

RELIEF AND RECOVERY

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1. Introduction

These municipal relief and recovery arrangements are aligned with and operate in conjunction with the Southern Metropolitan Regional and State recovery arrangements.

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

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

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

- Understanding the context
- Recognising complexity
- Using community-led approaches
- Coordinating all activities
- Communicating effectively
- Recognising and building capacity.

2. Activation of Relief or Recovery Services

Relief and recovery services will be activated by the Municipal Emergency Management Officer (MEMO), in consultation with the Municipal Recovery Manager (MRM) or deputy.

During emergency response, emergency relief is managed by the MEMO in partnership with the MRM. At the transition from response to recovery, the MRM will assume full responsibility for relief activities, with support provided by the MEMO.

Authority to commit municipal resources in an emergency is vested in the MEMO. MRMs do not have authority to commit municipal resources. This includes at on-site EMT meetings, led by Incident Controllers, held at the scene of local emergencies.

Any requests received from other sources (e.g. Incident Controller) should, in the first instance, be discussed with the MEMO and MERC before determining if a relief or recovery related response should be provided.

Recovery should always commence at the onset of an emergency. The MRM is to convene a meeting of the relevant municipal relief and recovery representatives as soon as is practical where the emergency is of a magnitude that requires their involvement. A range of relief and recovery activities may be required after an emergency.

The MRM, or delegate, is to initiate relief and recovery activities as documented in this section of the MEMP as soon as practical, when it is safe and appropriate, after an emergency occurs. Often there will be an immediate requirement for emergency relief, which will evolve into the delivery of recovery services. Throughout the response activities there should be a steady effort to move toward recovery. At an agreed point there will be a formal transition from response to recovery. For more information refer to Annex B to this part of the MEMP.

Management of relief and recovery should occur in the context of clear and agreed arrangements and involve processes of consultation and cooperation through established communication channels. Wherever possible, the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.

Emphasis should be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community. Relief and recovery information and services will therefore need to be readily accessible and responsive to the needs and expectations of affected persons.

Once a relief or recovery request for Glen Eira is received the MRM will utilise the MRM checklist (Annex A to this part of the MEMP) as a guide to ensure all relevant stakeholders are notified and actions carried out.

3. Emergency Relief Functional Services

People affected, and/or displaced, by an emergency may have a number of immediate needs, which will require coordination and management.

Emergency Relief Management

In the event of a requirement for any or all of the functional services of Emergency Relief, the request should be channelled through the MERC or delegate to the MEMO. Any required services will be activated by the MEMO in consultation with the MRM or deputy.

Emergency Relief Functional Services

The functional services of emergency relief are:

- Food and Water
- Non-Food Items (e.g. blankets, bedding, clothing, toiletries, etc.)
- Emergency shelter (Emergency Relief Centres)
- Psychosocial Support (psychological first aid)
- Financial Assistance
- Access to Community Support Organisations
- Register Find Reunite (formerly registration)

Within Glen Eira a number of agencies have been identified to provide and/or coordinate the provision of these services. They are detailed in Table 1: Relief and Recovery Services below. In addition, a series of checklists have been developed to assist relief and recovery functional service providers to ensure all issues are considered over time. These checklists are attached as Annex C to this part of the MEMP. Contact details for the various organisations are listed in the Contact Directory (Part A1 of this plan).

Food & Water

Within Glen Eira the Australian Red Cross is responsible for coordinating food and water arrangements. Contact details are listed in Contact Directory (refer to Part A1).

The Red Cross State Headquarters (see Contact Directory) is to be contacted to arrange food and water when the nature of the incident indicates any of the following apply:

- More than one substantial meal for affected persons is required to be supplied.
- Local providers will claim reimbursement for incurred costs.
- Goods are required to be purchased by authorised Red Cross purchasing officers.

The Red Cross Regional Catering Co-ordinator will, in conjunction with the local catering providers, ascertain the level of involvement necessary by Red Cross, ensuring that local resources, including those already in operation, are fully utilised.

Non-food items

The Salvation Army is responsible for non-food items and will co-ordinate providers. Contact details are listed in the Contact Directory (Refer to Part A1).

Emergency Relief Centres

Glen Eira City Council has identified a number of facilities that may be suitable for use as an Emergency Relief Centre (ERC). Details of their locations and the process of operation and management of the ERCs are listed in the GECC ERC Operating Manual. In addition, numerous Council staff have been trained to assist in various roles in the ERC management team. Contact the MEMO or MRM for access to the training records database.

Emergency Accommodation

Depending on the number of affected people and their capacity to make their own arrangements, emergency accommodation options may vary.

When a large number of people are affected an Emergency Relief Centre will be opened once the nature, extent and location of the emergency event is known. This may be based on a request from the Incident Controller or the MERC and will be directed to the MEMO.

In some situations, shelter can be provided through people's own resources or by staying with family and friends. Where a household has appropriate insurance, their provider may be able to assist with emergency accommodation for residents that cannot safely reside in their home. Many Insurance companies will organise and pay for equivalent temporary accommodation at the time of the event and while the home is being rebuilt or repaired.

The Municipal Recovery Manager (MRM) or deputy will coordinate the provision of emergency shelter at a local level as soon as practical following an assessment by the MEMO and/or Emergency Management Liaison Officer (EMLO) and a determination made that individuals affected are unable to obtain temporary accommodation through their own resources, through family or friends or through their insurance company.

Psychosocial Support

The Victorian Council of Churches Emergencies Ministry (VCC EM) will coordinate psychosocial support and counselling, supported by other organisations as listed in Table 1 of this Part.

Financial Assistance

The Department of Families Fairness and Housing (DFFH) provides financial assistance after emergencies through the Personal Hardship Assistance Program (PHAP) which aims to help ease financial hardship experienced by eligible people, as a result of an emergency. For more information on the PHAP and eligibility, please refer to

<http://www.dhs.vic.gov.au/forindividuals/crisis-and-emergency/financial-crisis-support/personal-hardship-assistanceprogram>.

Contact details are listed in the Contact Directory (Refer to Part A1).

Family Violence

The stress of being impacted by an emergency may become a trigger for family violence in some situations. Some members of the community may be affected as a result. Support is available from a range of providers in Glen Eira. See Contact Directory (Refer to Part A1). Any physical or threatening behaviour should be immediately reported to Victoria Police. More information is also available on the Council website in multiple languages at <https://www.gleneira.vic.gov.au/services/community-support/family-violence-support>

Community Organisations

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Glen Eira City Council to provide the management system to co-ordinate offers of assistance from these organisations e.g. Neighbourhood Houses, Church Groups. Contact details of Community Organisations able to assist can be found in Part C11.

Attendee Check-in

The owners and operators of the facility being used as an ERC (usually Council) have an obligation to ensure the health and safety of all occupants of the facility. To ensure this is effectively managed basic sign in information will be captured from all displaced people upon arrival at the ERC. This information will be used to manage issues such as building occupancy, catering management and to provide information to the MRM to assist in longer term strategic recovery planning. Those individuals, or a family member representing the group, may be asked to complete a Personal Information Form (PIF) subject to need.

