



Community Recovery Plan

July 2024



City of **HOBART**

City of Hobart Community Recovery Plan

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Approval Authority	This plan is issued under the authority of the City of Hobart Municipal Emergency Management Committee and endorsed by the Southern Region Social Recovery Committee.
Approved	Michael Stretton Chief Executive Officer City of Hobart
Date	

We acknowledge and respect palawa/Tasmanian Aboriginal people as the traditional owners and ongoing custodians of the land on which we work and live, and pay respect to Elders past and present. For around 40 000 years, Aboriginal people have lived on lutruwita/Tasmania, within strong and resilient communities. We recognise and value the ongoing contribution of Aboriginal people and communities to Tasmanian life and knowledge and embrace the spirit of reconciliation.

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1. INTRODUCTION

This Community Recovery Plan should be read in conjunction with Council’s Municipal Emergency Management Plan.

The Emergency Management responsibilities across Planning, Preparedness, Response and Recovery of the City of Hobart are prescribed in the Local Government Act 1993, the Land Use Planning and Approvals Act 1993, and the Emergency Management Act, 2006.

This Community Recovery Plan is:

- Issued in accordance with the Tasmanian Emergency Management Arrangements (TEMA Issue 2) and the Tasmania State Recovery Plan (Issue 5);
- Aligned with the National Principles for Disaster Recovery;
- Is the responsibility of subject matter experts within the Municipal Emergency Management and Community Recovery areas where they apply;
- Intended to be adapted by Municipal Recovery Officers to the requirements of their Municipal Community Recovery Objectives by providing a scalable, broad and experience-based framework for Community Recovery; and
- Applies to the Hobart municipal area as shown in the map below.

