LEMA

Local Emergency Management Arrangements

city of Rockingham

where the coast comes to life

Recovery Plan

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Amendment Record

No.	Date	Details
1	October 2022	Review of existing Recovery Plan commenced
2	June 2023	Draft Plan finalised
3	September 2023	Plan endorsed by LEMC

Disclaimer

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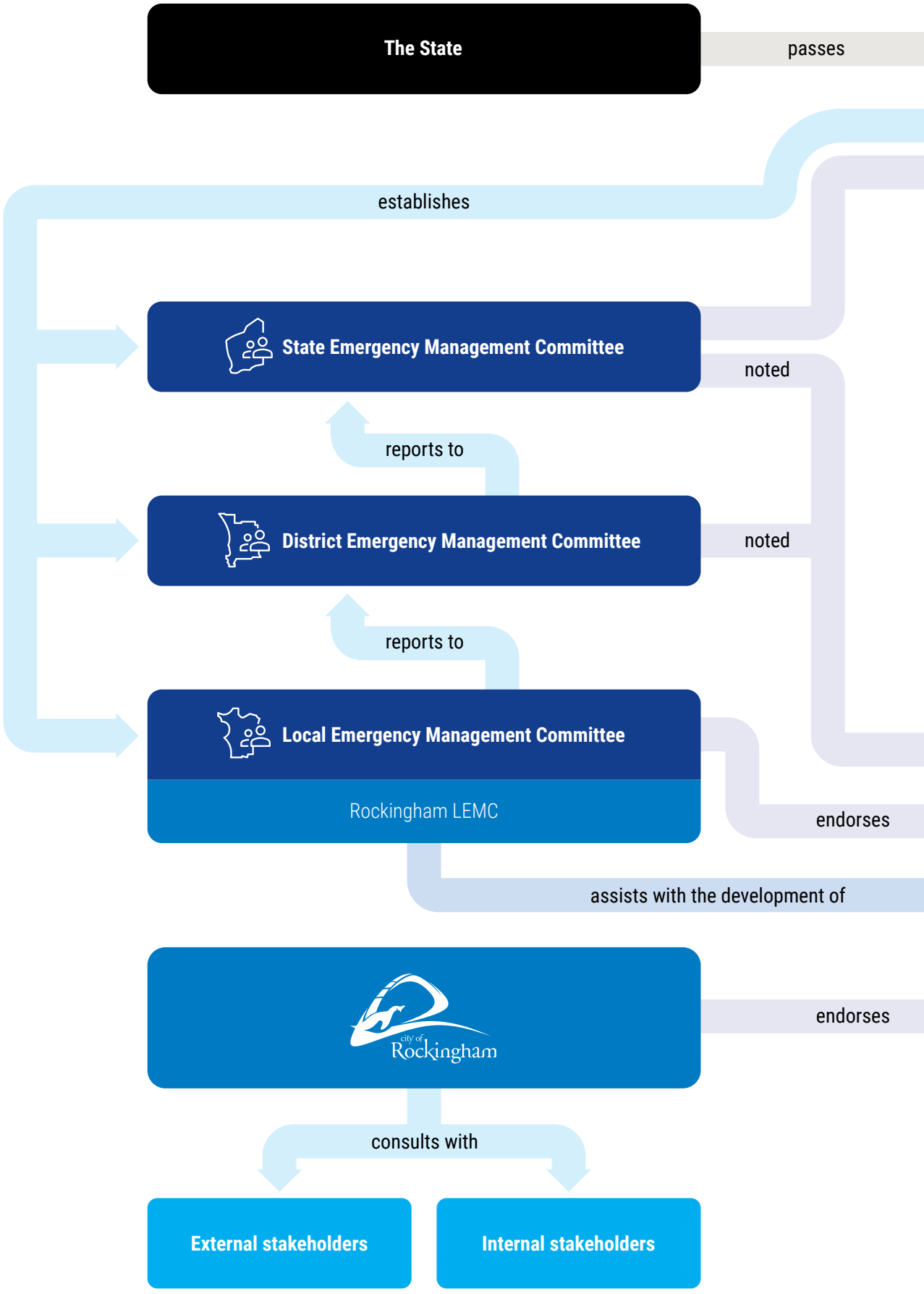
The Recovery Plan

The Compliance and Emergency Liaison Team has responsibility for developing and reviewing the Recovery Plan.

State Emergency Management Framework



State Emergency Management Legislation

writes

requires Local Governments to have

Local Emergency Management Arrangements

State policy, plans, procedures and guidelines

forms the framework

to which LEMAs must align

Local Emergency Management Arrangements

City of Rockingham LEMA

- LEMA Overview
- Emergency Management Plan
- Emergency Risk Management Plan
- Emergency Animal Welfare Plan
- Emergency Communications Plan
- Recovery Plan
- Department of Communities Local Welfare Plan
- Agreements and Memorandums of Understanding
- Other emergency management documentation, plans, procedures, systems and processes

Part 1 - Recovery

Recovery involves coming to terms with the impacts of an emergency, managing the disruptions and resulting changes. As everyone's situation is different, people can be impacted in a variety of ways. During recovery, agencies, organisations, and individuals work together to restore livelihoods and critical community functions to bring back some degree of normalcy[1].

Authority

This plan forms part of the City of Rockingham's Local Emergency Management Arrangements, and has been endorsed by the City of Rockingham Local Emergency Management Committee. *The Local Emergency Management Arrangements* have been prepared and approved by the City of Rockingham in accordance with the *Emergency Management Act 2005*.

Aim

The aim of this plan is to support the restoration of the social and economic wellbeing of the community, as well as reconstruction and rehabilitation of the built and natural environment following a disaster.

Purpose

The purpose of this plan is to document the City of Rockingham's approach to recovery across the four recovery environments - social, economic, built and natural and to ensure a common understanding of the roles and responsibilities of recovery partners. This plan is not a roadmap to recovery, but a plan for how the City and its recovery partners will support the community to move forward.

1. Australian Institute of Disaster Resilience. (2018). Introduction to Recovery.

Objectives

The objectives of the Recovery Plan are to:

- establish a mutual understanding of the local recovery arrangements amongst all stakeholders involved in recovery management
- strengthen community capacity and capability by fostering action-based resilience planning practices
- ensure recovery activities are community-centred, adaptable and scalable
- provide a framework for coordination across the four recovery environments (social, built, economic and natural) for which local arrangements can be planned, reported, monitored and evaluated.

Context

The City of Rockingham Recovery Plan is a sub-plan of the Emergency Management Plan and has been prepared as required by, and in accordance with, State legislation, regulation and policy[2]. The *Recovery Plan* should be read in conjunction with the suite of documents that form the City's *Local Emergency Management Arrangements*. These are available at **rockingham.wa.gov.au**

Other Arrangements relevant to this plan include:

- *Emergency Management Act 2005*
- *Emergency Management Regulations 2006*
- *State Emergency Management Policy*
- *State Emergency Management Plan*
- Community Recovery Handbook[3]
- State Support Plan – Emergency Welfare[4]
- State Recovery Guidelines[5]
- Disaster Recovery Funding Arrangements – Western Australia 2018[6]
- Communicating in Recovery Guidelines[7].

