support and therefore needs to ensure there are resources and plans in place.

Recovery Communications require special care and sensitivity as a disaster can cause significant trauma and challenges to the impacted community. Successful recovery is built on effective communication.

Communication objectives in disaster recovery include:

- ensuring the impacted community is aware of the recovery services and support that is available
- collaborating with local stakeholders, agencies and community leaders to ensure wide circulation of key messages
- provide opportunities for the impacted community to give feedback, ask questions and be involved in the recovery process.

Additional Communication methods will be needed during a recovery these may include:

- Newsletters
- Flyers & fact sheets
- Notice boards
- Facebook
- Council website
- Local radio and newspaper
- Community meetings

During the response combat agencies will have staff and communications arrangements set up and in place. A communications strategy or plan may be developed by the combat agency and this should be utilised to form the basis of the recovery communications strategy. Coordination with the combat agency's communications and engagement staff will assist with transition from response to recovery.

Tweed Shire Council point of contact is the Manager of Destination, Communications and Customer Experience.

Byron Shire Council point of contact is the Media & Communications Coordinator.

When staffing resources are available and needed in neighbouring councils' areas. Tweed Shire Council would be willing to support neighbouring councils with short term arrangements for additional communications staff.

Recovery Public Information Coordinator

The position of Recovery Public Information Coordinator is (RPIC) sits within the NSW Reconstruction Authority Recovery Team. The role of the RPIC is to support councils in coordinating recovery communications. The RPIC will work closely with council and coordinate Communications Working Groups to ensure information is consistent, accurate and timely. The RPIC may also assist with communication materials, social media content, media advice and community meetings.

Multicultural NSW

RPIC can call upon Multicultural NSW and the arrangements detailed in the Multicultural NSW Community Resilience & Response Plan (COMPLAN) to access multicultural networks during recovery to assist in delivering messaging relevant to the particular community.

Spokesperson

All media interview with local council should be requested through the Council Communications point of contact.

Media and Social Media

In the early stages of recovery there will be intense media interest from state, national and even international organisations. Most media outlets will depart within the first week, while local and regional media will maintain a strong interest throughout the recovery.

Community social media including Facebook become key information disseminators following a disaster. Building trust and supplying information to local administrators is essential to widening the reach of recovery communications. It is also important to monitor landscape as new pages are formed or reactivated.

Local media outlets and key information sources will be made available through the Tweed Shire Council's Manager Destination, Communications and Customer Experience and Byron Shire's Council Media & Communications Coordinator.

Further Information: NSW Disaster Recovery Handbook – Communication in Recovery – Visit *www.emergency.nsw.gov.au*

Part 7 – Recovery Centre

Recovery Centres are one-stop-shops that provide government and non-government services for the disaster affected community. Recovery Centres support the recovery process by:

- providing a safe place for those affected by the disaster to meet and discuss their experience
- providing direct provision of recovery information and services in one easy to access location
- expediting the administration of government processes and services
- engaging recovery workers who understand the context of the emergency and the effects on individuals and communities.

Mobile recovery services may be needed when communities are geographically dispersed or in rural or remote locations, where a centrally located Recovery Centre may not best serve those affected. A mobile recovery service model involves the delivery of Recovery Centre functions and services in a manner, time and place which will best serve the affected community.

Recovery Centres are not established following every emergency. The Recovery Committee will assess the need for a Recovery Centre and make recommendations regarding its establishment to the State Emergency Recovery Controller (SERCON).

The Evacuation Centre Resource lists for both Tweed and Byron Shire LGAs identify possible Recovery Centre options

Role of the NSW Reconstruction Authority

The NSW Reconstruction Authoirty is responsible for:

- coordinating the establishment and closure of the Recovery Centre with Engineering Services Functional Area and local Council
- confirming all agencies required in the recovery centre, including personnel to meet and greet clients
- providing Centre orientation and briefing to local Councils, Recovery Centre Manager, Registration and Administration Officers on their roles and responsibilities
- providing regular updates to the Recovery Centre Manager on recovery operations.

Role of Engineering Services

Engineering Services Functional Area will appoint a Recovery Centre Facilities Manager who is responsible for:

- establishing the Recovery Centre including property procurement and lease management
- procuring office equipment, fleet vehicles, electricity and telecommunication appliances, signage and initial stationery, kitchen and bathroom provisions
- fitting out the Recovery Centre, engaging security and cleaning contractors
- handing over operation of the Recovery Centre to the Local Council and providing support as required
- decommissioning the Recovery Centre.

Role of Local Council

The primary responsibilities of local Councils in relation to the Recovery Centre are:

- working with the NSW Reconstruction Authority and Engineering Services Functional Area to identify an appropriate location for the Recovery Centre
- appointing a Recovery Centre Manager and Registration Officers
- supporting the ongoing operations of the Recovery Centre with administrative and financial assistance as required
- providing site maintenance and IT support, as appropriate. This includes stationery, kitchen and bathroom provisions
- collating documentation to claim specific recovery centre costs.

Agencies in the Recovery Centre

The following agencies administer disaster assistance on behalf of the NSW Government and the Commonwealth Government and can provide support within a Recovery Centre.

- Local Council
- Disaster Welfare Services
- NSW Health
- NSW Department of Family and Community Services - Housing
- Commonwealth Department of Human Services – Centrelink
- NSW Fair Trading
- NSW Environment Protection Authority
- NSW Department of Primary Industries
- NSW Rural Assistance Authority
- NSW Office of the Small Business Commissioner
- Insurance Council of Australia
- Legal Aid NSW
- SafeWork NSW
- Utilities service providers
- Support agencies such as Red Cross, Salvation Army, NSW Disaster Recovery Chaplaincy Network.

Identified Potential Recovery Centre Sites

Facility Name & Address	Facility Type (hall, gym)	Owner Operator & Contact details	Comments and date assessed
Tweed Heads South Community Hall Cnr Heffron St and Minjungbal Dr, South Tweed Heads	Hall	Tweed Shire Council 07 5569 3110	Assessment completed 4/5/2018 See Tweed CRN Guide for assessment
Murwillumbah Civic Centre Auditorium 10 – 14 Tumbulgum Rd, Murwillumbah	Auditorium Hall	Tweed Shire Council 02 6670 2497 02 6670 2400	Assessment completed 18/9/2018 See Tweed CRN Guide for assessment
Mullumbimby Civic Hall 55 Dalley St, Mullumbimby	Hall	Byron Council (Section 355) 0403 204 644	Assessment completed 21/6/2018 See Byron CRN Guide for assessment

Community Recovery Hubs

During disasters community members or groups may self-activate and arrange informal or community based spaces for people to gather and support others. It is important for linkages to be established early with the Recovery Committee and Recovery Centre to ensure coordination and information sharing.