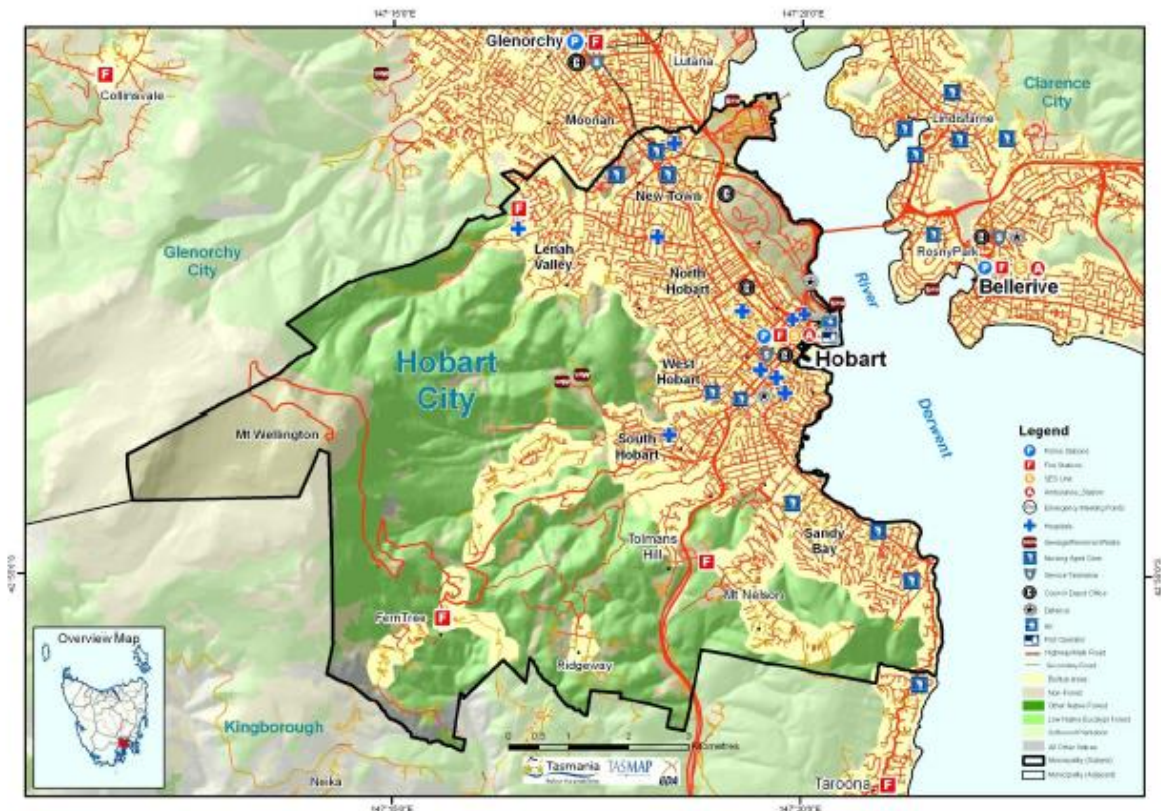


Figure 1. City of Hobart Municipal Area Map.

1.1 Context

Recovery defined in this Plan aligns with the Tasmanian Emergency Management Arrangements (TEMA) and the Tasmanian State Recovery Plan, that is: the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning.

Successful recovery is community led and involves all levels of government and recovery partners to support communities through the recovery process. This includes programs and services to help individuals and communities affected by an emergency to cope with the immediate aftermath, come to terms with the impacts and adjust and grow in the changed environment.

The City of Hobart recognises that being ‘recovered’ is not necessarily returning to former ways of living as life after a disaster can be different. Recovery may be lengthy and the actions required varied to respond to the diverse needs of the affected community will vary.

Community impacts from disasters can be described across the social, built, economic and natural domains. Tasmania, Government agencies are responsible for statewide coordination, management and reporting on these impacts across these recovery domains.

Table 1. Functional Responsibilities, Tasmanian State Recovery Plan, Section 9.

DOMAIN	COORDINATING AGENCY
SOCIAL	Department of Premier and Cabinet (DPAC): Emergency accommodation, grants for individuals, support for evacuation centres Department of Health: Mental health and personal support
ECONOMIC	Department of State Growth: Support for business and industry, financial assistance for business
BUILT	Department of State Growth: State roads and bridges, transport facilities and services, utility supply and telecommunications
ENVIRONMENT	Department of Natural Resources and Environment / Environment Protection Authority: Environmental health and waste/pollution, landscape rehabilitation, Aboriginal and cultural heritage, wildlife, support and financial assistance for agriculture and primary producers
CROSS-DOMAIN	Department of Premier and Cabinet (DPAC): Spontaneous volunteers, demolition and clean-up, public appeals, donations, financial assistance for local governments, coordination with the National Emergency Management Authority (NEMA)/other governments

Social recovery focuses on:

assisting the community to manage its own recovery, rebuilding emotional, social and physical well-being through a coordinated and planned process.

Built recovery focuses on:

the repair, restoration and replacement of government and community infrastructure such as schools, roads, transport, and communications.

Economic recovery focuses on:

managing business, industry and employment impacts and, where appropriate, assisting the local economy to return to pre-emergency levels.

Environmental recovery focuses on:

protecting natural and cultural assets and values, supporting primary producers and managing waste, pollution and biosecurity

Cross domain functions include:

whole-of government functions which cut across the social, economic, infrastructure and environmental domains and include coordinating spontaneous volunteers and donated goods, public appeals, public communication, registrations and enquiries, and liaison with the insurance industry.



Figure 2. The four environments - integral aspects of community recovery, Handbook 2 - Community Recovery, AIDR.

2. AIM, PURPOSE, SCOPE AND APPLICATION

2.1 Aim

To provide structures, resources and services to support the community to manage and coordinate their own recovery by establishing the governance and coordination arrangements, roles and responsibilities for emergency recovery in the City of Hobart municipal area.