2. See s41 of the *Emergency Management Act 2005*
3. http://knowledge.aidr.org.au/resources/handbook-community-recovery/
4. https://www.wa.gov.au/government/document-collections/emergency-management-plans
5. https://www.wa.gov.au/government/document-collections/emergency-management-guidelines
6. https://www.dfes.wa.gov.au/recovery/funding
7. https://www.wa.gov.au/government/publications/communicating-recovery-guidelines

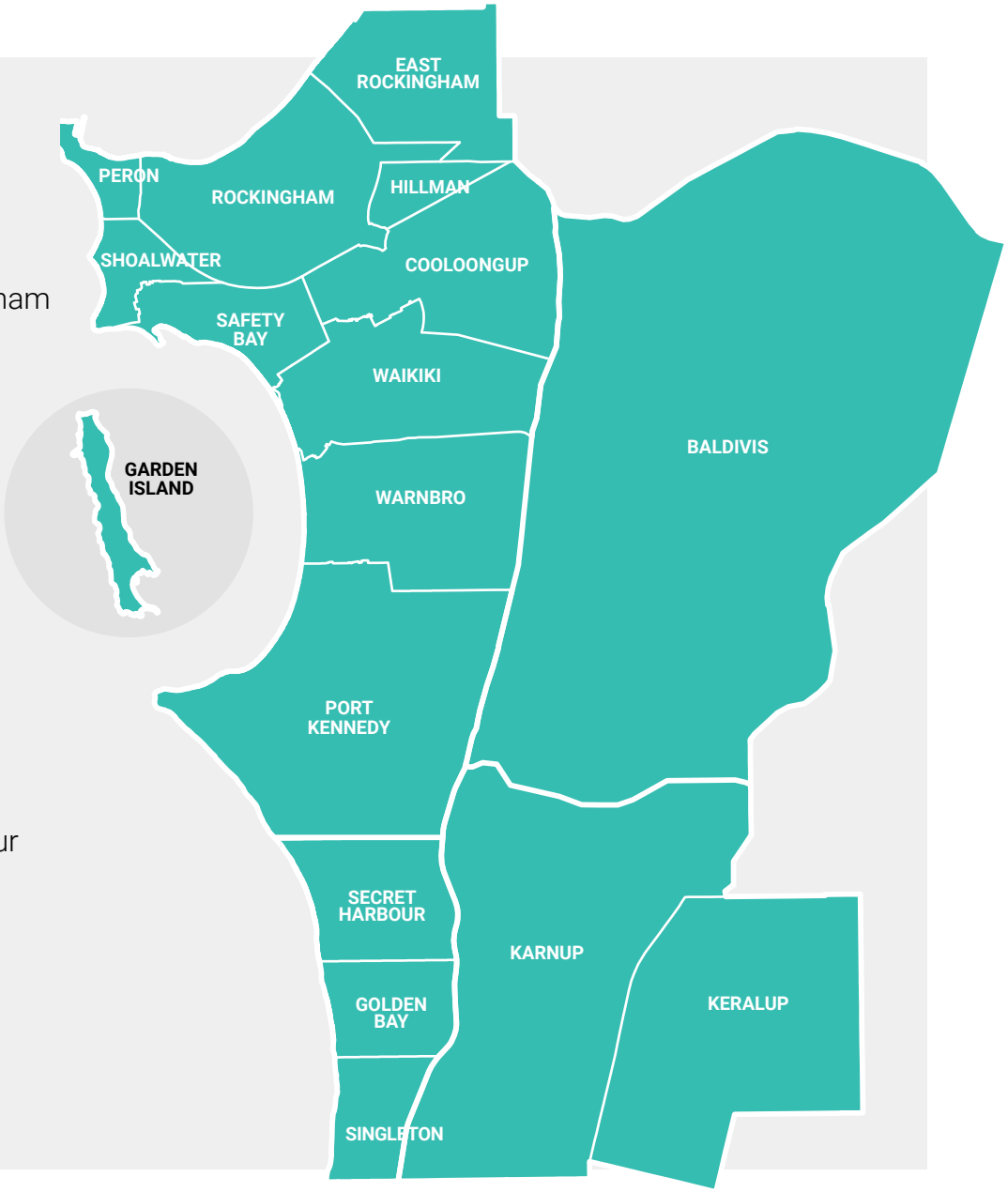
Scope

Local Government's have primary responsibility for coordinating the recovery process following an emergency or disaster that impacts the community in their municipality.

The scope of this plan is limited to:

- the geographical boundaries of the City of Rockingham Local Government District as Gazetted
- recovery activities in relation to a disaster level event impacting the City of Rockingham.

- Baldivis
- Cooloongup
- East Rockingham
- Garden Island
- Golden Bay
- Hillman
- Karnup
- Keralup
- Peron
- Port Kennedy
- Rockingham
- Safety Bay
- Secret Harbour
- Shoalwater
- Singleton
- Waikiki
- Warnbro



National Disaster Recovery Principles

The City's approach to recovery will be guided by the Australian National Disaster Recovery Principles (2018).

These six elements are guidelines to best practice and will underpin the City's local emergency management arrangements.

- **Communicating Effectively:**

  The City understands successful recovery is built on effective communication between the affected community and recovery partners. The City will be guided by the Emergency Communication Plan to ensure communication is timely, credible, easy to understand, accessible for diverse audiences and addresses a variety of communication needs.

- **Build Capacity:**

  The City will recognise, support and build on individual, community and organisational capacity and resilience before, during and after a disaster.

- **Community Led:**

  The City understands successful recovery is community-centred and will strive to achieve strong community participation in all levels of planning, implementation and evaluation of recovery processes. The City will be flexible and responsive in responding to community priorities.

- **Recognising Complexity:**

  The City acknowledges the complex and dynamic nature of disasters and will implement actions to best address the range of impacts that occur throughout the recovery process.

- **Understanding the Context:**

  The City recognises the importance of understanding the community context, diversity, capacity and will draw on existing strengths and competencies during community recovery.

- **Coordination and Collaboration:**

  The City will take the lead in coordinating the recovery activities between the community, partner agencies, business and industry based on continuing assessment of impacts and needs. Recovery actions will reflect well-developed community planning and information gathering before, during and after a disaster.

City of Rockingham Recovery Values

Recovery activities undertaken by the City of Rockingham will be guided by a set of core recovery values. These values will support good practice and underpin ethical decision making to address the impacts of a disaster.