The PIF is not to be confused with the Register Find Reunite process performed by Red Cross on behalf of Victoria Police at the ERC. (This is not mandatory for attendees however it is recommended to assist the Red Cross in reconnecting people affected with family and friends). A copy of the PIF is contained within the GECC ERC Operating Manual.

Register.Find.Reunite

Victoria Police is responsible for the registration of people affected during an emergency. During an emergency, VICPOL has delegated the task of the registration to the Red Cross. Red Cross currently are administering to this task through Register.find.reunite <https://register.redcross.org.au/>

4. Recovery management concepts and principles

Recovery from emergencies is a supportive and enabling process that incorporates many concepts and principles that have been developed through both research and the practical process of assisting communities to recover from emergencies. They include, but are not limited to:

- Establishing arrangements that are accepted and understood by organisations involved and the community.
- Recognising that recovery can be complex and protracted and that community needs change over time.
- Recovery management is best approached from a community development perspective and is most effective when conducted at a local level with the participation of the affected community.

- Recovery is most effective when human service agencies take an active role in decision-making.
- The sooner recovery management commences after the impact of an emergency, the more effective it is.
- Recovery management is most effective when the planning for it recognises the diverse range of assistance measures that a community may require.
- Community involvement in the recovery process and its management leads to ownership and acceptance of decisions made.

The process of managing the recovery from an emergency is complex. It is likely to involve many organisations and individuals in the management structure each of whom has something specific to contribute. An effective and efficient management structure is required to ensure effective span of control and operational management of these groups and a coordinated approach to:

- Post impact assessment;
- Community representation in post emergency recovery planning;
- Meeting coordination; and
- Reporting requirements.

5. Glen Eira emergency relief and recovery management arrangements

The MRM and Deputy will manage and coordinate the relief and recovery process within the Glen Eira City Council to the extent that both the Glen Eira City Council and the nominated service providers have the capacity to do so. When the physical, human and economic resources of the Council and / or the nominated provider groups within the community are exhausted, the resourcing of those recovery services and/or coordination will be escalated to the Emergency Recovery Victoria (ERV) at the regional level.

The process and decision to escalate relief or recovery coordination from municipal to regional level will be the result of ongoing consultation throughout the emergency between the MRM and the ERV Regional Recovery Coordinator (RRC). This process is outlined in the SMR Emergency Relief and Recovery Plan. Figure 1 below provides some guidance on the decision-making process.

Escalation builds on existing local arrangements, rather than replacing them if assistance is required because capacity is exceeded, responsibility is retained but aided by additional support.

At municipal level the Glen Eira emergency recovery arrangements comprise five recovery environment functional areas each with a nominated Recovery Environment Co-ordinator:

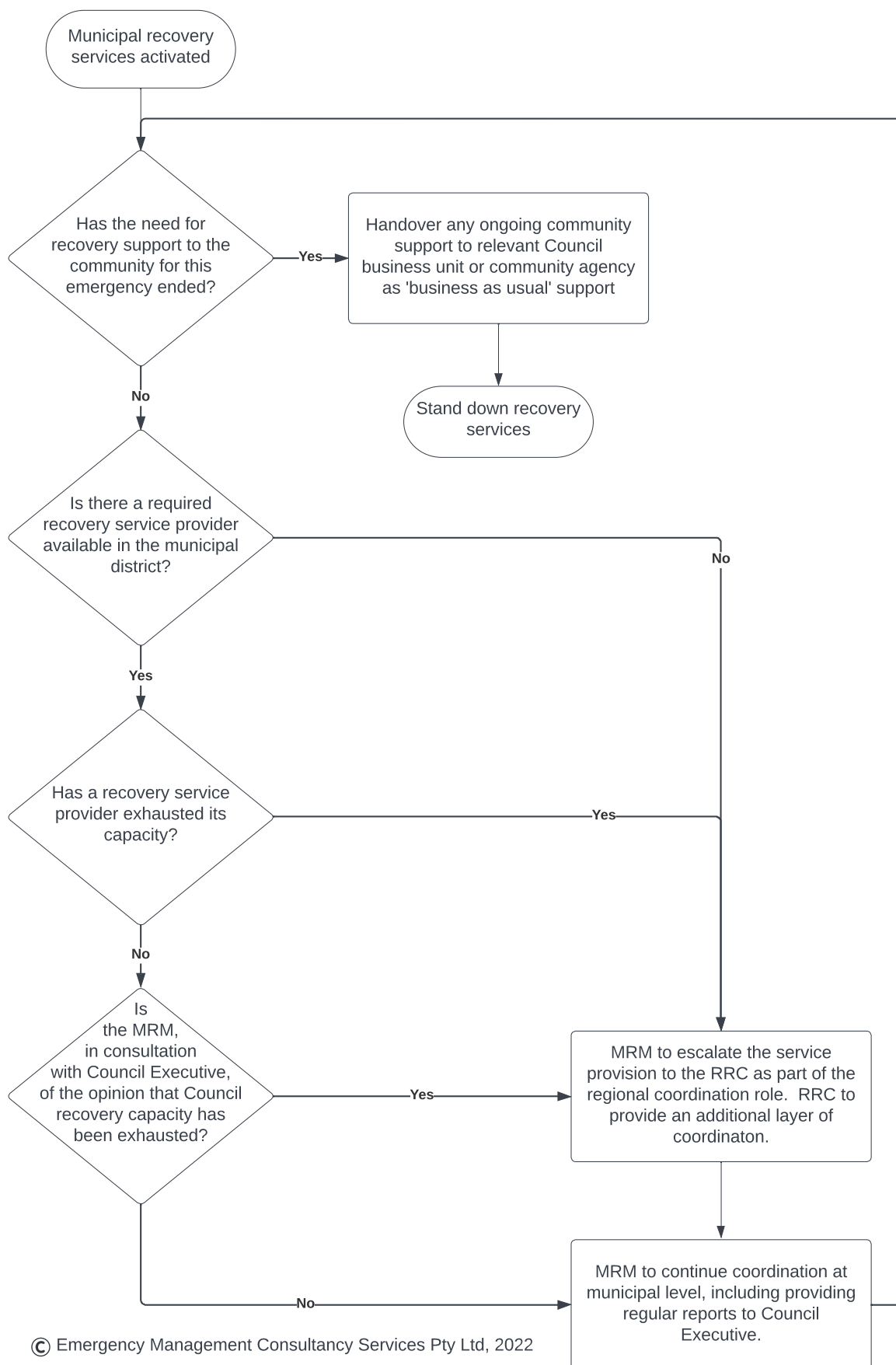
- Social, health & community environment
- Economic environment
- Built environment
- Natural environment
- Aboriginal Culture & Healing.