Through the CRN the Local Recovery Committee will need to connect and work with recovery hubs.

Part 8 – Administration

Financial Arrangements

Natural Disaster Declaration

A Natural Disaster Declaration is made once the small disaster criterion is met. The small disaster criterion is a minimum of $240,000 public infrastructure damage, response and recovery costs. Through information provided by local councils, NSW Reconstruciton Authority provides advice to the Minister for Police and Emergency Services as to whether or not the threshold has been met and a natural disaster is able to be declared.

$ **Further Information DAG:** *NSW Disaster Assistance Guidelines (DAG)* - Visit www.nsw.gov.au/disaster-recovery/disaster-recovery-funding-arrangements#toc-guidelines-and-factsheets

NSW Disaster Assistance Guidelines (DAG)

When a Natural Disaster Declaration is triggered, NSW Reconstruction Authority may reimburse certain expenditures incurred during emergency response or recovery operations by councils and agencies. These are generally limited to expenditures for services provided under the NSW Disaster Assistance Guidelines (DAG).

The NSW DAG also establishes a range of relief measures, grants and low interest loans designed to assist:

- Individuals and households
- Local Council
- Small businesses
- Primary producers
- Community organisations

Disaster Recovery Funding Arrangements (DRFA)

The Disaster Recovery Funding Arrangements (DRFA) is a Commonwealth Government instrument which provides a financial safety net to States and Territories, enabling expenditure above certain financial thresholds to be reimbursed if relevant criteria are met. New South Wales expenditure must meet the eligibility criteria and exceed certain thresholds to be eligible for Commonwealth assistance under DRFA.

Review

The Plan is to be reviewed by the LEMC:

- following an exercise designed to practise or test the Local Recovery Plan
- following an incident in which arrangements in the Local Recovery Plan were activated
- when the roles or responsibilities of any Agency involved in the Local Recovery Plan are changed

- at the direction of the SERCON, REMC or LEMC
- every three years as a minimum
- or as otherwise needed

Membership lists are to be reviewed and updated annually.

Part 9 – Annexes

Annex A – Community Recovery Guide

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ANNEX A - LOCAL RECOVERY GUIDE 2022 TWEED/BYRON LEMC

1. OVERVIEW

- The Tweed/Byron Local Emergency Management Plan (EMPLAN) details emergency preparedness, response and recovery arrangements for the Tweed/Byron Local Government area. It ensures a coordinated response by all agencies having responsibilities and functions in emergencies.
- The Tweed/Byron Local Recovery Plan is a supporting plan of the EMPLAN. It outlines the strategic intent, responsibilities, authorities and the mechanisms for recovery in the Tweed/Byron Local Government Areas (LGA).
- This Community Recovery Guide outlines the considerations and actions to be taken at the local level where recovery operations are deemed to be required at the local level. It is an initial guide to be utilised in conjunction with the Local Recovery Plan

2. RECOVERY COMMITTEE

- The role of the Local Recovery Committee is to lead and coordinate the planning and implementation of all aspects of recovery where the recovery activity is being managed at a local Tweed/Byron LGA level.
- Following an emergency, the Chair of the Tweed Byron LEMC will schedule, in consultation with the LEOCON, local Recovery Officers and Combat Agency, a meeting to determine if there is a need for a coordinated recovery operation. The Committee will consider the impact, as well as the need for, and the appropriate level of coordination arrangements to be implemented, including the need for a recovery committee.
- The Combat Agency or lead agency for the event is required to provide appropriate representation to the Local Recovery Committee. The Tweed and Byron Shire Community Resilience Networks and local Subcommittees as outlined in the Local Recovery Plan will be utilised as reference groups and to undertake recovery work.

3. RECOVERY COMMITTEE ACTIVATION

- A Local Recovery Committee will be established when an event has resulted in significant impacts on a community and the capacity to provide recovery services can be undertaken within the LGA, using local resources (Local Recovery Toolkit, Guideline 1)
- Where an event affects multiple LGAs in the same or neighbouring regions there can be value in coordinating agency resources to combine recovery operations under one Regional Recovery Committee.

4. CHAIRPERSON

- Where a Local Recovery Committee is required, a local Chairperson from within the Tweed/Byron Local Emergency Management Committee will be determined.
- The primary choice for Chairperson will be a Tweed/Byron Shire Council staff member, preferably executive officer grade.
- If a Recovery Coordinator is appointed by the Minister they assume responsibilities as set out in NSW Recovery Plan. *(Local Recovery Toolkit, Guideline 2).*

5. COMMAND/CO-ORDINATION

- The State Emergency Recovery Controller (SERCON) is the role responsible for co-ordination of recovery.
- The NSW Reconstruction Authority is the main coordinating agency.
- Tweed and Byron Shire Councils play a key role in leading and managing local recovery, providing services and assistance to the community and advice to State Government.
- A Recovery Coordination Centre may also be established to facilitate interagency planning.
- A Local Recovery Centre may be established to delivery of recovery services. The nominated Recovery Centres for Tweed and Byron LGAs are located at:
    1. Tweed Heads South Community Hall, Cnr Heffron St and Minjungbal Drive, South Tweed Heads
    2. Murwillumbah Civic Centre Auditorium, 10-14 Tumbulgum Road, Murwillumbah
    3. Mullumbimby Civic Hall, 55 Dalley St, Mullumbimby
    4. Murwillumbah Community Centre, Nullum St, Murwillumbah