- **Leadership**
  The City's organisational culture fosters a supportive environment for decisive leadership. Decision-makers will integrate skills and local knowledge to guide coordination in the face of unprecedented challenges in the recovery environment. Best practice recovery management methods will be used to engage with and support affected individuals, households, businesses and the wider community.
- **Inclusiveness**
  The impacted community will be placed at the centre of the recovery process. To address the diverse needs of the community, the City will collaborate with a wide range of individuals or groups, including those people that may be at higher risk such as people with disability, the elderly, Aboriginal or Torres Straight Islander communities and groups from culturally and linguistically diverse backgrounds.
- **Transparency and Accountability**
  Recovery activities will be undertaken in a transparent and flexible manner so that communities understand what they can influence and to what degree. Plans will be tailored and adapted to meet the changing needs of the community.
- **Empowerment**
  The City understands the importance of locally-led recovery to capture the needs and aspirations of the community. Individuals and groups will be empowered to manage their own recovery activities and create solutions to strengthen and support community resilience.

Agreements and Understandings

The City of Rockingham is a partner in an Emergency Management Memorandum of Understanding that includes the following Local Governments:

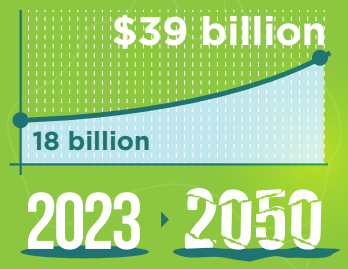
- City of Mandurah
- Shire of Murray
- Shire of Waroona
- Shire of Serpentine Jarradale.

The Memorandum of Understanding formalises cooperative arrangements between local governments to promote sharing of resources and the provision of support during disaster recovery.

Local Snapshot

On a national level...

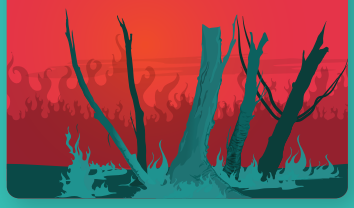
Projected annual cost of natural disasters in Australia



On a state level...

$2.4 BILLION

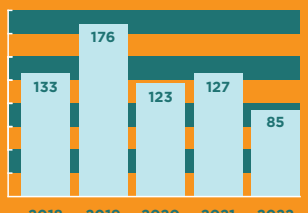
Projected annual cost of natural disasters in WA by 2050 (A growth rate of 4% per year)



On a local level...

644

Total number of bushfires in Rockingham from 2018 - 2022



What we're trying to protect...

54,905 Dwellings

158,084 residents by **2026**

2.56 people per household

5,474 Local Businesses

35,380 Local Jobs

40% of households have at least one pet

Community Facilities

33x

Parks and Reserves

435x

Train Stations

2x

Hospitals

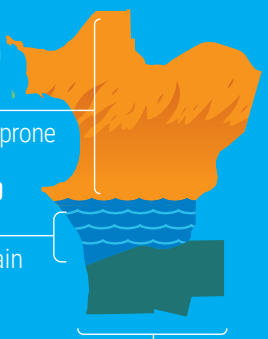
2x

What's at risk...

The Rockingham area is:

64% bushfire prone

34% flood plain



Land area of **257** km²

Our coastline is:

37 KM LONG

1,150ha of Industrial Zone

Our historical assets...

The Rockingham area is:

Located on the Binjareb and Whadjuk Nyoongar lands.

113 HERITAGE LISTED SITES

Hazard Types

There are a number of hazards that can occur within the City of Rockingham. Increasing the awareness and understanding of these hazards will help the community to better prepare and improve their own resilience to these types of events. Some of the hazards that may impact the Rockingham community include:

- bushfires
- storms and storm surges
- floods
- heatwaves
- cyclones
- earthquakes
- tsunamis
- public health emergencies
- marine hazards
- collective trauma events (CTEs).

Special Considerations

- The City is situated on the Swan Coastal Plain bioregion. Higher density living occurs in close proximity to the coastline along the western region. The coastal zone is subject to the impacts of coastal hazards such as erosion and inundation, particularly during storm events or high tides. Lower density living is generally attributed to the eastern regions of the City which tend to be rural, semi-rural or peri-urban properties that are more susceptible to the impacts of bushfire.
- The Swan Coastal Plain typically has five to six dry months per year, with the greatest risk of fires occurring during the summer months (December to February).
- There is an increase in visitors to the foreshore areas during the summer months.
- Support of individuals and groups of people who are or who may be at higher risk to the impact of disasters. This may include people living with disability, the elderly including aged care and hospital residents, culturally and linguistically diverse community members, people experiencing homelessness, children and young people (12-25 years).
- The City hosts several major annual events on the Rockingham Foreshore and nearby reserves that attract large crowds. These include the New Year's Eve celebration, Symphony on the Green and the Australia Day event.
- The City of Rockingham Administration, Operations Centre and Compliance Services Building operate on reduced staff during public and government holidays, especially between Christmas and New Year.

Recovery Environments

Recovery activities can be coordinated across the social, built, economic and natural environments. These four environments are treated separately for the purpose of functional responsibilities within recovery, however in terms of how communities operate, the four are intrinsically linked.

Social

The social environment considers the impacts a disaster may have on the health and wellbeing of individuals, families and communities. This environment is primarily focused on safety, security and shelter and restoring the health and psychosocial wellbeing of the community.

Built

The built environment considers the impacts a disaster may have on physical infrastructure including essential services, commercial and industrial facilities, public buildings, assets and housing.

Economic

The economic environment considers the direct and indirect financial impacts a disaster may have on individuals, businesses, primary producers and the broader economy.

Natural

The natural environment considers the impacts that a disaster may have on a healthy and functioning environment, including air and water quality, land degradation and contamination, plant and wildlife damage/loss, and natural reserves/parks, cultural and heritage sites.

Social	Built	Economic	Natural
health	transport services	small business	air/water
psychosocial support	telecommunications	tourism	land/soil quality
education	essential services/physical infrastructure	employment	flora/fauna
housing/ accommodation	public buildings/assets	retail/industry	ecosystems
pet/animal welfare	commercial/industrial facilities	agriculture	waste/pollution
recreation and leisure	housing	broader community	heritage sites