2.2 Purpose

The purpose of this plan is to:

- Establish a municipal level governance framework, management and coordination responsibilities for recovery;
- Describe arrangements for transitioning from a response to recovery, activating council level coordination structures and support the community to manage longer term recovery;
- Clarify roles and responsibilities across Council and supporting organisations in relation to recovery in the City of Hobart local government area; and
- Guide all stakeholders involved in recovery to work together within a planned, coordinated and scalable framework.

2.3 Scope and Application

Tasmania's Emergency Management Arrangements (TEMA) are based on an all-hazards and resilience-based approach to emergencies. Consistent with this approach, this plan applies the perspectives as outlined in Chapter 7 (Recovery) of the TEMA.

Recovery focuses on and is led by the affected community and begins during the emergency response. Formal council recovery efforts aim to provide structures, resources and services to support the community to manage and coordinate their own recovery.

Every recovery process is different. Arrangements in this Plan are intended to be flexible, and tailored to meet the circumstances and needs of the affected community. Innovative approaches are encouraged when determining the most appropriate recovery arrangements.

According to the TEMA and the City of Hobart Emergency Management Plan, this Community Recovery Plan can be formally activated by the:

- Regional Controller (South);
- Regional Planner, SES (Southern Region);
- Municipal Emergency Management Coordinator (MEMC) City of Hobart;
- Municipal Recovery Coordinator (MRC) or the Municipal Social Recovery Coordinator (MSRC) City of Hobart.

In most cases the Regional Controller or the Regional Planner will inform the MEMC, who then in turn informs the MRC and MSRC.

3. GOVERNANCE AND MANAGEMENT FRAMEWORK

3.1 Overview

Recovery is coordinated through Tasmania’s emergency management framework, which includes state, regional and municipal emergency management committees. These committees may be supported by recovery sub-committees which plan for recovery and support short term recovery coordination during an emergency.

After significant emergency events additional governance and coordination structures (Affected Area Recovery Committees {AARC} and a Recovery Taskforce) may be established to manage and coordinate recovery efforts. Figure 3. provides an overview of Council’s recovery governance framework.