Social, health and community environment	Economic environment
• Health and medical services • Community development • Family and personal support • Temporary accommodation	• Small business • Retail and manufacturing business • Employment
Built environment	Natural environment
• Infrastructure • Utilities • Transport • Telecommunications • Essential services	• Clean air and water • Public land • Flora and fauna • Ecosystems • Waste pollution management
Aboriginal Culture & Healing environment	
• Culture is valued and respected • Trauma is addressed, and healing is supported. • Cultural safety • Participation and ownership	

A Recovery Environment Co-ordinator will be appointed to each recovery environment, to undertake the role on behalf of the Municipal Recovery Manager (MRM).

Figure 2 details the recovery structure for Glen Eira City Council and personnel nominated to particular emergency recovery roles.

Figure 1: Glen Eira Recovery Management Escalation Process



6. Key Roles

Below is a brief overview of key roles. For further details, please see “Emergency Management Roles & Responsibilities section in Part B5 of this plan.

Municipal Recovery Manager

The role of the MRM is to:

- Notify the CEO and Director Community Wellbeing of the nature and extent of recovery activities and the outcomes of the initial internal recovery committee meeting.
- Coordinate municipal and community recovery resources.
- Assist with the validation and consolidation of information gathered in the post impact assessment.
- Lead the process of establishing priorities for restoration of community services and needs.
- Liaise with the MEMPC and the MEMO on the best use of municipal resources.
- Liaise with all MEMPC agencies to identify any at risk members of the community that have been impacted by the emergency event.
- Establish an information and coordination centre to service the needs of the affected community.
- Liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and Community Recovery Committee.
- Liaise with the regional recovery committee and ERV.
- Undertake other specific recovery activities as agreed with the Glen Eira City Council and / or the MEMPC.

Role of emergency recovery service teams

Each recovery environment functional area comprises a series of recovery service teams with nominated team leaders. Each recovery service team aims to link the key municipal organisations involved in a particular area of recovery so as to ensure maximum access to and use of resources and knowledge and to minimise overlap of service delivery during emergency recovery.

The roles of the recovery service teams include to:

- Plan the recovery process for their area of responsibility;
- Co-ordinate the recovery process in the area of responsibility and report back to their recovery environment co-ordinators and the MRM;
- Identify local resources and external resources available for recovery;
- Identify and involve the community in planning and implementation of the recovery process;
- Liaise and communicate with other recovery service teams;
- Liaise and communicate within the recovery team as established after an emergency.

Role of emergency recovery service team leader

Team leaders are responsible to the recovery environment co-ordinators who in turn represent the MRM on their behalf. The role of the recovery service team leader is to:

- Convene and co-ordinate a recovery service team;
- Should the team be activated, represent their recovery service team on the Glen Eira internal recovery committee formed at the time of an emergency, if required;
- Ensure minutes are kept and copies tabled at the Glen Eira emergency recovery service team meetings;
- Liaise with other recovery service teams to ensure co-ordination and information sharing;

- Liaise with relevant statewide organisations/departments through the MRM, which are responsible for specific types of service.

Depending on the nature, scope and expected duration of the recovery activities the MRM may, in consultation with Council Executive, decide to call an initial briefing meeting of all environment coordinators and recovery service team leaders. Such a meeting would be convened as soon after impact as practical. For more information see Internal Recovery Committee below.

7. Internal Recovery Committee

Terms of Reference

Purpose

To manage and coordinate the internal extent of support to the emergency from within Council.

Membership and Chair

This committee is made up entirely of Glen Eira Council staff. The MRM (Chair) should convene a meeting of the Deputy MRM(s) and relevant environment coordinators as soon after an emergency as possible. The MRM may also choose to invite some or all of the recovery service team leaders to the initial meeting.

Duration and Frequency of Meetings

Meetings of this committee should be very focused on operational needs of the affected community and capacity of Council to assist. The Chair of the Committee will determine the frequency and duration of meetings based on the need at that point in time. The meetings should be held prior to programmed updates in the MECC so that the MRM is informed about any issues to bring to the emergency management group in the MECC. Meetings should be held on a daily basis in the first instance. Frequency of the meetings will be determined by the chair based on the changing requirements of the recovery from the emergency.

Functions

The functions of this internal recovery committee are to:

- Link and maintain networks with the community that will aid the recovery process.
- Identify issues that the MRM and deputy can take to the MECC.
- Coordinate the delivery of recovery services and monitor the needs of the community post emergency.
- Sustain an effective recovery program over the duration of the recovery period, within the capabilities of the municipal resources.
- Monitor progress of recovery.

Initial Agenda

Issues that may be addressed at the first meeting of this group include:

- Post impact assessment
- Resource management
- Information management
- Capacity of the service providers to support the affected community, Council to coordinate at municipal level and the need to engage with ERV regarding regional support for recovery operations
- Meeting coordination

- Community engagement
- Reporting processes and requirements
- Frequency of meetings
- Next meeting

8. Municipal Recovery Committee

Terms of Reference

Purpose

Where the magnitude of the event requires extended management and coordination of recovery process a Municipal Recovery Committee (MRC) may be established.

Triggers for the formation of an MRC may include:

- Advice from one or more government agencies, NGO's or stakeholders that the magnitude or extent of the emergency recovery will be prolonged;
- Community feedback or sentiment about the extent or priority of recovery activities.

Membership and Chair

The composition of the committee will vary depending on the nature of the emergency and the area affected. Membership of the MRC may include community leaders and representatives of relevant organisations including:

- MRM (chair)
- Deputy MRMs
- Glen Eira City Council staff, including community development staff
- State government agencies (e.g. DFFH, DELWP, DETV, DET, etc.)
- Community groups (e.g. JCCM, service clubs, etc.)
- Non-government organisations (e.g. Red Cross, Salvation Army, Community Health Services, Victorian Council of Churches)
- Local community leaders
- Local counselling services
- Local business representatives

Duration and Frequency of Meetings

Meetings of this committee should focus on coordination of service delivery and information gathering.

The meetings should be programmed to ensure all agencies are in a position to report their progress and issues in a timely and efficient manner. Meetings should be held on a daily basis in the first instance. Frequency of the meetings will be determined by the Chair based on the changing requirements of the recovery from the emergency.

Functions

The functions of the MRC may include:

- Provide information on the affected community prior to the event
- Assist in the assessment of impact issues
- Receive, consider and brief the MEMPC (which may meet more frequently in accordance with its procedures) where relevant, recommendations from the Community Recovery Committee (CRC)
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies and government departments
- Liaise with ERV

- Undertake specific recovery activities as determined by the circumstances

9. Community Recovery Committee

The nature and scope of the emergency and the demographics of the affected community will determine the mix and structure of a community representative group called the CRC. It should be noted that depending on the extent of the emergency, one or more CRCs may be formed. If the emergency affects more than one municipality a CRC may be formed which overlaps administrative boundaries. This will be coordinated by the Regional Recovery Committee but will require input from Glen Eira City Council.