Part 2 - Recovery Activation

Recovery during Response

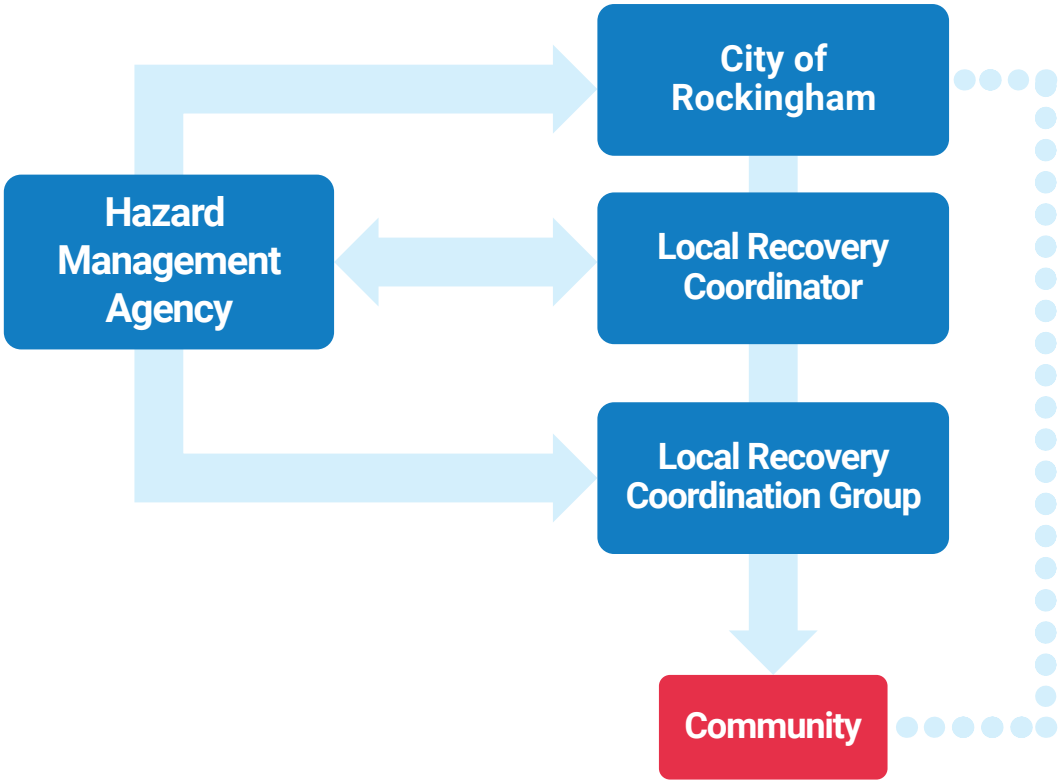
Response, coordinated by the relevant Hazard Management Agency, commences immediately after the impact of the disaster[8]. So too does recovery. It is the role of the Manager Compliance and Emergency Liaison to recommend to the CEO to activate the Recovery Plan. When activated, the CEO will appoint a Local Recovery Coordinator.

Key decisions and actions taken during response may directly influence and shape later recovery activities. For this reason the Local Recovery Coordinator is to liaise closely with the Hazard Management Agency. The purpose is to:

- understand the range of impacts on the community
- identify recovery priorities as early as possible
- align response and recovery priorities.

The Local Recovery Coordination Group should be formed at this stage to allow for a briefing of the disaster impacts, discuss next steps and to prepare for a smooth transition to recovery activities.

Initial Recovery Structure during Response

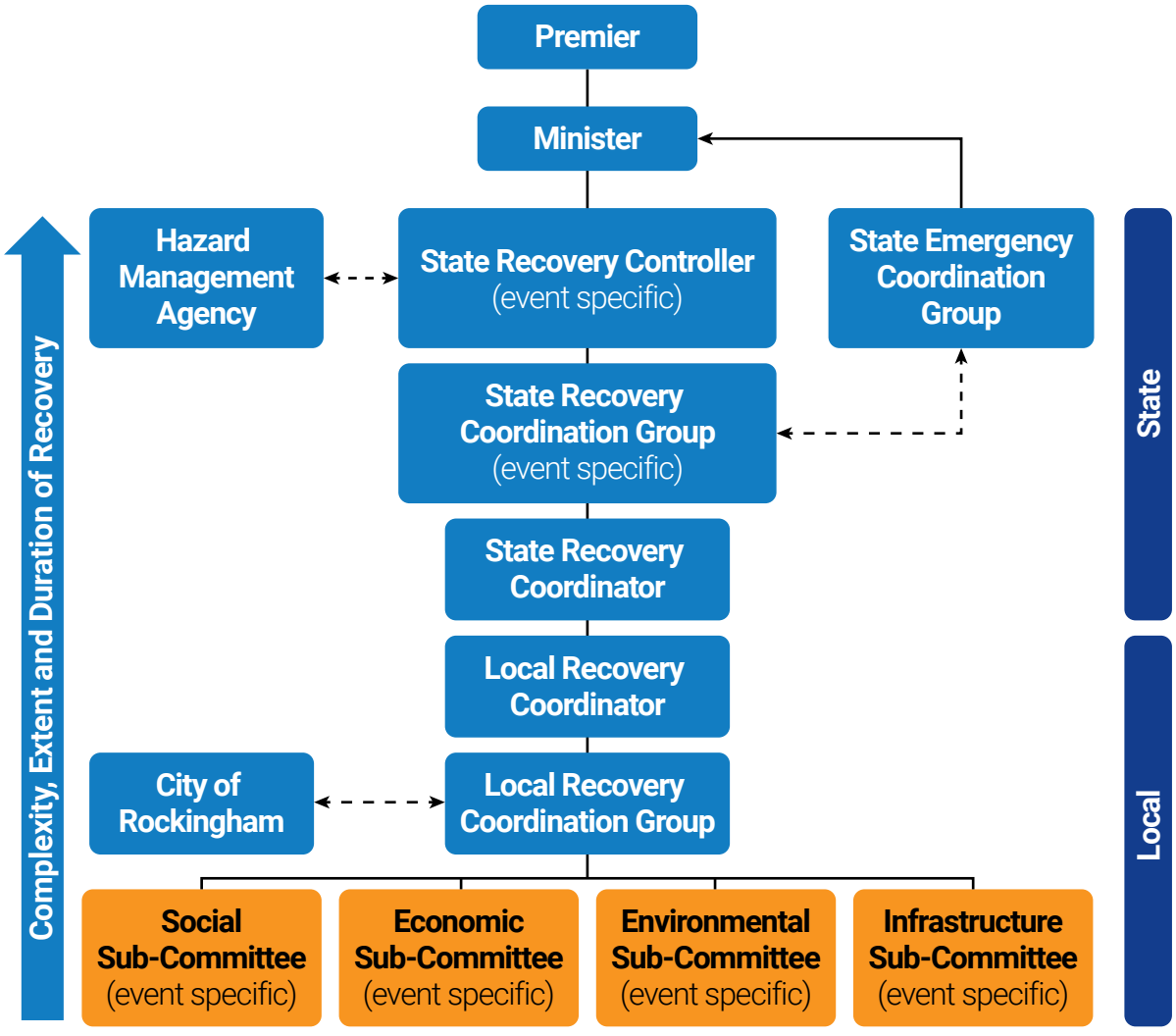


8. See section 6.4 of S

State Recovery Coordination Group

The State Recovery Coordination Group is established by the State Recovery Controller to coordinate State-level recovery operations[9]. The group may provide assistance to the Local Recovery Coordination Group during complex and/or prolonged recovery operations. If the disaster is of a large scale, the Hazard Management Agency, in consultation with the City, may request the Department of Premier and Cabinet to assume overall responsibility for managing the recovery.