6. IMMEDIATE CONSIDERATIONS

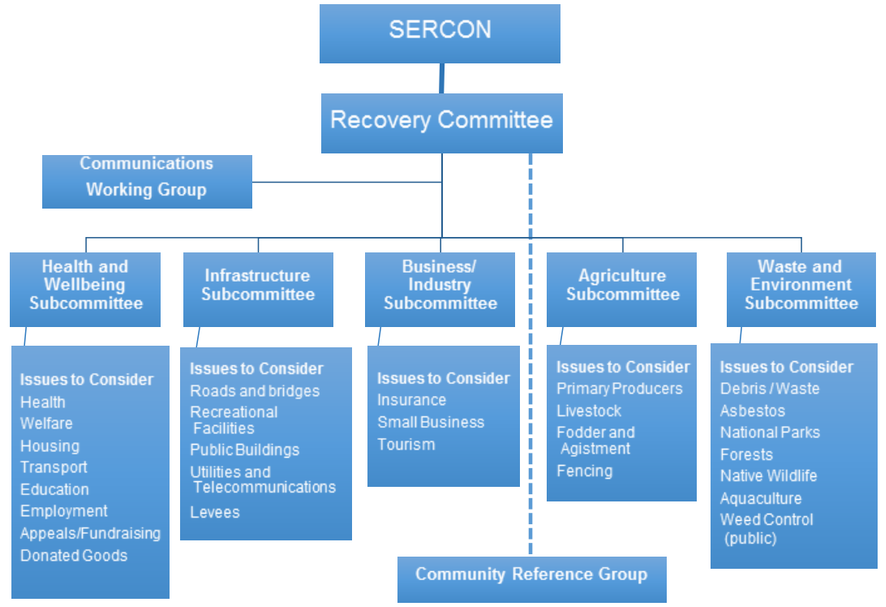
Action	Responsibility	Details
Tweed/Byron LEMC to consider the need for recovery committee	Tweed/Byron Local Emergency Management Committee	• Chair of the LEMC to meet with LEOCON, Local Recovery Officer and or Chair of the Community Resilience Network, and Combat Agency to determine if there is a need for a coordinated recovery operation.
Determine Recovery Committee Chair	Tweed/Byron Local Emergency Management Committee	• Determine Chair of the Committee as per list above or other relevant person in consultation with the NSW Reconstruction Authority
Determine Committee Members	Tweed/Byron Local Emergency Management Committee	• Membership should be assessed by the Recovery Committee determined by recovery needs and priorities.
Determine Recovery Committee Subcommittees	Tweed/Byron Local Emergency Management Committee	• The community context, location and disaster impact will determine what subcommittees are to be activated.
Determine Working Groups to Assist the Local Recovery Committee	Tweed/Byron Local Emergency Management Committee	• Additional working groups may also be initiated to support subcommittees in navigating specific time limited issues which do not require involvement of the full Committee. Working groups can be initiated or disbanded by the Recovery Committee or a Subcommittee at any time depending on need.
Assemble Local Recovery Committee	Tweed/Byron Local Emergency Management Committee	• The recovery committee will consider initial impacts and identify immediate actions. • The Subcommittees will convene and the chairperson of each subcommittee will report actions and issues through to the Recovery Committee. • The Subcommittees may be reviewed and updated as the community recovery needs change.
Establish secretariat arrangements for recovery committee	Tweed/Byron Council	• Consider engaging temporary staff if required.
Assemble Recovery Community Resilience Network	Tweed/Byron Local Emergency Management Committee	• Notify Tweed/Byron Community Resilience Network members that they may be called upon as a community reference group.
Determine the need for a Recovery Centre	Tweed/Byron Local Emergency Management Committee	• Recovery Centres are not established following every emergency. The Recovery Committee will assess the need for a Recovery Centre and make recommendations regarding its establishment to the State Emergency Recovery Controller (SERCON).
Undertake Initial Impact assessment		• The aim of Impact Assessments is to identify economic, social, infrastructure and environmental impacts on communities.
Establish a Recovery Action Plan	Recovery Committee	• The recovery committee will develop a recovery action plan incorporating social, economic, infrastructure and environmental recovery needs, as required.
Restore essential services Sewer, gas, electricity	Transport & Infrastructure Subcommittee Relevant agency	• Essential service prioritised though Sub-committee based on risk to public health and safety.

7. POSSIBLE RECOVERY COMMITTEE CONSIDERATIONS

Issue	Responsibility	Details
Impact Assessment/Damage Assessment	Tweed/Byron Council	• Submit to NSW Reconstrcution Authority to support Natural Disaster Declaration application
Public Health and Wellbeing	Health and Wellbeing Subcommittee	• Coordinate health services (eg mental health) as required. • Coordinate outreach services as required.
Response Summary Report	LEOCON and Lead Combat Agency	• Outlining actions to date, outstanding actions and resources allocated to emergency response and exit strategies and potential secondary hazards or impacts. Agreed timings of Response conclusion. Copy to SERCON.
Recovery Needs Assessment	Recovery Committee	• Consideration, interpretation and analysis of social, built, economic and natural impacts to a community/communities
Develop a Communications plan	Recovery Committee	• Refer to *the Local Recovery Toolkit Guideline 4 for advice.* • Ensure community and stakeholder involvement. • Seek advice from the SERCON. • Use Interpreter/Translation services where required
Provide care for displaced and injured animals and wildlife	Animal & Agriculture Subcommittee	• Coordinate the care of domestic animals for persons evacuated • Establish holding facilities for large animals • Coordinate FRNSW for large animal rescue
Biosecurity and animal disease controls	Animal & Agriculture Subcommittee	• Assess short term biosecurity issues and manage according to statutory protocols • The Animal & Agriculture Subcommittee will convene and develop an action plan to co-ordinate biosecurity protocols
Develop an Action plan to address animals and biosecurity risks	Animal & Agriculture Subcommittee	• Planning for ongoing management of biosecurity risks and the care and welfare of animals in the disaster zone. • More information can be found in *"The Toolkit" Recovery Action Plans*
Donations, public appeals, spontaneous volunteers	Health & Wellbeing Subcommittee	• Coordinate donations of goods, services and spontaneous volunteers through community networks • More information can be found in *"The Toolkit" Disaster appeals, Donated Goods, Spontaneous Volunteers*
Government financial assistance measures	NSW Reconstruction Authority Centrelink	• Manage and distribute public funds and grants provided by government agencies
Business continuity and Tourism support	Business & Industry Subcommittee	• The Business and Industry Subcommittee will convene and establish a network of support through linkages with agencies and financial assistance to ensure local economic recovery.
Tourism	Business & Industry Subcommittee	• Re-establish, advertise and promote tourism in Tweed/Byron
Community Social Recovery Needs	Health and Wellbeing Subcommittee	• Identify community need for specific recovery services • Establish recovery services and activities as required by community social needs
Primary Production NDRRA Assessment	DPI	• Industry assessments to NSW Reconstruction Authority • Process application for loans and assistance and provide advice.
Transition of service delivery to BAU	Recovery Officers/ Chairperson/ LEMC	• Advise Community of Exit Strategies documenting where the public can continue to obtain services
Final Recovery Report	Response Agencies Council	• Written report to the Recovery Committee Chair detailing actions taken, lessons identified and recommended mitigation measures. •

8. ROLES & RESPONSIBILITES RECOVERY COMMITTEE

Note: The full range of recovery services required will be informed by the recovery needs assessment.