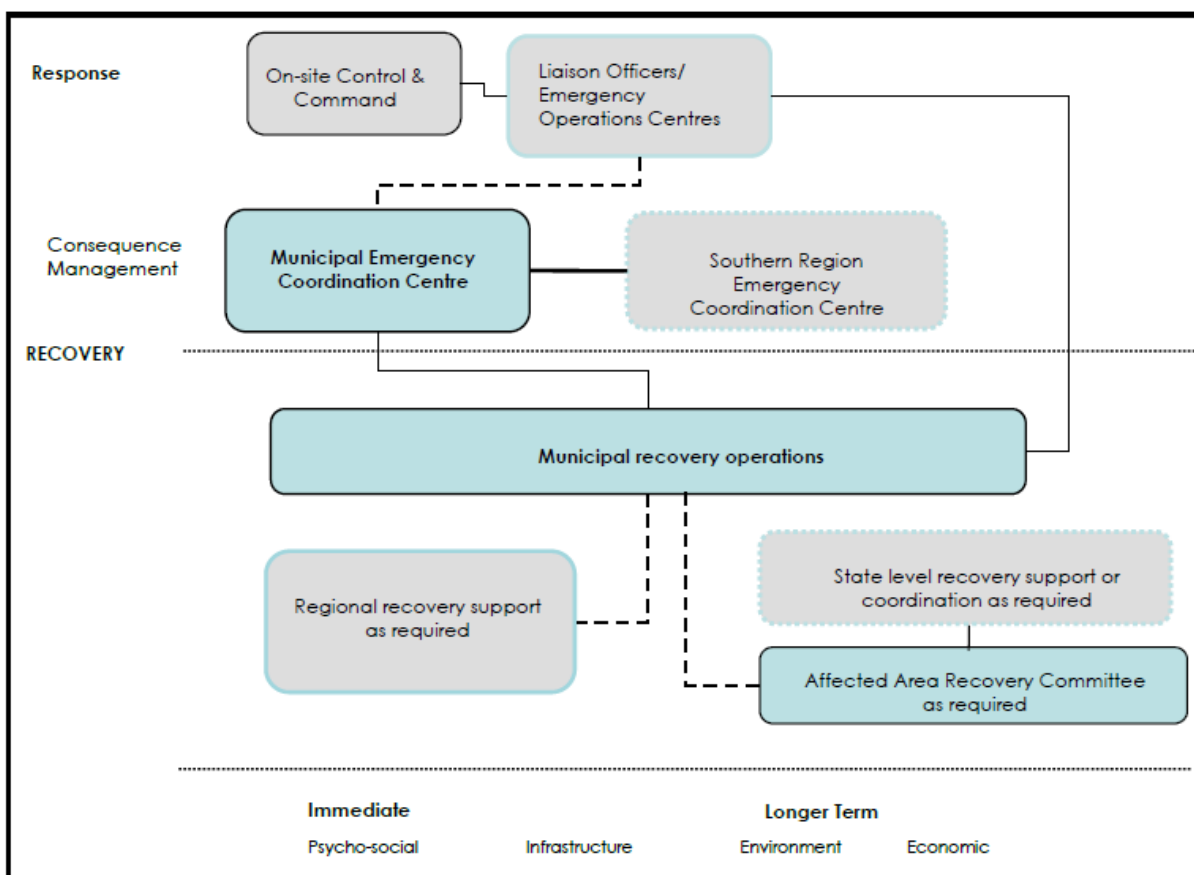


Figure 3. Community recovery management arrangements.

LEGEND: _____ Direct reporting relationship. ----- Also works/communicates with.

3.2 Municipal

Municipal Emergency Management Committees, led by Municipal Coordinators, have initial responsibility for coordinating relief and recovery assistance to communities. This includes establishing and managing evacuation and recovery centres (section 24 of the *Emergency Management Act 2006*).

The Council's Chief Executive Officer (CEO) as appointed by Council pursuant to section 61 of the *Local Government Act 1993* appoints the Council's Municipal Recovery Coordinator.

The Director Connected City, supported by the Manger Community Programs manages and coordinates recovery on behalf of the City of Hobart Municipal Emergency Management Committee (section 24G of the *Emergency Management Act 2006*).

The City of Hobart Municipal Emergency Management Committee may establish a recovery sub-committee to support the Municipal Recovery Coordinator.

Municipal Emergency Management Committees are responsible for municipal level planning, capability development and reviews for their municipality.

Municipal Recovery Coordinators can request support from other municipal councils via regional and state arrangements when the impact on the community is beyond their capacity to manage.

3.3 Regional

Regional Committees, led by Regional Controllers, have responsibility for coordinating relief and recovery assistance in emergencies which exceed municipal coordination capabilities. Regional Committees are responsible for regional level planning, capability development and reviews.

During emergencies, Regional Controllers are supported by State Social, Economic, Infrastructure and Environment Recovery Coordinators appointed by Coordinating Agencies for each of the recovery domains. In the early stages of recovery, Regional Emergency Coordination Centres inform the recovery needs and assessment planning.

3.4 State

The Department of Premier and Cabinet (DPAC) is responsible for whole-of-government recovery planning and coordination.

Coordinating Agencies have state level responsibilities for relevant recovery domains.

The State Recovery Advisor (within DPAC):

- Chairs the State Recovery Committee, a sub-committee of the State Emergency Management Committee; and

- Supports the State Controller during an emergency response and oversees the transition to long-term recovery arrangements, including the establishment of a Recovery Taskforce and Affected Area Recovery Committees if required.

The State Recovery Committee:

- Is responsible for state level preparations, plans and policies for recovery, and is supported by a Recovery Working Group.