State Government Support



9. See s5.3 of *State Emergency Management Procedures* (2021)

Transition to Recovery Activation

In consultation with the Hazard Management Agency, the City of Rockingham Local Recovery Coordinator will arrange for activation of this Plan. The transition to recovery is formally marked by the handing over of an Impact Statement (prepared by the Hazard Management Authority) to the City of Rockingham. The Impact Statement should provide a detailed description of all aspects of the incident highlighting the immediate, short and medium term actions the local government will be required to undertake to effectively coordinate the recovery activities.

Initial Actions on Transition

- Chief Executive Officer to:
  - formally accept the Impact Statement
  - confirm appointment of Local Recovery Coordinator
- Local Recovery Coordinator to:
  - convene the Local Recovery Coordination Group
  - initiate a Community Needs Assessment
  - consider the need for opening a Local Recovery Hub
  - initiate public communications as per the *Emergency Communications Plan*
  - liaise with Department of Communities
- Local Recovery Coordination Group to:
  - consider the need for sub-committee formation
  - commence development of the Recovery Action Plan

Community Needs Assessment

The Impact Statement provides a point-in-time reference. In contrast, needs assessment activities must occur periodically throughout recovery as community priorities continue to develop and change.

A needs assessment of the impacted community should be completed as early as possible to highlight priority areas and identify individuals or groups that do not have access to core recovery information and services.

Methods of collating information and recovery needs across the four recovery environments will be documented in the City's Recovery Action Plan.

Assistance with the needs assessment process may be sought from stakeholders such as, but not limited to, the following:

- Department of Communities
- Australian Red Cross
- Local welfare agencies (such as the Rockingham Salvation Army)
- Internal City teams such as Community Development, Health and Building Services, Asset Services and Rangers
- Business associations such as the Rockingham Kwinana Chamber of Commerce.

Community Inclusiveness

Diversity is an important aspect of the City's culture and identity; it brings richness, innovation, knowledge and experience[10]. The City will harness the knowledge, structures and existing networks when coordinating recovery activities to create opportunities for participation of all members of the community throughout the recovery period. The City understands this may require different approaches for different groups.

10. Just add trust: implementing diversity and inclusion in emergency management | AJEM News & views (aidr.org.au)

Outreach

Outreach is a process to pro-actively make contact with individuals who cannot, or who may have reasons for being unwilling to seek assistance following a disaster.

The Australian Red Cross provide support to disaster affected individuals, households and communities. During recovery, their volunteers and staff will work in a variety of places such as evacuation centres, in homes through outreach, or in public spaces. The City will work with the Australian Red Cross to ensure outreach programs regularly assess community needs in a timely, proactive manner.

The Department of Communities Local Welfare Plan - Rockingham Region has provision for welfare arrangements during recovery.

They are the lead agency for coordination of the following:

- emergency accommodation
- emergency catering
- emergency clothing and personal requisites
- personal support services
- registration and reunification
- financial assistance.

The City of Rockingham will support the Australian Red Cross and the Department of Communities to connect and support impacted individuals or specific groups within the community through the use of established networks.

Evacuation Centres

The City has identified a number of suitable facilities to be used as Evacuation Centres. In consultation with the Hazard Management Agency and the Department of Communities, one or more of these facilities will be made available for the purposes of an evacuation centre. Upon activation, the Department of Communities will coordinate welfare support for evacuees who present at the centre(s).

Part 3 - Roles and Responsibilities

Local Recovery Coordinator

The City is required by legislation[11] to appoint a Local Recovery Coordinator. The City maintains a group of suitably qualified Local Recovery Coordinators.

Based on the type of emergency, the needs of the community and operational requirements of the City, the Chief Executive Officer will appoint a suitable officer to perform the role of the Local Recovery Coordinator for that event. Other factors influencing such selection may include:

- the recovery environments most affected
- availability of personnel
- the skillset/qualification/experience of alternate candidates
- what State recovery arrangements may have been implemented.

As part of the City's planning, a number of personnel suitable for fulfilling the Local Recovery Coordinator role have been identified.

Responsibilities

The Local Recovery Coordinator is responsible for executing the City's Recovery Plan. Functions of the role include:

- liaison with:
  - Hazard Management/Combat Agencies and support organisations, especially the Incident Support Group and Operational Area Support Group
  - State Recovery Coordinator and State Recovery Coordination Group
- make recommendation to the City of Rockingham's Chief Executive Officer on forming a Local Recovery Coordination Group
- establish the Local Recovery Coordination Group (if approved) or undertake the responsibilities of the Local Recovery Coordination Group (if not formed)
- coordinate the City of Rockingham's recovery activities
  - support the Local Recovery Coordination Group to prepare a Recovery Action Plan
  - ensure recovery is undertaken in accordance with National Principles for Disaster Recovery[12]
  - conduct a review of recovery activities 12 months after the incident
  - engage recovery stakeholders in lessons management process

11. See section 41(4) of *Emergency Management Act 2005*
12. See section 2.3 of Australian Institute of Disaster Resilience. (2019). *Australian Disaster Resilience Handbook Collection: Community recovery.*

Local Recovery Coordination Group

The Local Recovery Coordination Group is responsible for the overall coordination of the City's recovery activities in support of the impacted community[13]. Membership of the Local Recovery Coordination Group may change to reflect the needs of the community at various stages during the recovery process. A Recovery Coordination Centre may be established for the purposes of facilitating communication and recovery arrangements. The initial composition of the Local Recovery Coordination Group will include representatives from the City, relevant state agencies and local recovery partners.

Structure and Membership

The structure of the Local Recovery Coordination Group is dynamic in nature, as they respond to the changing needs of the community during recovery.

Membership will be dependent on the scale, complexity and nature of the disaster.

A typical Local Recovery Coordination Group recovery structure and possible membership composition is demonstrated on the next page.