Triggers for the formation of a CRC may include:

- Community's desire to be part of the management of the recovery process;
- Council's desire to seek community input into the recovery processes and activities.

Terms of Reference

Purpose

To both seek input from the affected community into and inform their leaders about the process of recovery.

Membership and Chair

The membership of a CRC will usually be determined by the community and should include both ordinary and prominent members of the affected community, as well as leaders in the process of recovery. Council and government representation on the committee should be restricted so as to not degrade the purpose of the committee. A single community development project officer from Council responsible for the recovery from the emergency is ideal.

Duration and Frequency of Meetings

To be determined by the committee and the needs of the affected community.

Functions

The functions of the CRC may include:

- Assist in the assessment of impact issues
- Monitor the overall progress of the recovery process in the community
- Identify community needs and resource requirements and make recommendations to MEMPC via the Municipal Recovery Committee
- Liaise, consult and negotiate, on behalf of affected communities, with the Municipal Recovery Committee
- Undertake specific recovery activities as determined by the circumstances and the CRC

10. Impact Assessment

There are three types of emergency impact assessments, each undertaken at a different stage:

- Initial Impact Assessment (IIA)
- Secondary Impact Assessment (SIA)
- Post Emergency Needs Assessment (PENA).

IIA sources information for the provision of relief and early recovery, whereas secondary and post emergency needs assessments inform recovery and prevention activities.

For further details and templates relating to Impact Assessments, please see Part C9 of this plan.

11. Recovery Implementation

The MRM or deputy(s) is to initiate the necessary recovery services as documented in this plan as soon after impact of an emergency as practical. This may involve activating the relevant recovery environment coordinators and recovery service teams as detailed in Figure 2.

Relief and Recovery Centres

Relief and recovery centres are established to provide two very different services to emergency affected people.

- Emergency relief relates to immediate needs
- Emergency recovery addresses longer-term issues.

Refer to the glossary in Part C7 of the MEMP for definitions.

However, depending on the nature and extent of the emergency it is possible that some or all of the functions of both relief and recovery may be provided from the one location. The extent of impact of the emergency on people will determine the best mechanism for delivery of support and assistance to the affected community. Glen Eira City Council has identified a number of facilities, which may be used for emergency relief and / or recovery activities. These are listed in the GECC ERC Operating Manual. The manual has details of the suitability of each location for either or both functional activities.

Wherever possible, a 'one stop shop' approach will be used to deliver as many of these services as possible / practical from a single location. The location of such a facility will be determined by the nature of the emergency.

Transition from response to recovery

The control agency, MERC, MEMO and MRM will consult to reach agreement on the timing and process of transition from response to recovery.

The process of transition from response to recovery is an ongoing one and commences from the time of impact of the emergency. However, an agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. Key considerations in reaching an agreement on the timing of the handover include:

- The nature of the hazard or threat and its potential to continue or re-occur.
- The level of safety if the MRM or deputy is required at the scene of the emergency.
- The extent of impact on communities, which may determine if a prolonged transition, is required where some areas or affected groups are handed over before others.
- The extent of loss or damage and the extent of emergency relief.
- The anticipated demand on resources during recovery.

In determining the timing and process of handover from response to recovery consideration should be given to:

- Notification of all organisations, stakeholders and the community;
- Media coordination;
- Management of community information sessions;
- Verification and validation of information;
- Operation of the Municipal Emergency Coordination Centre (MECC); and
- A schedule for transition to ensure a staged and seamless approach.

To assist in the handover process 'An agreement for transition of coordination from response to recovery' is included as Annex B of this Part of the plan. This document includes a schedule for transition arrangements, which may provide some guidance to prioritisation of tasks.

Information management and data sharing

In order to effectively manage the provision of relief and recovery services to the affected community will require the collection, collation, evaluation and dissemination of a significant amount of information. It will be critical to ensure that duplication is minimised between organisations and that timely reporting occurs to key stakeholders, including government and other potential providers of financial and physical support.

To assist in this process a standard operating procedure for post impact assessment data collection is included in Part C9 of this plan. In addition, an Emergency Relief Centre operations report form is included in the GECC ERC Operating Manual.

The MRM will liaise with the Regional Recovery Coordinator to determine the frequency and format of information reporting.

It should be noted that the provisions of the Privacy Act 2014 will apply to all data collected. Further information on the collection, storage and sharing of data is available from the Office of the Victorian Information Commissioner's (Privacy and Data Protection) Information Sheet on Emergencies and Privacy located at:

https://www.cpdp.vic.gov.au/images/content/pdf/CPDP_Information_Sheet_-_Emergencies_and_Privacy_V1.0.pdf

12. Debriefing

At the conclusion of recovery activity, a debrief should be conducted to assess the adequacy of the planned arrangements for relief and recovery from emergencies. In most cases a debrief will be convened by the MERC to consider all aspects of the emergency response and recovery. However, in the case of protracted relief and or recovery activity, the MRM may consider convening a separate debrief of relevant organisations to consider the relief and recovery aspects alone.

13. Role of Emergency Recovery Victoria

During relief and recovery from an emergency, Emergency Recovery Victoria (ERV) is responsible for:

- Regional relief and recovery coordination across the four recovery environments.
- Leading a number of relief and recovery areas. See the State Emergency Management Plan (SEMP) for more information.
- Supporting municipal councils in:

- Forming, leading and supporting Municipal and Community Recovery Committees
- Providing and staffing recovery / information centres
- Advising on, providing and managing community development services.
- Providing tailored information services to affected communities.

14. Supply of Goods and Services / Financial Considerations

The municipality and other recovery agencies shall where possible obtain and pay for goods/services through their own supply systems.

Where the goods/services are obtained through the Glen Eira City Council, they will be assigned a specific emergency cost code to facilitate tracking of expenditure.

It should be noted that emergency relief and recovery expenditure, including expenses for 'emergency protection works', MECC operation and the like, may be reimbursable. For more information refer to Part B5 and the SEMP.