9. ADDITIONAL DOCUMENTS FOR USE WITH THIS GUIDE

Document Name	Agency web link
Tweed/Byron Local Emergency Management Plan	Refer to Byron Shire Council Website – https://www.byron.nsw.gov.au/Community/Supporting-communities/Disasters-and-emergencies#section-3 Refer to Tweed Shire Council Website - https://www.tweed.nsw.gov.au/EmergencyBefore
Tweed/Byron Local Recovery Plan	Refer to Byron Shire Council Website – https://www.byron.nsw.gov.au/Community/Supporting-communities/Disasters-and-emergencies#section-3 Refer to Tweed Shire Council Website - https://www.tweed.nsw.gov.au/EmergencyBefore
Community Recovery Toolkit A resource guide for communities recovering from a disaster	www.emergency.nsw.gov.au/Pages/publications/guidelines-legislation- policies/recovery/community-recovery-toolkit.aspx

Annex B – Social Profiles

Not for general publication

Annex C – Recovery Committee Membership List

Not for general publication

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Annex D – Recovery Considerations for Health & Wellbeing Subcommittee

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ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee

	Community Need	Recovery Considerations	Intended outcomes
	What are the priority recovery needs of the community to be addressed?	***Below are a number of actions that can be considered to address the community needs***	***These are the desired outcomes for the community through implementing the recovery actions***
1	**Emergency and longer-term temporary accommodation** is available to residents after initial relief (first 7 days) has been provided.	• Consider short and long-term housing solutions through FACS Housing and other human service agencies to ensure accommodation needs are met in the immediate and longer term as required. • Consider the accommodation needs of people with pets. • Where restrictions are in place liaise with NSWPF to enable residents to return home or have access to retrieve personal belongings as soon as practicable. • Consider there maybe higher numbers of affected people than apartment floor plans would indicate. • Work with FACS Housing and housing providers to meet accommodation needs of existing clients.	• Residents are accommodated in appropriate and affordable housing.
2	**Emergency and longer-term temporary accommodation** for the homeless population.	• Consider the potential for compounded psychosocial and physical impacts on the long term homeless. • Work with existing networks of homeless community organisations and support services to design recovery initiatives. Consider if there are specific impacts on the homeless and consider strategies to meet needs.	• Housing and psychosocial needs of the homeless are met.
3	**Psychosocial support services are available.** People will have different psychosocial support needs that will differ depending on the type of emergency event. It is important to identify affected people and to offer tailored support, noting that some people will not appear affected until sometime after the event.	• The psychosocial support strategy must consider providing support services to a geographically dispersed group of affected people. • Consideration how people would access and be supported with mental health services. • NSW Health coordinates crisis and community mental health services. Mental health services can provide specialist assessment and interventions, consultation, advice, access to treatment and care for affected persons. • **NSW Mental Health Access Line 1800 011 511** information 24/7. • **Primary Health Care – GP networks** Use GP and AMA networks to	• Adequate and tailored psychosocial support services are available to the range of people impacted.

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
	Psychosocial support needs and post-traumatic stress disorder are likely to be higher in an act of extreme violence. People impacted by an event may live in dispersed areas and also include visitors from other parts of Australia and overseas.	provide recovery information to affected people and also identify emerging issues and needs. • **Community Recovery Forums** Clinical Psychologists with expertise in disaster recovery can present at community recovery forums to help people understand and navigate the psychological effects of grief and trauma. • **Recovery Support Service** Where there has been significant loss of property or life a Recovery Support Service may be considered. The case management support model provides practical and personal support to help people manage their recovery needs, access the services they require and assist in decision making and future planning. • Work with community and health networks to raise awareness of the likelihood of an increase in domestic violence following disaster events and consider programs that give recovery workers skills to identify family violence and how to respond and refer victims appropriately. • Consider possible impacts on aboriginal and Torres Strait Islander communities and develop strategies to meet needs. • Liaise with the LGBTIQ community organisations and support services.	
4	**Support for international visitors and foreign nationals**. People may feel isolated and particularly vulnerable if they have limited support from family and friends available to them.	• Liaise with Department of Foreign Affairs and Trade to assist with contacting and engaging relevant consulates to support and link visitors and foreign nationals to available home country services.	• International visitors and foreign nationals are supported to recover.
5	**Access to health care.** A significant event is likely to have an impact on normal operations of the health care system.	• Work with agencies to ensure health service provision for general health needs can continue to be provided to the community in addition to disaster related health needs.	• Existing health clients receive continuity of care e.g. pharmaceutical supplies. • Community members can access appropriate services to deal with health needs.