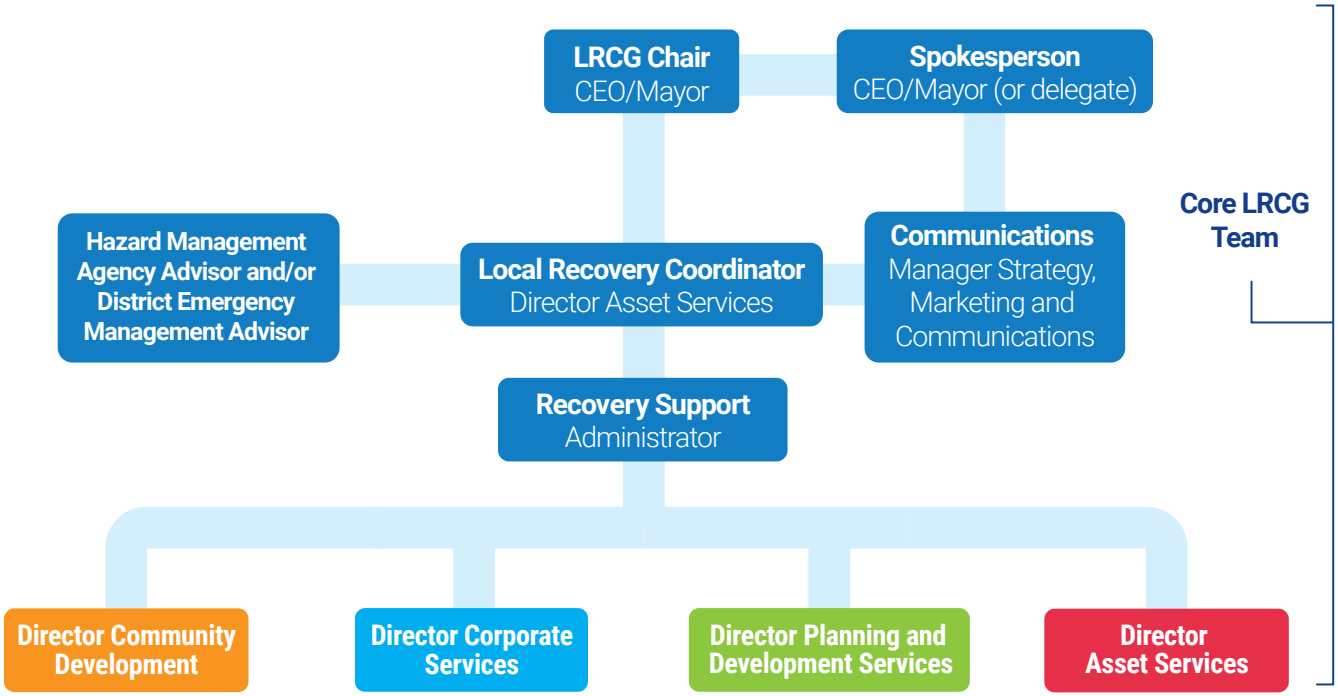
Functions

The functions of the Local Recovery Coordination Group include:

- assess recovery priorities based on the Impact Statement and community's need
- develop a Recovery Action Plan
- establish sub-committees as appropriate
- engage with key recovery partners to ensure a coordinated, collaborative approach
- make recommendations to relevant stakeholders
- oversee the delivery of projects/programs, ensuring they are community owned and targeted
- facilitate the provision of services, public information, and resource acquisition
- monitor recovery progress, and determine when withdrawal is appropriate.

13. Recommended in part 2 of State Emergency Management Committee. (2021). *Local Recovery Guidelines*

Local Recovery Coordination Group – Proposed Structure



- Manager, Compliance and Emergency Liaison
- Manager, Health and Building Services
- Manager, Technical Services
- Manager, Parks Services
- Chairperson - Local Emergency Management Committee
- Representative(s) from the Hazard Management Agency
- Local Emergency Coordinator
- WA Police
- Department of Communities
- Australian Red Cross
- Department of Premier and Cabinet
- Department of Human Services
- Chamber of Commerce
- Not-for-profit/philanthropic organisations
- Community Representatives

Recovery Action Plan

The Local Recovery Coordination Group are to prepare a customised Recovery Action Plan to guide event specific recovery actions.

The Recovery Action Plan will:

- make reference to the Impact Statement
- develop appropriate short, medium and long term recovery planning goals that take into account the needs of the community
- include metrics to measure progress, and effectiveness of the plan
- outline the community engagement approach based on the International Association of Public Participation (IAP2) principles
- in collaboration with support agencies, coordinate assistance for individuals or groups who are or who may be at higher risk of the impacts of disasters such as community members with disability or the elderly
- note the roles/responsibilities of those engaged in implementing the plan
- identify the indicators for triggering withdrawal.

The Recovery Action Plan will be continually updated to reflect:

- newly identified impacts/issues
- changes in community needs
- achievements on the way to recovery.

Recovery Coordination Centre

A Recovery Coordination Centre may be established for the purposes of facilitating communication and recovery arrangements. The Local Recovery Coordination Group is responsible for the activation and coordination of the Recovery Coordination Centre. The Local Recovery Coordinator will designate an alternate location if the below City buildings are deemed unsuitable or are unavailable:

- City of Rockingham Administration Building
- City of Rockingham Compliance Services Building.

Local Recovery Coordination Group Sub-Committees

The Local Recovery Coordination Group may establish sub-committees to assist with specific elements of the recovery process. Composition of the sub-committees will be determined by the Local Recovery Coordination Group based on the needs of the community. Membership considerations for the Local Recovery Coordination Group Sub-Committees are captured below:

Social Sub-Committee

Chair

Director Community Development

- Manager Community Capacity Building
- Manager Library Services
- Manager Community Safety and Support Services
- Department of Communities
- The Salvation Army
- Not-for- profit/ philanthropic organisations
- Representatives of people and/or groups with specific needs
- Australian Red Cross

Economic Sub-Committee

Chair

Director Corporate Services

- Manager Economic Development and Tourism
- Tourism Rockingham
- Rockingham /Kwinana Chamber of Commerce
- Kwinana Industries Council
- Development WA
- HMAS Stirling
- Small Business Development Corporation
- Destination Perth

Environmental Sub-Committee

Chair

Director Planning and Development Services

- Manager Strategic Planning and Environment
- Manager Health and Building Services
- Manager Parks Services
- Deparment of Biodiversity, Conservation and Attractions
- Department of Primary Industries and Regional Development
- Environmental Protection Authority
- Department of Water and Environmental Regulation
- Environmental Groups

Infrastructure Sub-Committee

Chair

Director Asset Services

- Manager Community and Leisure Facilities
- Manager Community Infrastructure Planning
- Manager Land and Development Infrastructure
- Manager Technical Services
- Manager Operations and Fleet Services
- Western Power
- Telstra
- Main Roads WA
- Water Corporation

Social Sub-Committee

Functions

The functions of the Social Sub-Committee include the following:

- follow the directions of and make recommendation to the Local Recovery Coordination Group
- assess and recommend priority areas, initiatives and events to assist with social recovery
- provide advice and guidance to assist in the restoration/strengthening of community well-being
- understand the needs of the impacted community in relation to social recovery.

Economic Sub-Committee

Functions

The functions of the Economic Sub-Committee include the following:

- follow the directions of and make recommendation to the Local Recovery Coordination Group
- assess and recommend priority areas, initatives and community education to assist with economic recovery
- provide advice and guidance on the recovery of the economy
- understand the needs of the community in relation to economic recovery.

Environmental Sub-Committee

Functions

The functions of the Environmental Sub-Committee include the following:

- follow the directions of and make recommendation to the Local Recovery Coordination Group
- assess and recommend priority areas, initiatives and community education to assist with environmental recovery
- provide advice and guidance on the treatment and restoration of the affected environment
- understand the needs of the community in relation to environmental recovery.