Figure 2: Glen Eira Recovery Environments and Services

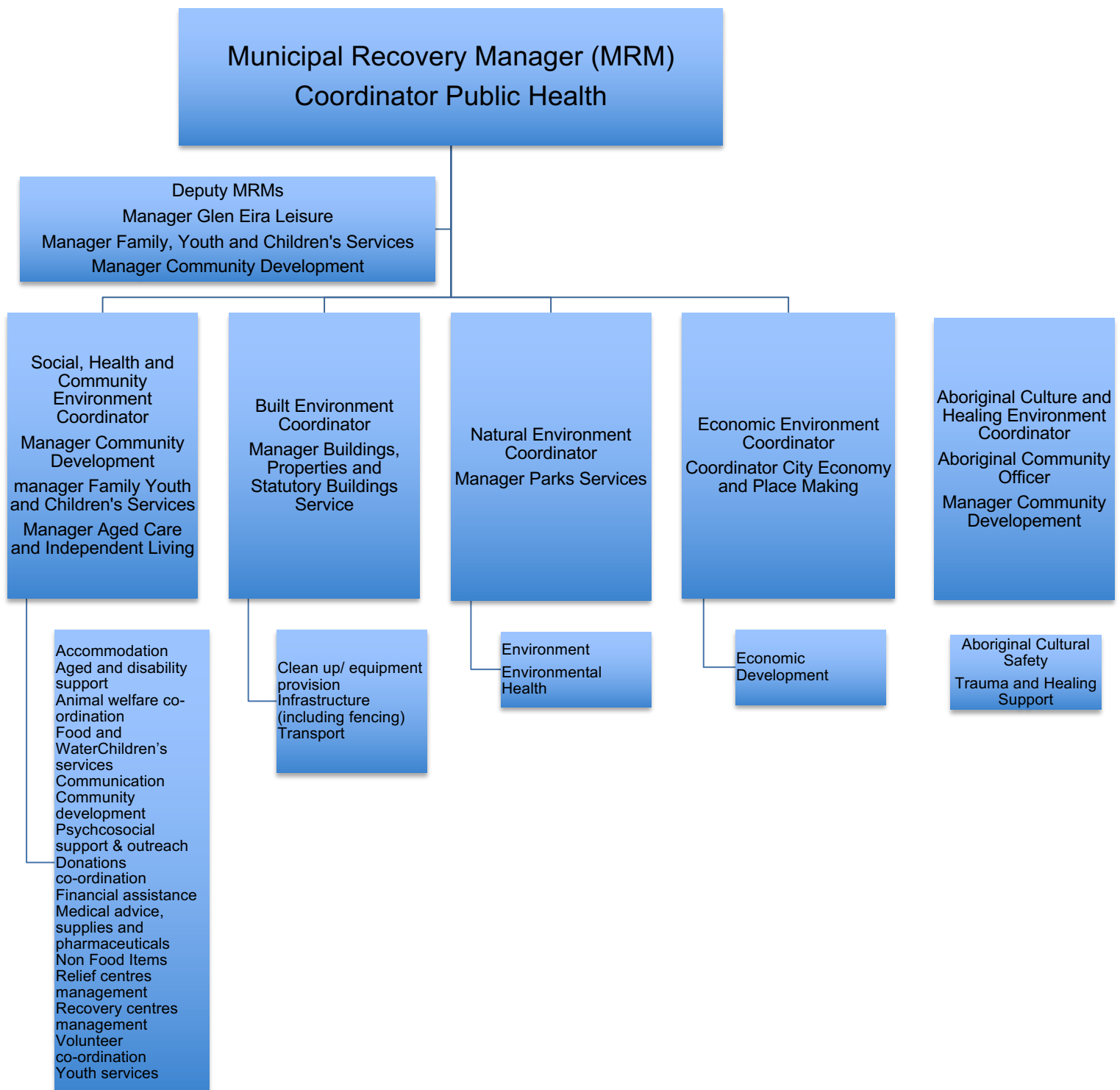


Table 1: Relief & Recovery Services

Social, Health and Community Environment

Relief / Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Accessing Information	- See Communications below - See Part A4 of this plan		
Accommodation Assist in the provision of emergency / temporary accommodation after an emergency	Municipal Recovery Manager	- Caulfield Community Health Service - Red Cross - Salvation Army - Southern Cross Community Care - JCCM - Glen Eira Council - Hanover Transitional Housing - DFFH – Housing - Carnegie Motor Inn - Matthew Flinders Hotel - Chadstone Executive Motel	- Red Cross for single incident – primary residences only, shopping for supplies etc. - Council for short duration only (up to 2 days) Note use of motels needs to be authorised by Council for payment first. Refer to Contact Directory for details.
Aged & Disability Support - Plan for and coordinate the recovery process for aged and disabled people - Identification of other vulnerable groups would be valuable	Manager Community Development and Care	- Aged and Disability Care Providers - Southern Cross Community Care - DFFH - JCCM - Residential Care Operators	DH liaise with agencies re possible additional support required
Animal Welfare Coordination - Assist/destroy injured animals/wildlife - Coordinate emergency feed supplies - Identify holding areas for pets etc - Provide cages/leads etc for animals and relief/recovery centres - Round up escaped animals	Manager Community Safety and Compliance	- Civic Compliance Officers - Environmental Health Officers - DELWP - Local Vets - Victoria Racing Club - RSPCA - South Oakleigh Wildlife Shelter	- CCO's - removal/disposal of animals - DELWP – livestock & domestic pets - Vets – assist DELWP - RSPCA - removal/disposal of animals
Case Management	- Glen Eira City Council does not provide this service. Any requests are to be referred to Connect Health & Community in the first instance. - Any additional or coordination requirements are to be referred to ERV.		
Children's Services - Plan for and coordinate the recovery process for children & young people up to 18 years - Provide childcare to relief/recovery centres	Manager Family, Youth and Children's Services	- Children & Family Services - Family day care providers - Maternal/Child Health Nurses - Childcare centres - Preschools - Family Life - Outside school hours care providers - Caulfield Community Health Service - Kindergartens	

Relief / Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Communication Coordinate and provide accurate information to the community and media after an emergency (N.B. use of a media liaison officer to coordinate information gathering and releases is a significant advantage)	Manager Customer and Communications	- Mayor / CEO - Police - Local media - Media liaison / Community Engagement staff with other organisations - ERV	Note: The EMJPIC may be formed by the Control Agency and will likely coordinate messaging at State level
Community Programs and Development - Coordinate community events and activities that will assist community's recovery from the impacts of an emergency - Employment of a Community Development Officer (CDO) may be a key part of this recovery service.	Manager Community Development and Care Coordinator City Economy and Place Making	- Caulfield Community Health Service - DFFH - Municipal Recovery Manager - Community Information Glen Eira - Community group representatives	
Counselling	See Personal Support		
Donations Coordination - Coordinate the collection and distribution of donated goods, services and money following an emergency. - It is recommended that an external organisation be recruited to manage this service area	Divisional Social Programme Secretary, Salvation Army	- Salvation Army - Bendigo Bank - Other to be determined as required	- Goods - Money
Financial Assistance - Coordinate the distribution of financial aid to the individuals and community after an emergency - A range of financial assistance and subsidies will be offered by various agencies requiring coordination	Chief Financial Officer	- DFFH - Centrelink - Salvation Army - Financial Counsellors - Insurance Council of Australia - Business Development Victoria	- Personal Hardship Assistance payments - Financial assistance - Financial assistance - Financial counselling - Financial advice - Business financial planning
First Aid	Ambulance Victoria	St John Ambulance	
Food and Water (Catering) Provide food services as required for response, field & emergency management staff (& attendees at Emergency Relief Centres)	Red Cross Duty Officer	- Salvation Army - JCCM - Red Cross - Delivered Meals - Kosher Meals on Wheels - South East Water (potable water)	
Legal Assistance	Manager Peninsula Legal Service	Peninsula Legal Service	