A Recovery Taskforce and Affected Area Recovery Committees may be established after significant emergencies to coordinate recovery efforts. A State Recovery Coordinator may be appointed by the Premier to lead a Recovery Taskforce.

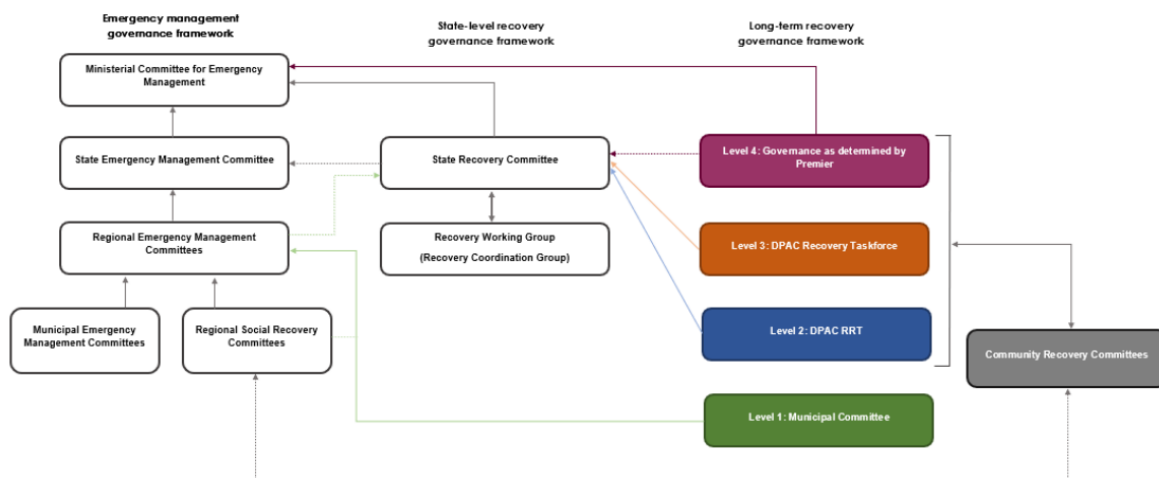


Figure 4. Recovery Governance Framework (State), Tasmania State Recovery Plan, 2024.

3.5 People at increased risk in an emergency

Municipal communities are diverse, each with their own characteristics and cultures. The City of Hobart as part of their recovery activities will actively work to consider the way in which an emergency may interact with other stressors affecting the community, including social disadvantage and economic pressures, and how cultural and historic values may influence the community’s priorities or the significance of particular impacts. Similarly, the needs of people with vulnerabilities or forms of disadvantage which may affect their ability to participate fully in recovery process and the ability to access services must be recognised and addressed.

People who are experiencing factors that compromise their safety and security, health and wellbeing, knowledge and/or social connection are at increased risk in an emergency. A strengths-based approach identifies and builds on the capability already available to this cohort. It is a sustainable and inclusive way to manage emergencies.

This guidance is provided by the People at Increased Risk in an Emergency – A guide for Tasmanian government and non-government community service providers. (https://www.bushfirereadyneighbourhoods.tas.gov.au/sites/default/files/documents/people-at-increased-risk-in-an-emergency-csp-guide_wcag_dec_2019.pdf)

Gender is a central organising principle of society and the way we prepare for disasters, respond to disasters and recover from disasters is shaped by physical and socio-economic dimensions of being female or male (<https://knowledge.aidr.org.au/resources/ajem-apr-2013-gender-and-disaster-recovery-strategic-issues-and-action-in-australia/>)

3.6 Family violence in times of disaster

Domestic and family violence may increase within a disaster affected community because of adverse impacts, including trauma, grief, financial stress, loss of a home or employment. If a violent family member controls emergency plans and survival essentials, risk to a family member's safety increases dramatically. Additionally, in an evacuation centre, people may be brought back into contact with a violent partner they had previously separated from.