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
6	**Build social connectedness and community cohesion** to strengthen community relationships and capacity for the community members to support each other.	• Provide support to get regular (pre-existing) community activities and groups back up and running as soon as possible. • Offer special community events and social engagement activities to provide an opportunity for people to link back into their support networks, share experiences and build a greater sense of community safety. These can include preventive programs to address social isolation of potentially vulnerable individuals. • Initiatives for social connectedness: theatre, arts and cultural events, sporting events. • Align events with recovery phases to meet community needs.	• Community has access to social networks and activities to support each other.
7	**Support for Aboriginal and Torres Strait Islander communities**	• Consider possible impacts on Aboriginal and Torres Strait Islander communities and liaise with relevant community leaders develop strategies to meet needs.	• Aboriginal and Torres Strait Islander communities are engaged to lead their own recovery initiatives.
8	**Spiritual support that covers the range of faith communities is available for those that seek it.**	• The NSW Disaster Recovery Chaplaincy Network (DRCN) conducts specialist disaster chaplaincy training for clergy and lay-leaders in communities that have people who have been affected by the event. • Liaise with Multicultural NSW to connect to faith leaders and groups within their networks. • Work with faith groups to consider recovery support services available through churches and faith networks. • Include leaders from the range of faith traditions in memorial services. • Churches also have properties and services such as, halls, aged care facilities, hospitals, schools and childcare centres. Consider if and how these networks can be used.	• The community can express its diverse spiritual composition.
9	**Support for school students**	• Liaise with impacted schools (government and non-government) to keep them open/reopen schools as soon as possible. • Activate school counselling and support services for staff and students. • Use school networks such as P&Cs to disseminate recovery information. • Liaise with the NSW Department of Education to connect with the early childhood education and care sector. • Consider messaging through schools to reach parents.	• Educational programs are limited in their disruption. • Students are supported to understand and manage change in response to disaster and build the knowledge, skills and confidence to recover.

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
10	**Support for children** (and their parents) at Childcare Centres.	• Liaise with the Australian Children's Education & Care Quality Authority (ACECQA). • Education programs are available at child care centres more broadly to support young children in their reactions and understanding of a significant event. • Liaise with NSW Family Day Care Association to connect with their members. • Liaise with the NSW Department of Education to connect with accredited day care providers to support centres to reopen/continue childcare programs as soon as practicable.	• Childcare services continue to operate so that parents are supported to continue their daily routines and employment. • Young children impacted by an event are supported to recover well.
11	**Timely and relevant information about recovery assistance** measures and activities. Create opportunities to engage with formal recovery structures to discuss community needs and concerns.	• Co-ordinate any outreach activities for residents and businesses. • In consultation with the Communications Working Group and the Communications Strategy consider: ○ Recovery Newsletters published and distributed through community groups and interagency groups and through websites and various social media channels. ○ Community Recovery Meetings. ○ Provision of recovery resources including booklets, fact sheets, videos, Facebook posts, web services and other documents tailored to suit the needs of the affected communities. ○ Use social media to connect with the diverse and geographically spread population of impacted people.	• People have the information needed to make decisions. • Clear, timely and accurate information about recovery assistance measure and activities is provided. • Community is able to raise concerns and provide feedback.
12	**Access to new and useful donated goods**	• Unless there is significant damage to residents' homes it is unlikely that there would be a need for donated goods. • Issue strong public messaging to deter donated goods unless specific needs are identified. Where needs are identified, specify what is required and where/how it should be delivered (eg to an existing charitable organisation if agreed). • Donated goods may be collected and distributed through a variety of existing organisations including Saint Vincent de Paul Society, Salvation Army as well as range of charitable organisations, faith groups and business etc.	• Residents have their material needs met with useful, high quality donated goods – where required.

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee

	Community Need	Recovery Considerations	Intended outcomes
13	**Management of Spontaneous Volunteers is planned** as it is a known reaction from communities following a disaster, that some respond through spontaneous volunteering.	• Determine if there is an identified need that spontaneous volunteers may be safely utilized to assist. • If no need is determine coordinated public messaging to advise "no need". • Discuss with NSW Reconstruction Authority to develop an appropriate strategy. • Refer to the national guidance handbook 12 by AIDR on Communities Responding to Disasters - Planning for Spontaneous Volunteers.	• Spontaneous volunteers feel valued and are effectively managed to provide safe, useful support to the community
14	**Government financial assistance measures for property loss** may be required both immediately and longer term especially if property losses are not covered by insurance.	• Where homes have been destroyed or damaged - activate Disaster Relief Grants for Contents and Structural Repairs - available through Disaster Welfare Services for those who are uninsured and meet an income and assets test.	• Community members have their financial needs that resulted from the impact of the event met.
15	**Public appeals to financially support affected individuals and provide a vehicle for the broader community to demonstrate support.**	• Consider if a public appeal is warranted for those affected by the event. Do affected persons need/would benefit from financial support? Is there a desire/will from the broader community to donate funds? • Consider a Mayoral Appeal and the process required for establishing and managing an appeal. • Where a number of appeals have been initiated by different organisations establish an Appeals Working Group (reporting to the Health and Wellbeing SC) to facilitate coordination and sharing of information.	•
16	**Opportunities to reflect on and express experiences through creative arts.**	• Provide opportunities for affected people to participate in creative arts. • Liaise with the Creative Disaster Recovery Network https://creativerecovery.org.au/ • Consider developing special initiatives for children, young people and other groups such as women's and men's groups.	• Community grief and trauma is expressed and individuals supported in their healing processes. • Community connectedness and cohesion is supported.
17	**Building disaster resilience in the community and in service providers.**	• Community Service Preparedness Workshops - Red Cross in partnership with emergency services organisations (RFS, SES) targeting community service organisations. The workshops are designed to increase understanding of emergency management arrangements and assists CSOs to better prepare for and respond to	• Community members are aware of each other's potential needs from future disasters through formal and informal networks and plans (ie social connectedness).

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
		emergencies. • Clinical Psychologists - sessions targeting GPs, community organisations, volunteers and frontline staff working with the affected community.	• Community members have the knowledge, skills and resources for dealing with disaster related risks.
18	**Access and support for community expressions of grief** such as spontaneous public memorials.	• Plan for the likelihood of spontaneous memorials being established. • Liaise with DPC regarding Guidelines for the management of public memorials. • Consider needs of surrounding businesses and community groups to ensure that business and community activities are not adversely impacted. • Consider the management of memorial spaces for safety and how waste/removal will be conducted sensitively. Consider the establishment of a memorials working group.	• Management of spontaneous memorials occurs in a respectful, timely, planned and sensitive manner.
19	**Appropriate and respectful acknowledgement of key anniversaries** and milestones following a disaster.	• Communities may wish to initiate or be involved in organised events/ rituals or activities to commemorate anniversaries or key milestones following a disaster event. • Consider community engagement with anniversary acknowledgement. • Refer to the 2017 Red Cross Psychosocial Guidelines for Temporary Memorial Management. Refer to Guidance by DPC on Memorial Management.	• Community has access to social networks and activities to support each other.
20	**Permanent place where individuals and communities can gather** to reflect and grieve for the losses experienced in a disaster.	• Liaise with DPC regarding Guidelines for the management of public memorials. • Communities may wish to initiate or be involved in the establishment of a public memorial to commemorate a disaster event. • Engaging the community is essential in any planning for public memorials.	• Community has access to social networks and activities to support each other.
21	**Recovery Centres and Hubs** to provide a location for the community to obtain information, advice and support.	• Consider and advise on suitable locations for Recovery Centres and/or Hubs. • Mobile recovery centres may needed to geographically disperse communities. • The Recovery Committee to approve any physical Recovery Centres opening and the transfer to long term services. • Consider local community centres as information hubs.	• Community has easy access to information, advice and support from a range of government services NGOs.