Relief / Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Medical advice, supplies and pharmaceuticals Coordinate the provision of medical advice, supplies and pharmaceuticals to the affected community	Ambulance Victoria	- Medical Officer of Health - Ambulance Victoria - DH	
Non-Food Items (Formally Material Aid) Coordinate the distribution of material aid	Salvation Army	- Family Life - Rotary/Lions Clubs - St Vincent de Paul - Brotherhood of St Laurence - JCCM - Eastleigh Family Services	
Psychosocial Support (Psychological first aid) & Outreach Coordinate the provision of psychosocial support (psychological first aid) and counselling services during and after an emergency.	Victorian Council of Churches Emergencies Ministry (VCC EM)	- Connect Health & Community - Caulfield Community Health Service - Southern Cross Community Care - Southern Directions Youth Services - Jewish Care - Gateway Family Care - Red Cross - Victorian Council of Churches Emergencies Ministry (VCC EM) - Southern Metropolitan Psychiatric Services - Salvation Army - Lifeline - Advocacy Services as required - Connections - Griefline Services - Carnegie Church of Christ - Elsternwick-Caulfield South Uniting Church - Community Information Glen Eira	Psychosocial support, case management, outreach, counselling Psychosocial support & referral services Psychosocial support & outreach services Psychosocial support Psychosocial support & case management Outreach services Outreach and food parcels Outreach services Referral services and food vouchers
Relief / Recovery Centre Management - Coordinate and staff relief and recovery centres and liaise with other service coordinators - Regular maintenance of the centre register and support resources	Manager Buildings and Properties	- Identified centre managers and deputies - State Emergency Service - ERV - Red Cross - St John Ambulance - Hatzolah - Centrelink - Salvation Army	- Relief Centre support - Recovery centre information, support, coordination & emergency financial assistance - Registration (Register.Find.Reunite) - Food and water - First aid - Emergency financial assistance - Personal material aid

Relief / Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Volunteer Coordination - Recruit, support coordinate volunteers - Assist other recovery service areas through the provision of volunteers	Manager Community Development and Care	- Community Information Glen Eira - Jewish Care	
Youth Services	Manager Family, Youth and Children's Services	- Bentleigh McKinnon Youth Services Centre - Schools - Connect Health & Community	

Economic Environment

Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Economic Development - Coordinate and initiate economic development activities to assist recovery of local businesses - Organise employment of a Business Development Officer	Coordinator City Economy and Place Making	- Business Development Officers - Environmental Health Officers - Centrelink - Dept of Economic Development, Jobs, Transport and Resources	- Economic development assistance - Business development assistance - Financial assistance - Business planning support
Business Continuity Planning Encouraging businesses to establish systems to ensure minimum down time	Coordinator City Economy and Place Making	- Small Business Victoria - Street Traders Association	

Built Environment

Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Clean-up / Equipment Provision Plan for & coordinate the clean-up process after an emergency, including the provision of temporary resources as required e.g. toilets, earthmoving equipment, furniture, generators	Municipal Emergency Management Officer	- Municipal Emergency Management Officer - Works Depot - Environmental Health Officers - Park Services - Local contractors - SES	
Infrastructure (including fencing) - Rebuild & restore community infrastructure / utilities - Coordinate the reconstruction of boundary fencing following damage	Director Environment and Infrastructure	- MEMO - Jemena / CitiPower - South East Water - Telstra - Municipal Building Surveyor - Yarra Trams - Vicroads - Metro (train operator)	- Coordinate restoration of roads, bridges, public infrastructure - Restore power and gas supply - Restore water supply - Restore phone connections
Transport Assist in transport provision after an event so that those affected can access relief centres, recovery services, shopping, etc	Manager Community Development and Care	- MEMO - Community Transport Buses - Transaccess	

Natural Environment

Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Environment Assess, advise on & repair damage after an event including tree safety, replanting, revegetation, erosion prevention and control	Manager Parks and Environment	- EPA - South East Water - Works Depot - Park Services - SES	
Environmental Health Assess, advise on and minimise the public health impact of an emergency e.g. safe water, food safety & disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities	Coordinator Environmental Health	- DH - Environmental Health Officers - EPA	Public health warnings, advice & info

Aboriginal Culture & Healing

Recovery Service	Team Leader	Service Providers	Comments / Additional Information
Valued & respected Culture/ Cultural Safety	Aboriginal Community Officer	- Boon Wurrung Land & Sea Council - Wurundjeri Woi Wurrung - Bunurong Land Council - Victorian Health - Dept Of Health and Human Services - Aboriginal Community Officer - Derrimut Weelam Gathering Place	- Resist the urge to propose solutions for Aboriginal issues, but rather listen deeply. . - Avoid stereotypes - Consult - Creating an environment that is safe for Aboriginal and Torres Strait Islander people.
Trauma & healing support	Aboriginal Community Officer	- Victorian Health - Dept Of Health and Human Services - Victorian Aboriginal Health Service Fitzroy - Allied Health - Derrimut Weelam Gathering Place - Connect Health and Community	Holistic process, which addresses mental, physical, emotional and spiritual needs and involves connections to culture, family and land.

Organisational Capacity

All organisations listed in Table 1 above were written to by the MRM to confirm their availability and capacity to assist in an emergency. Based on their responses the table has been amended accordingly.

The most recent contact was made in: October 2022.

Annex A – MRM Checklist

	ACTION	Time Complete	Comments
1.0	Pre Emergency		
1.1	On receipt of warning from MERC or MEMO of a possible event place Deputy MRM on STANDBY		
1.2	Depending on the nature of the event and information available, place one (1) Emergency Relief Centre on STANDBY . Refer to MRM ERC Checklist in the GECC ERC Operating Manual		
1.3	Consider liaising with neighbouring municipalities if required		
2.0	Recovery Activities		
2.1	Consider the need to convene the Internal Recovery Committee		
2.2	Alert Recovery Environment Coordinators to time and place of meeting		
2.3	If committee meets determine schedule for future meetings		
2.4	Determine requirement to convene the Municipal Recovery Committee		
2.5	Alert MRC members to time and place of meeting		
2.6	If committee meets determine schedule for future meetings		
2.7	Consult with relevant stakeholders and determine method for conduct of Post Impact Assessment		
2.8	Review operation of ERCs		
2.9	Consider requirement for separate recovery centre to be established, if necessary		
2.10	Monitor the delivery of recovery services and liaise with ERV regarding on the ongoing capacity of Council to coordinate recovery services and the possible need to escalate to regional level		
2.11	Liaise with MERC, MEMO and Incident Controller to determine the nature and timing for the formal transition from response to recovery. Refer to checklist attached as Annex B to Part A3 of MEMP		
3.0	Post Emergency		
3.1	Facilitate the arrangement of the post emergency debrief of relief and recovery agencies		
3.2	Review Post Impact Assessment data		
3.3	Close and restore ERCs to normal functions		
3.4	Refurbish and replenish ERC supplies		
3.5	Consider timing of closure of Recovery Centres		
3.6	Identify improvements and amend MEMP accordingly		

Annex B – An agreement for transition of coordination arrangements from response to recovery

Note this Annex is based on the Emergency Management Victoria (EMV) template. It has been tailored specifically for use at municipal level in Glen Eira. Should the level of coordination of the particular emergency extend beyond municipal level the relevant Regional or State level emergency response and recovery coordinators should use the EMV template.