Infrastructure Sub-Committee

Functions

The functions of the Infrastructure Sub-Committee include the following:

- follow the directions of and make recommendation to the Local Recovery Coordination Group
- assess and recommend priority areas and initiatives to assist with the infrastructure recovery process
- assess the requirement for the restoration of services and facilities to the affected community
- provide advice for the restoration of City and State infrastructure
- identify Build Forward Better opportunities in the rebuilding of infrastructure
- understand the needs of the impacted community in relation to infrastructure recovery.

Local Emergency Management Committee

The Local Emergency Management Committee's role is to assist with the planning, review and testing (through exercise or activation) of the City's Local Emergency Management Arrangements. In the event of a disaster, some members of the Local Emergency Management Committee may also form part of the Local Recovery Coordination Group, to support the City's efforts in coordinating recovery activities.

The Role of Council Members

As representatives of their local communities, councillors play an important role in a disaster. As with business as usual, councillors are not involved in the operational response led by City staff, however play a vital supporting role that includes:

- **Civic Leadership**
  Providing a visible focal point for their local community that has been impacted by the disaster by sharing information and providing updates.
- **Community Leadership**
  Building relationships and understanding the needs of their local communities and using this information to inform and support recovery initiatives.
- **Political Leadership**
  Assisting council to meet obligations under the *Emergency Management Act 2005*, in terms of preparing for disasters and coordinating recovery arrangements.

The Mayor remains the principle spokesperson for the City and will be the public face that informs the local community about recovery progress.

Part 4 - Operational Recovery Management

Finance

Through the Disaster Recovery Funding Arrangements the State Government provides a range of relief measures to assist communities to recover from an eligible natural event. The City of Rockingham will make claims for recovery activities where they are deemed eligible under the Disaster Recovery Funding Arrangements. Additional support for communities and individuals may be available through defined Commonwealth Government assistance schemes such as the Disaster Recovery Funding Arrangements.

Eligible events for State funding include bushfire, cyclone, earthquake, flood, landslide, meteorite strike, storm, storm surge, tornado, tsunami, and terrorist incidents. Additional information including the current funding threshold, can be found at dfes.wa.gov.au/recovery/funding

Following an emergency, and if required, the Local Recovery Coordinator will request access to this funding from the Department of Fire and Emergency Service.

The Australian Government Disaster Recovery Payment is a government declared payment which may be available to assist people who have been adversely affected by natural disasters. This payment is accessed by direct application to Centrelink.

When activated, the Lord Mayor's Disaster Relief Fund collects moneys donated to assist communities impacted by disasters. Such moneys may be available for financing recovery arrangements. The Recovery Coordinator is to liaise with the Fund to determine eligibility[14].

Build Forward Better

The 'Build Forward Better' concept incorporates risk reduction measures into the restoration of physical infrastructure and societal systems[15].

The Recovery Action Plan will ideally integrate the following key concepts:

- effective recovery reduces vulnerability to future disasters and builds community resilience
- community drives recovery
- recovery must promote fairness and equity
- governments must enhance preparedness for future emergencies.

14. See Global Facility for Disaster Reduction and Recovery. *Building Back Better* in Post-Disaster Recovery. https://www.gfdrr.org/sites/default/files/2017-09/Building%20Back%20Better%20Guidance%20Note_0.pdf

15. See https://appealswa.org.au/lgas/

Information Sources

Public Information

The City of Rockingham *Emergency Communications Plan* provides guidance on public communications during emergency management activities, including recovery.

The *Emergency Communication Plan* will:

- nominate spokesperson(s) for the City of Rockingham
- describe community engagement strategies, including mechanisms to ensure two-way communication
- outline methods of communication
- provide an approval process for public information
- ensure communications are conducted with integrity and inclusiveness.

Local Recovery Information Hubs

Depending on the nature of the disaster, the Local Recovery Coordination Group will consider establishing a Local Recovery Information Hub. The Hub will be staffed with recovery workers for community members to access information about the recovery effort and seek assistance from support services or other government agencies.

Ideally, the Hub will be:

- accommodated within a City of Rockingham facility
- located centrally within, or as close as practicable to, the impacted community
- will not impact existing community services (noting that it may be in place for a protracted period)
- made widely known to the community.

If there is a need to reach a broader or more widespread community, consideration will be given to establish multiple hubs.

City of Rockingham Libraries

The City of Rockingham libraries and the Autumn Centre library are resources for community members to obtain information about available services, connect with support agencies and access the internet.

Donations

Goods

The City of Rockingham will not solicit or accept donated goods due to the difficult nature of managing physical items (such as assessing suitability, storage and distributions etc).

Other organisations may do so, but they will need to establish their own collection, storage and distribution mechanisms.

The City of Rockingham will give consideration to enable other organisations to dispose of unwanted goods at the City's landfill facility.

Monetary

The donation of money is the best form of donation following a disaster as it can be collected and distributed with much greater ease than goods. The injection of money into an economy will also aid in economic recovery of the community.

People or organisations looking to donate money to the City of Rockingham following an emergency will be directed to a charity collecting funds for this purpose. The Lord Mayor's appeal would be one option recommended.

The Lord Mayor's Disaster Relief Fund will liaise with local governments impacted by a disaster about the distribution of moneys collected as part of the appeal.

Corporate Donors

The donation of goods from corporate donors will generally be discouraged. The Local Recovery Coordination Group may consider donations of goods from corporate donors where a need for specific goods is identified. However, it is preferable that such goods be purchased/hired using donated moneys, as this provides additional recovery stimulus to the economy.

Corporate donors may wish to donate vouchers for use by the community to obtain discounted goods or services.

Services

Any offers to donate services are to be forwarded to the Local Recovery Coordination Group for consideration. The committee may utilise those services, and/or make the offers known to the community. The City of Rockingham will not endorse any particular service, nor warrant the quality of any service offered.

Business Continuity

The City of Rockingham has developed and will continue to review and refine a business continuity plan to ensure that it is able to mount a sufficient recovery of its own operations following the impact of a disaster.

Training

The City of Rockingham will develop and maintain a pool of trained staff and volunteers from which the Local Recovery Coordinator may select for the management of recovery functions/tasks.

Any officer that is identified as being a potential Local Recovery Coordinator will undertake training in the recovery function. Persons may be nominated by name or by position depending on their nominal function/role.

The functions additional personnel will support, and for which targeted training may be beneficial, includes:

- Human-Social
- Environmental
- Built
- Economy
- Public Information
- Finance
- Administration
- Volunteer Management
- Officer of Assistance/Donations
- Evacuation/Welfare Centre.

Exercises

The City of Rockingham *Local Emergency Management Plan* requires the *Local Emergency Management Arrangements* (parts thereof) to be evaluated annually, as part of an exercise.

Opportunities to test the efficacy of the Recovery Plan by incorporating elements into exercises are to be considered.