ANNEX D - Recovery Considerations for the Health and Wellbeing Subcommittee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
22	**Build psychological first aid capacity and skills in organisations** including volunteer organisations emergency services organisations and groups working in affected communities.	• Psychological First Aid sessions and wellbeing workshops conducted by Red Cross. • Disaster Recovery Chaplaincy Network provide training to clergy. • Link to the Business Sub Committee so they can connect with corporate/business to build their capacity to support their workforce. • Consider training for service providers 'on the ground' to support their response to those directly impacted.	• Workers can respond to their own needs and can support the needs of other members of the community. • Mutual assistance systems, social networks and support mechanisms can adapt to emergencies when these occur. • Community members have the knowledge, skills and resources for dealing with disaster related risks.

Recovery Considerations for the Infrastructure Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
	What are the priority recovery needs of the community to be addressed?	***Below are recovery actions that could be considered to address the community needs***	***These are the desired outcomes for the community by implementing the recovery actions***
1	**Essential services and utilities are restored** Loss of power and/ or other utilities, (gas, water, sewerage) may have occurred due to damage. Restoration of infrastructure may take more time due to restricted access related to crime scene considerations.	• Impacts are identified, and restoration works are coordinated and implemented. • Consider isolated communities, where communications network maybe impacted. • Consider the impact of police activities and negotiate access to the impacted area (restricted or unrestricted). • Activate coordination between government and industry. • Activate business continuity arrangements. Consider the use of generators to provide temporary power, stand pipes and water trucks, and portable toilets. • Keep customers / public informed about disruptions – utilising the communications network and PIFAC. • Consider any health specific messaging and services required (eg spoiled food from power outages, rehydration due to loss of water, heating/cooling issues due to loss of power/gas, exposure to sewage due to broken pipes etc) and health related items requiring temperature control (pharmaceuticals or dialysis). • There may be safety considerations for any appliances that were on during a power cut. They may be turned on again when power is restored (before people are allowed access to the building) causing a fire risk.	• Timely restoration of water, gas, electricity, sewerage and telecommunication services. • Provide infrastructure that delivers essential services to the community.

Recovery Considerations for the Infrastructure Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
2	**Transport services and access routes are restored, or replacement services are implemented** Temporary disruptions to transport services caused by the disaster may impact on economic recovery in some industries. Medium to long-term disruption caused by significant damage or destruction of infrastructure will have considerable economic consequences for business, and work productivity.	• Impacts are identified, and restoration works are coordinated and implemented. • Enact public transport contingency operations with provision of alternative transport services. • If trains impacted transport would refer to shuttle busses. Consider how these would be deployed to the area needed and how many would be required (have the roads also been impacted?) • Consider groups that would need additional assistance (communication needs, mobility issues, hearing impaired etc.) • Identify isolated communities and their need to access vital services. • Once Police operations permit, provide reassurance messaging to public transport commuters to reduce anxiety about travel. • Consider the impact of landslips on public and private land. • Identify and implement designated routes for essential restoration works (eg heavy vehicle transport routes). • Identify and implement alternate public vehicle routes where possible.	• Essential restoration works can commence. • Emergency repairs are made to critical road, bridge, rail, air and marine transport routes and facilities. • Movement of goods can continue.
3	**Access to essential community infrastructure and public buildings** is returned or restoration underway if damaged. Community assets, such as schools, public buildings etc, might be damaged in a disaster and/or access to such facilities might be restricted for a period of time if they are within a restricted zone. Damage to iconic assets can have a psychosocial impact on the community.	• Conduct rapid assessment and reconstruction of community infrastructure to restore community functioning and counter the psychological impacts. • Consider the use of FRNSW drones for mapping/data collection. • Consult with communities on the restoration of community assets. • Consider both short and long-term implications. Longer-term options may include the deployment of temporary buildings (portables). • Some buildings may be repurposed for recovery functions, review this arrangement as recovery progresses against the community needs for that building/space.	• Provide infrastructure that delivers essential services to the community. • Confidence in use of public buildings is re-established.

Recovery Considerations for the Infrastructure Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
4	**Public and community are kept informed of recovery progress.** Implement a Communication Strategy to provide information to community and businesses on arrangements to restore damaged and destroyed infrastructure and what temporary arrangements are in place.	• There may be congestion or disruption to the communication networks initially. • Work with Communications Working Group to prepare a communications strategy to inform communities and business of what works are being undertaken, what temporary arrangements are in place, what the timeframes are and where to get further information. • Communications need to include persons being responsible for their own assets and insurance. • Communications regarding funding between Treasury and Governments are vital, and need to be clearly translated to the community.	• Community is aware of the disaster recovery process and what arrangements are in place. • Community has access to information and support services. • Community has avenue to seek further information and provide feedback.
5	**Plans are implemented for the permanent construction/rebuild** and restoration of damaged and destroyed infrastructure.	• Identify damaged infrastructure. Work with Insurance Council of Australia where necessary to coordinate residential clean-up effort. • Work with agencies to prioritize reconstruction and restoration. • Consider establishing rebuilding advisory service. • Coordinate with council on issuing safety orders and building permits. • Issues may arising with people being unable to rebuild.	• Infrastructure is built in accord with changing recovery needs. • Infrastructure is built with regard to local disaster risks. • Infrastructure is built in accord with current knowledge and practices for mitigating disaster impact.