Transition | Response to Recovery

Incident Name/Location:	
Date/Time:	
Transition Date Effective:	
Impacted Municipality/s	
Control Agency:	
Prepared by:	
Security Level:	FOR OFFICIAL USE ONLY

Agreement

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the City of Glen Eira has been handed over from [control agency] to Glen Eira City Council.

Purpose

The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

Incident Name:		Incident Type:	
Incident Start Date:		Incident Start Location:	
Municipality/s affected: <i>City of Glen Eira.</i>			
Agencies involved:			
Assets lost:			
Life lost:		Injuries:	
Relief Centre(s) activated:		Community Meetings:	
Land area affected (ha):			
Summary			

Authority

To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

Local (if applicable)	Regional/Divisional	State
Control Agency <i>Incident Controller</i>	Regional Controller	State Response Controller
Victoria Police <i>Municipal Emergency Response Coordinator</i>	Victoria Police <i>Regional Emergency Response Coordinator</i>	Victoria Police <i>State Emergency Response Officer</i>
Local Government <i>Municipal Recovery Manager</i>	Emergency Recovery Victoria <i>Regional Recovery Coordinator</i>	Emergency Management Victoria <i>State Relief and Recovery Manager</i>

Endorsement is pursuant to the roles and responsibilities detailed in the Emergency Management Act (2013) and the State Emergency Management Plan (SEMP).

Coordination and management arrangements for transition from response to recovery

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

- The nature of the hazard/threat and whether there is a risk of a recurring threat;
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Management Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

The Evolution of Relief and Recovery Coordination Needs

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments¹ in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential clean-up operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to ERV as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

¹ As obtained by reference to Initial Impact Assessment Guidelines December 2012

Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional ERV attend these meetings to provide information about recovery services that may be required.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.emergency.vic.gov.au is the State's single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. ERV will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long-term requirements for all five recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments are interdependent and require equal consideration and planning.

Attachment 1 – Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for City of Glen Eira.

Key considerations for transitions:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
1.	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.		Handover report
2.	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3.	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency		
4.	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and ERV for community interests.		Briefing
5.	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6.	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7.	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8.	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
9.	Key Actions – Response Coordination Agency		
10.	Briefing from Victoria Police Municipal Emergency Response Coordinator to ERV Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager. Briefing to include the ongoing MECC functionally requirements.	VicPol	Verbal Briefing
11.	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12.	Key Actions – Recovery Coordination Agency		
13.	Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.		Via Recovery Planning Arrangements
14.	Integration of recovery issues into existing arrangements, where applicable.		
15.	Key Actions – Municipalities		
16.	Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	Glen Eira City Council	Verbal Briefing
17.	Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report	Glen Eira City Council	Report to ERV Region
18.	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	Glen Eira City Council	Via recovery planning arrangements
19.	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	Glen Eira City Council	
20.	Establish community based recovery processes as per Municipal Emergency Management Plan	Glen Eira City Council	

Annex C – Checklists for Recovery Environment Coordinators

Introduction

The purpose of these checklists is to give guidance to recovery staff from Glen Eira City Council before and during an emergency situation.

The Municipal Recovery Manager (MRM) is responsible for the management of the recovery on behalf of the municipality. Immediate tasks include conducting a review of the loss and damage data and preparing loss assessment teams to enter the impacted area (once safe to do so). Short term duties include convening the Municipal Recovery Committee (if required); confirming that required recovery services are activated and operating smoothly; and deciding whether escalation is required.

The following lists are not exhaustive and complete, as the range of tasks and actions that should be done will depend on the situation at the time. It is also likely that there will be competing demands for resources (including Council staff), and therefore actions must be prioritised. This will involve judgements by all relevant staff. Guidance should be sought from the MRM as to the best tasks to do, and their priorities.

Common tasks include (but are not limited to):

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

Be partially distanced from the immediacy of the event and consider the overall recovery process in establishing priorities and anticipating future requirements.

1.1 Health, Social and Community Environment

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Vulnerable residents support (including Aged, disabled, youth and children's services and financial support)	- Review loss data and assistance agencies - Help DFFH coordinate Personal Hardship Assistance Payments, etc. - Psychosocial support (psychological first aid) - Non-Food Items - Use HACC database to determine vulnerable residents needing help. - Refer to Table 1 of Part A3 for providers	- Determine rate reduction applicability and process or any other assistance available from Council - Publicise assistance available – e.g. financial assistance, public appeals, donations, etc. - Ensure representation of Insurance Council of Australia in recovery centre.	- Ensure access to financial counselling - Ensure flexible assistance tailored to individual needs - Advocate / ensure subsidies / reductions rates, taxes, fees, etc.	- Continue subsidies / reductions - Continue to ensure access to financial counselling.	Determine exit strategy
Accommodation	Immediate accommodation provided by Relief Centre	Determine needs and secure short-term accommodation (up to 1 week) through providers listed in Table 1 of Part A3	- Work with DFFH Housing and community to find alternative long-term accommodation. - Consider insurance, rebuilding, transport	- Continue to negotiate long term accommodation - Work with CRC to ensure long term vision for rebuilding community	Permanent accommodation / rebuilding complete
Non Food Items	- Assist Salvation Army to provide support to those most in need - Help collate and prioritise requests, referring disputes to the MRM	- Continue to assist the collection and distribution of material aid through Salvation Army and other local agencies - Collect all paperwork and start to write reports, with details of aid received, stored and distributed, and financial aspects	Assist with the withdrawal of aid, and with the implementation of long term strategies for those in need		When no more aid is being distributed and reports are written

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Community Services Provision	• Compile data on Council resources available to assist with the emergency • Collate requests for Council assistance, prioritise them, and forward them to the MRM for decisions • Coordinate the provision of Council resources once approved • Provide advice about other relevant agencies (roles, capabilities, contacts, websites, etc.)	• Continue to coordinate the provision of services to those most in need • Collect all paperwork and start to write reports, with details of services provided, including financial aspects		• Assist with the withdrawal of providing services, and with the implementation of long term commercial arrangements	When no more services are being provided through government agencies, and reports are written
Donations coordination	Liaise with external coordinator (Salvation Army) to: • Identify secure site; set up process for accepting / rejecting goods • Determine a distribution process • Nominate public appeals options such as donations through Community groups or to designated locations	• Salvation Army to utilise their processes to recruit volunteers to assist as required • Continue communication strategy (liaise with Council Communications Department to publicise donations points • Develop distribution process	Distribute goods and money	Distribute goods and money	• Monies allocated • Volunteers no longer required