Vicarious Lessons

The City of Rockingham will undertake research into how other communities have recovered from significant emergencies to identify any vicarious learnings that may be applicable in Rockingham following an emergency. Documenting relevant learnings may assist with implementing potentially effective recovery strategies.

Staff Welfare

In a disaster, and also during the recovery period, there is the potential for staff to experience high stress and fatigue. Appropriate rostering and breaks, communication and debriefing must occur to ensure staff wellbeing is maintained and employees are kept informed about the overall recovery process.

There may be a situation where some staff members live in the affected community and/or have been personally affected by the disaster. It is the responsibility of City managers to monitor the mental health and effects of fatigue on their staff throughout the recovery process.

Dependent on the nature and impact of the disaster, the City will consider additional support for staff. The City's Employee Assistance Program (EAP) will be used as necessary.

City Volunteers

During the recovery process the Local Recovery Coordination Group or Sub-Committees may call upon registered City Volunteers to provide assistance with aspects of recovery.

Unregistered Volunteers

Unregistered (spontaneous) volunteers may emerge offering support and assistance to the affected community. Where managed pathways to assist are not found or not wanted, people may seek out informal pathways[16], this may include via social media.

The City will implement effective and efficient strategies to coordinate unregistered volunteers in the immediate post disaster state.

16. Australian Disaster Resilience Handbook 12 - Communities Responding to Disasters: Planning for Spontaneous Volunteers

Debriefing

Throughout the recovery process, managers will conduct regular debriefs to provide staff with timely updates, share information about key achievements and check the status of staff welfare. Routine debriefs will assist with:

- maintaining a community-centred approach
- quality of service delivery
- working as a committed team
- honest, open, two-way communication.

Managed Withdrawal

The City of Rockingham will work with the Local Recovery Coordination Group to implement a transition strategy that integrates recovery activities into mainstream service provision. The strategy will account for the shift of focus from recovery to ongoing community development that maintains a sense of community health and wellbeing.

The Local Recovery Coordination Group will:

- make the decision to initiate withdrawal, when it is appropriate (using the indicators in the Recovery Action Plan as a guide)
- prepare a report on the recovery, noting achievements, challenges, outstanding items/issues, and lessons
- be formally wound-up, along with any sub-committees that have not already done so.

The City of Rockingham will communicate via the Local Recovery Coordination Group or relevant sub-committees key information relating to transition activities, recovery achievements and resumption of business as usual service delivery within the community.

Evaluation Report

In accordance with the State Emergency Management Policy[17], the local government must undertake an evaluation of the recovery activities (including an assessment of preparedness for any future disaster) within 12 months of the event.

The City's Local Recovery Coordinator in consultation with the Local Recovery Coordination Group will prepare the evaluation report using sources of information and capturing lessons from:

- community and stakeholder surveys
- interviews
- workshops
- assessment of key projects
- summary of recovery process
- milestone achievements.

A copy of the report will be provided to the State Recovery Coordinator and the State Emergency Management Committee for review.

17. State Emergency Management Policy 6.10 - Review of Recovery Activities

Annex A: Glossary

Adversity – challenging experiences that threaten function, development, or survival of an individual or system.

Build Forward Better – the use of the recovery, rehabilitation and reconstruction phases after a disaster to increase the resilience of communities through integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems into the revitalisation of livelihoods, economies and the environment[18].

Business Continuity – the capacity of an organisation to continue delivery of services at acceptable predefined levels following a disruptive incident[19].

Combat Agency – a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency[21].

Community – a group with a commonality of association and generally defined by location, shared experience, or function. A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc[20].

Cultural and Linguistic Diversity – a broad term used to describe communities with diverse languages, ethnic backgrounds, nationalities, traditions, societal structures and religions.

Disaster – A serious disruption to the functioning of a community that exceeds its capacity to cope using its own resources[20].

Economy Subcommittee – a committee formed in accordance with this plan to focus on the recovery of the economy.

Emergency – the occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response[21].

Emergency Management – the management of the adverse effects of an emergency that includes: prevention, preparedness, response and recovery[21].

Environment Subcommittee – a committee formed in accordance with this plan to focus on the recovery of the environment.

Hazard Management Agency – a public authority, or other person, prescribed by the Emergency Management Regulations 2006 to be a Hazard Management Agency for emergency management, or an aspect of emergency management, of a hazard[21].

Impact Statement – a report compiled by the Controlling Agency providing a concise summary of known and emerging impacts resulting from an emergency that require recovery activity[22].

Infrastructure Subcommittee – a committee formed in accordance with this plan to focus on the recovery of City's infrastructure (built up area).

Local Emergency Management Committee (LEMC) – a Local Emergency Management Committee established under section 38 of the Emergency Management Act 2005[21].

Local Recovery Coordinator – person nominated by Local Recovery Plan as being responsible for the development of the Local Recovery Plan, and initiating the provisions of that plan following an emergency[21].

18. from the United Nations Office for Disaster Risk Reduction
19. from *City of Rockingham Business Continuity and Crisis Management Plan* (2019)
20. from The International Federation of Red Cross and Red Crescent Societies (IFRC) website
21. from *State Emergency Management Glossary* (2021)
22. adapted from State Emergency Management Committee. (2021). *Impact Statement Guide.*

Local Recovery Coordination Group – a committee comprising representatives from recovery stakeholders. The determination of membership will be made when the group forms, and will depend on the nature of the emergency, its scale, and community needs[24].

Preparedness – preparation for response to an emergency[21].

Prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency[21].

Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, and the psychological and economic wellbeing[21].

Recovery Action Plan – a plan prepared to guide the recovery actions of the City of Rockingham following an emergency.

Resilience – the ability of a system, community or society, exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structure and functions. This is determined by the degree to which the community has the necessary resources and is capable of organising itself both prior to and during times of need[23].

Response – the combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery[21].

Risk – a concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment[21].

Social Subcommittee – a committee formed in accordance with this plan that focuses on the community's social recovery needs and wellbeing.

State Emergency Management Committee – committee established under section 13 of the Emergency Management Act 2005[24].

State Recovery Controller – the State Recovery Controller is appointed by the Premier, on the recommendation of the State Recovery Coordinator in consultation with the State Emergency Coordinator, if extraordinary arrangements are required for a specific emergency[24].

State Recovery Coordinator – appointed by the Fire and Emergency Services Commissioner, to support a whole-of-government approach to recovery[24].

State Recovery Coordination Group – established by the State Recovery Coordinator or State Recovery Controller on their own initiative or upon advice and direction of the State Emergency Coordination Group[24].

Vicarious Lessons – learning that is derived from indirect sources, such as reading reports, listening to speakers, etc. rather than direct, hands-on, experience.

23. Government of South Australia. (2019). *South Australia's Disaster Resilience Strategy 2019-2024.*

24. from appendix A of *State Emergency Management Policy* (2021)

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