Recovery Considerations for the Business and Industry Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
	What are the priority recovery needs of the business community to be addressed?	***Below are recovery actions that can be considered to address the community needs***	***These are the desired outcomes for businesses through implementing the recovery actions***
1	**Businesses and industries can recommence trading as soon as possible,** particularly those critical to community function. Business may be disrupted because they have been damaged or they are part of an exclusion zone.	• Liaise with NSW Police for up to date information and forecasts about safety restrictions imposed on areas that have been damaged by an event – affecting business trade. • Activate Council waste disposal arrangements to manage the loss of stock and the clean-up of premises. Clean up and removal of business waste – spoiled food and damaged stock needs to occur quickly and efficiently as delays impact business re-opening - refer to Waste subcommittee • Businesses may need to temporarily re-establish in alternative premises. • Liaise with infrastructure subcommittee on ensuring utilities are re-established and functional.	• Small businesses have the capacity to continue operation • Businesses have secure and stable access to supply chains and networks (including markets, physical infrastructure and assets, as well as telecom networks)
2	**Business and consumers have access to money and financial services.** Business and consumers need to be able to withdraw and deposit cash.	• Liaise with banks with a local presence re strategies for accessing and depositing cash – Temporary ATMs	• Business are able to trade and consumers are able to purchase goods and services in the local community.
3	**Business impacts and needs are identified.** Develop and implement a strategy to source impact information from industry and small business and to provide information to businesses about available recovery services.	• Utilise existing Business networks or Reference Group to assist in identifying business impacts to inform recovery strategies, advise about upcoming significant business events and to be a communication network to provide recovery information to affected businesses. • Activate OSBC business survey link, fact sheets and business outreach • Facilitate industry/business breakfasts/forum • Communications Working Group to assist with providing information for distribution through their networks • OSBC and Small Business Advisors to implement strategies to connect, consult and follow up with businesses.	• Small business has access to appropriate business advice • Local businesses have information they need to continue recovering from the disaster

Recovery Considerations for the Business and Industry Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
4	**Consumer confidence is restored** A disaster in a commercial district is likely to impact on foot-traffic and confidence of people to visit the area. The ability to conduct business as usual may be impacted.	• Monitor economic indicators and link in with advertising/promotional campaigns • Work with communications working group to coordinate effective messaging campaigns • Consider marketing campaigns - Destination NSW as critical connector	• Consumer and business confidence levels support business to trade at normal levels
5	**Major community events are able to proceed and are promoted** Key tourism and community events scheduled in the days or weeks following a disaster may be impacted due to reduced attendance; resulting in cancellation, postponement and/or financial loss to organisers.	• Identify upcoming major events (in immediate and longer term) and • work with organisers as appropriate to minimise impact and undertake crisis planning activities for event organisers	• Community has confidence in attending and supports community events and use of public places • Provide opportunities to promote social cohesion for people to come together
6	**Tourism visitation and reputation return to normal levels** A disaster, and the media coverage of it, has the potential to have a significant impact on domestic, national and international visitation and tourism-based businesses in NSW and across Australia (long term brand/reputational damage). Assist tourism and small business operators to address possible downturn as result of event.	• Work with appropriate agencies to access available funding and support to boost tourism and general business in affected area and surrounds, where appropriate. • Liaise with Destination NSW on monitoring and management of tourism impacts. • Work with communications working group to ensure messaging addresses perceptions of risk and tourism impacts • Monitor media coverage and its potential impact. • Potentially undertake brand image analysis to determine extent of impact. • Marketing campaigns to restoring reputation or additional campaigns for the promotion of tourism	• Business and not for profits can access or attract appropriately skilled workers. • Business models are appropriately adaptive to market conditions and fluctuations
7	**Business have access to recovery information** they need to recover	• Use the existing Business networks or Reference Group to disseminate recovery information to the business community • Confirm the strategy and process with the Communication Working Group for information to and from the business networks. • Business owners have access to psychosocial support	• Business and consumers can access the information they need to make informed decisions about their recovery

Recovery Considerations for the Business and Industry Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
8	**Business are prepared for emergency events and have business continuity plans and insurance**	• Encourage agencies, councils, business and non-government organisations to activate their business continuity plans. • Work with OSBC to facilitate mentoring services and business groups to support local business including temporary premises and addressing barriers to resuming business. • Consider ways to encourage and improve continuity planning and appropriate insurance coverage for the future.	

Recovery Considerations for Agriculture Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
	What are the priority recovery needs of the community to be addressed?	***Below are a number of actions that can be considered to address the community needs***	***These are the desired outcomes for the community through implementing the recovery actions***
1	**The animal welfare provisions are sufficiently provided**	• Work with stakeholders including Animal and Agriculture Services Functional Area (AASFA) to coordinate animal welfare services including stock and wildlife (including stock feed and water, agistment, disease control, carcass disposal etc). • Coordinate and distribute factsheets or specialist extension advice. • Monitor emerging issues and recovery needs. • Working with DPI to ensure compliance with regulations in relation to carcass disposal.	• Welfare of livestock, pets and wildlife in the affected areas is assessed and monitored. • Sufficient access to feed, water or agistment arrangements available to land to landholders. • Effective disease control measures are in place including processes appropriate carcass disposal processes.
2	**Primary production / agricultural enterprise activities are operational**	• Consider volunteer agencies such as BlazeAid to coordinate clean up support. • Practical support and assistance is available to repair/clean up property fences from debris. • Landholders have access to information and resources to rebuild infrastructure, such as fencing, roads and causeways, water infrastructure, buildings and Natural Resource Management facilities. • Work with agencies to coordinate Property Planning Workshop(s).	• Farmers are supported by peak industry bodies, Government and community to repair farm infrastructure to an operational level. • Critical floodplain and rural infrastructure outside property boundaries are repaired to an operational level. • Agricultural activities have resumed to pre disaster levels. • Ensure that farmers, their families, workers and livestock have access to quality water.
3	**Rural landholders have access to Psychological support**	• Coordinate with Health and Wellbeing Sub Committee for Rural Resilience Program Officers, Rural Adversity Mental Health Program (RAMHP) and Red Cross Workers to attend Landholder Recovery Sessions to provide support to landholders as required and distribute information about mental health and counselling services.	• Landholders have access to information on mental health awareness and self-care. • Landholders have access to health support services.