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Community Development	- Community Development Officer may be appointed - Review loss data and attend community info sessions with lead agency - Identify community group connections / community linkages - Ensure website updates	- Establish information flows - Participate in CRC - Arrange community events / gatherings - Work with volunteers - Use information from personal support / counselling to guide activities	Arrange community events / gatherings / public meetings Link with economic activities	- Continue involvement in CRC - Assist community-driven initiatives - Ensure vision for rebuilding community	Determined exit strategy
Personal support / Counselling	- In liaison with ERV, determine which agency will provide case management function - Advise agencies listed in Table 1 - Prioritise families	Relevant agencies should review families needing assistance <i>Note: Broad information can be used to guide community development tasks</i>	Relevant agencies should do: - Counselling – trauma / grief - Manage rebuilding issues - Manage PTS Disorder	Ensure vision for rebuilding community	Determined by agency
Medical Pharmaceuticals coordination	Refer all requirements to the DH under the State Health Emergency Response Plan (SHERP).				

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Recovery Centre Management (Cross reference with Relief Centre Management above)	- Anticipate the need for a Recovery Centre as early as possible (better to open unnecessarily than delay and rush it) - When directed by the MRM, open and manage the Recovery Centres, organising staff, modifications, resources etc. Note this may be one and the same facility as a Relief Centre and it may simply transition in function	- Manage the Recovery Centres - Liaise with all relevant agencies to provide assistance to those in need - Provide regular reports to the MRM and MEMO - Record all transactions and events		Coordinate the withdrawal of providing services at the Recovery Centres, closing them when practicable	When no more services are being provided, and reports are written
Communications	- Liaise with all relevant agencies and Council departments to issue timely advice about services available and locations from which they can be accessed - Commence consideration of regular methods of providing updates (social media, newsletters etc)	- Liaise with community development staff and MRM to determine best strategies for ongoing communication with affected community and the broader community regarding restoration processes, priorities, and issues affecting the community. - Implement communications strategies		- Review requirements for and frequency of communication. - Consider requirements for anniversary communications and retrospective reviews	When all recovery services stood down, issue final communiqué

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Animal Welfare Management	- Assist ERC manager to implement companion animal management strategies at ERC - Recommend appropriate actions to the MRM (e.g. relocation of pets to appropriate facilities)	- Monitor animal management - Facilitate return of companion animals where possible - Review individual cases as required			When all pets appropriately returned to owners or rehoused

1.2 Economic Environment

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Economic Development including employment	- Review loss data - Attend community info sessions with lead agency - Identify community group connections / community linkages - Ensure website updates - Appoint a Business Recovery Officer - Compile data of affected employers and employees - Liaise with State and Commonwealth governments for potential assistance	- With the local Chamber of Commerce / Industry Group and the Glen Eira City Futures Unit, coordinate and assist businesses to re-establish links with community - Assist with trade set up etc.			

1.3 Built Environment

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Utilities (gas, water, electricity, etc.)	Liaise with providers to compile data of loss and damage				
Transport (road, rail, etc.)	Liaise with providers to compile data of loss and damage				
Infrastructure	- Compile data of loss and damage, including buildings (shops, factories, warehouses, sporting pavilions, halls, etc.), fences, footpaths, drains/creeks/rivers, etc. - Attend community info sessions with lead agency	Monitor and re-prioritise restoration activities as needs of the community dictate			When agreed recovery objectives achieved
Essential services (schools, hospitals, banks, etc.)	- Compile data of loss and damage to essential services - Prioritise the services to ensure effort is focussed on those most needing attention - Establish communication and liaison links with all relevant organisations and agencies to ensure that you are kept up to date with the situation and progress	Monitor and re-prioritise restoration activities as needs of the community dictate			When all essential services are restored, and reports are done

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Provision of clean-up equipment	• Compile a list of relevant plant and equipment that is available from Council resources and known suppliers in case it is needed • Advise the MRM and other agencies of this plant and equipment • Help prioritise the plant and equipment – what goes where and when • Coordinate the supply, assisting with transport if required	• Monitor the use of plant of equipment • Re-assess priorities for its use • Coordinate the adjustment of it when the need or priority changes • Ensure records are kept for later accounting and reporting	Coordinate the handover to private operators from government funding and resources	• Monitor the use of plant and equipment and coordinate adjustments if required • Complete reports on acquisition, use, expenditure, etc.	When all work is complete, and reports are done

1.4 Natural Environment

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Land care & degradation	• With the EPA, conduct an assessment of the impact of the emergency on the quality of air water • Report the findings to the MRM and MEMO, together with recommendations for action (e.g. relocation of residents)	Ongoing monitoring via the EPA			

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Waste management	• Confirm that sufficient efforts are being made to clear the waste from the emergency area, without disturbing it if a death occurred nearby • Report the findings to the MRM and MEMO, together with recommendations for action (e.g. obtaining more resources)	Consider maintaining increased waste management services to residents in emergency affected areas until domestic clean-up has been completed.			
Environmental health	• Conduct an assessment of the impact of the emergency • Report the findings to the MRM and MEMO, together with recommendations for action (e.g. quarantining an area)				

1.5 Aboriginal Culture and Healing Environment

Activity Area:	Immediate (1-7 days)	Short term (2-4 weeks)	Medium (2 – 3 months)	Long term (4 months+)	Stand down process
Valued and respected culture / Cultural safety	- Connect to Traditional Owner groups. - Have an Aboriginal member from local Aboriginal Traditional Custodian group participate in discussion - Community Development Officer appointed and support Officers may be appointed - Review loss data and attend community info sessions with lead agencies - Identify community group connections / community linkages - Ensure website updates	- Continue to engage Traditional Custodians organisations and have an Aboriginal member participate in discussion - Establish information flows - Participate in meetings - Arrange community meetings - Work with agencies to offer support - Use information from personal support to guide activities	- Ensure flexible assistance tailored to individual needs - Continue to engage Traditional Custodians organisations and have an Aboriginal member participate in discussion	- Continue involvement in meetings - Assist community-driven initiatives - Ensure vision for rebuilding community - Have an Aboriginal member from local Aboriginal Traditional Custodian group participate in discussion	Determine exit strategy Consult with Traditional Custodian group
Address trauma and healing	- Have an Aboriginal member from local Aboriginal Traditional Custodian group participate in discussion around trauma and path to healing. - Connect with Aboriginal Health Services	- Determine process and any other assistance available from Council - Publicise assistance available - Connections to Gathering Place. - Connect with Aboriginal Health Services.	- Connections to Gathering Place. - Connect with Aboriginal Health Services.	- Connections to Gathering Place. - Continue to connect with Aboriginal Health Services.	Determined by organisations and agencies.