Recovery Considerations for Agriculture Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
4	**Primary Producers have access to financial disaster assistance measures**	• Refer enquiries to Rural Assistance Authority (RAA) or Rural Financial Counselling Service (RFCS)/	• Primary producers have information about and access to State and Federal funding assistance such as Category A Loans, transport subsidies, Category C Grants and Farm Household Allowance.
5	**Effective biosecurity measures are in place**	• Develop controls to prevent the importing of weeds and diseases after the disaster.	• National Livestock Identification Scheme is implemented effectively. • Weeds germinating after the disaster, or as a result of imported feed are controlled.
6	**Risk of subsequent impacts and losses are mitigated**	• Coordinate landholder recovery sessions in highly impacted areas, attend field days.	• Primary producers have access to technical and advisory information about pasture reestablishment, cropping alternatives and stock disease risk, calculating feed gap and other knock on impacts.

Recovery Considerations for Waste and Environment Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
	What are the priority recovery needs of the community to be addressed?	***Below are a number of actions that can be considered to address the community needs***	***These are the desired outcomes for the community through implementing the recovery actions***
1	**Hazardous materials are identified and remediated**	• Refer to the Disaster Waste Management Plan (currently being created - EPA lead). • Asbestos assessments undertaken on residences and other buildings as required and appropriate action as per the Contaminated Land Management Act, Asbestos Sub Plan and the Council's Waste Plan. • Review asbestos and hazardous materials registers (CoS, FRNSW). • Identify other hazardous materials contamination. • Coordinate the safe removal of hazardous materials. • Assess level of contamination and insurance coverage. • Consider public information about managing health risks and managing clean-up of damaged buildings containing asbestos. • Assess what types of vehicles are needed/available for transport of identified waste (locate and request resources). • Clarify if any regulations are impacted as recovery progresses - difference between waste and debris. • Assess whether protection measures are required for the waterways - EPA has main role.	• Properties with Asbestos Containing Materials (ACM) are assessed and identified. • Contaminated properties are cleaned up and remediated.
2	**Waste management procedures are coordinated and communicated**	• Coordinate green waste clean-up and identification and removal of dangerous trees. • Coordinate household and commercial or industrial waste management. • Provide local disposal options for community clean up – appropriate disposal for environment and human health protection. • Continue BAU to unaffected areas. • Commercial waste operators will be given access to restricted areas. • Establish an ID verification process. (This would be a significant communications project.)	• Access to local council/regional landfill waste facility is coordinated and managed in line with environment and human health protection.

Recovery Considerations for Waste and Environment Sub Committee			
	Community Need	**Recovery Considerations**	**Intended outcomes**
3	**The community's exposure to environmental health risks and public health risks is minimised**	• Establish handling, management and disposal procedure. • Communications including fact sheets for community on exposure risks and safety measures. • Mosquitoes are common hazard following flooding, provide fact sheets and advice.	• Controls are in place to minimise environment and human health impacts from contaminants including asbestos and hazardous chemicals.
4	**The environment has returned to pre-disaster state or to a state that is acceptable to the community**	• Develop plan for land management and prevention of secondary damage to assets, public and private land with initial short, med and longer actions. • Determine funding options. • Implement and install works on a priority basis. • Implement the s87A(a) NPW Act Aboriginal Cultural Heritage Conservation Plan in conjunction with all works carried out. • Communication to community. • Assess type and extent of waste and debris and coordinate clean up with responsible agencies, including public communications plan. • Consider damage to parks and riparian rehabilitation areas, utilizing Landcare volunteers and other community groups to support clean up.	• The natural environment operates to maintain healthy biodiversity and ecosystems. • Cultural heritage sites or assets of importance are restored, where possible. • Waterways and Agricultural land free of hazardous and non-hazardous non-natural debris. • Risks of subsequent impacts on biodiversity and ecosystems is minimised. • Land management program and erosion controls for impacted land are in place.

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Annex E – Health and Wellbeing Subcommittee Membership List

Not for general publication

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Annex F – Infrastructure Subcommittee Membership List

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Annex G – Industry and Small Business Subcommittee Membership List

Not for general publication

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Annex H – Agriculture Subcommittee Membership List

Not for general publication

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Annex I – Waste and Environment Subcommittee Membership List

Not for general publication

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Annex J – Community Services List

Not for general publication

Annex K – Response to Recovery Summary Report template

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NSW GOVERNMENT Justice

Response to Recovery Summary Report

The Response Summary Report confirms the conclusion of the response phase of an emergency and signifies the formal handover to recovery from SEOCON to SERCON.

It represents an overall operational picture of the emergency and includes prognoses. On presentation of the Response Summary Report a verbal briefing from SEOCON to SERCON to address outstanding and urgent issues.

This template is to provide guidance to the SEOCON who coordinates the development of the Response Summary Report. Additional information and attachments may be added as necessary.

REPORT NUMBER #

CURRENT TO <TIME><DATE>

Current Operation	From	LGA's Covered
<name and event number>	<start date of event>	<LGA><LGA><LGA>

STATE WIDE EVENT OVERVIEW

- Agency lead:
- SEMC teleconference dates:

EVENT DETAILS

- Xxx
- Xxx
- Plans and sub plans activated:
  - Dates:

Emergency Operation Centres

- Area:
  - Open:
  - Closed:
  - Closed:

Local & Regional Emergency Management Committees

- Area:
  - Date established:
  - LEOCON / REOCON:
- Decisions on recovery needs / recovery committee and rational for these decisions

Rapid Damage Assessments

- lead agency
- areas covered
- areas where assessment is pending
- expected completion date

Continuing Activities

Advice on continuing activities and expected timeframes:

- Isolated communities
- Resupply arrangements
- Rapid damage assessments
- Evacuation orders still in place

Outstanding issues for SERCON

- Recommendations for action and/or prognoses accepted
  - Asbestos
  - Outstanding clean up

PREPARED BY

APPROVED BY **LEAD COMBAT AGENCY**

DATE

SIGNATURE

APPROVED BY **EMERGENCY OPERATIONS CONTROLLER**

DATE

SIGNATURE

ACCEPTED BY **STATE EMERGENCY RECOVERY CONTROLLER**

DATE

SIGNATURE