In the first instance, Evacuation Centre Managers can request the support of Social Workers at a centre or seek advice from the Southern Regional Social Recovery Committee Coordinator.

Please refer to Appendix 3 for a range of other support services available.

3.7 Child and Youth Organisational Safety Framework

Agencies nominated under the local emergency plans to provide child and youth support in evacuation or recovery centres are required by law to hold a current working with vulnerable people card.

Since "residents" have not been background checked or trained, it is not appropriate for them to work in certain areas such as childcare or in handling confidential information.

Council has various checklists and templates to address the safeguarding of children and young people in evacuation or recovery centres. These templates can be found in the standard operating procedures.

4. RECOVERY OBJECTIVES

Council Recovery objectives are aligned with the State recovery objectives stated in the TEMA & the Tasmanian State Recovery Plan:

- Support the timely restoration of social, economic, infrastructure and natural environments to minimise long-term consequences for individual and community wellbeing, the economy and environment;
- Facilitate community participation in recovery planning and decision-making, identifying what is of value and how Hobart should look going forward, ensuring the inclusion of diverse community members;
- Ensure that government and non-government support is targeted and appropriate;
- Assist communities to rebuild in a way that enhances resilience across social, economic, infrastructure and environmental values and encourages risk management;
- Use the recovery period to seek out opportunities for sustainable development and innovative solutions, and avoid the re-creation of disaster risk by ensuring recovery efforts are risk-informed; and
- Learn from experience and continually refine arrangements to enhance future recovery processes.

5. RECOVERY PRINCIPLES

5.1 Different phases individuals and communities may experience post disaster

Engagement with the community recognises that individuals and communities experience distinct emotional phases after a disaster. The resulting behaviours can be directed at those involved in the recovery process. These phases are shown in the diagram below.

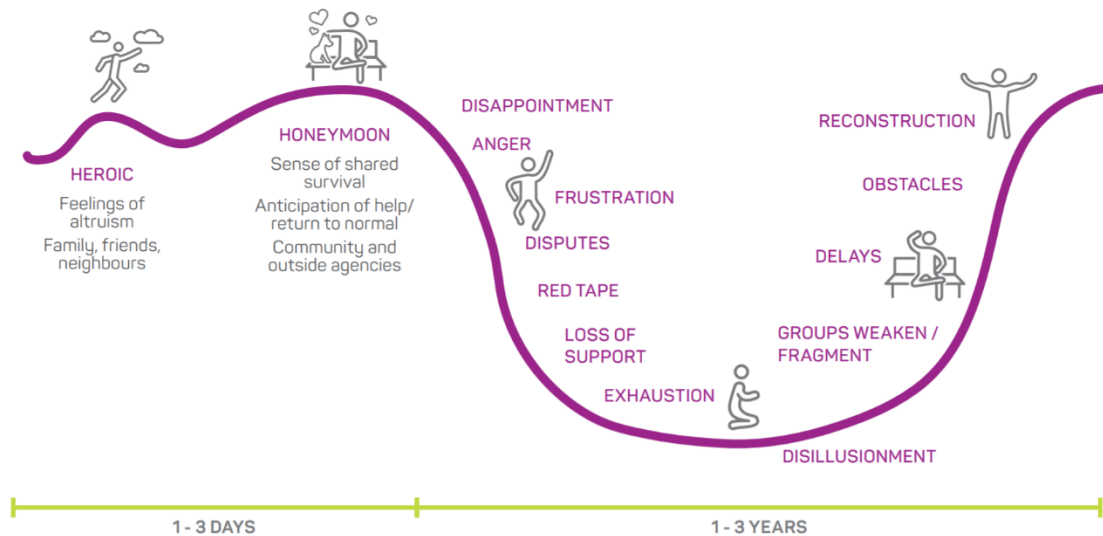


Figure 5. Different phases that individuals and communities might experience post disaster. Adapted from Cohen and Ahearn 1980 and DeWolfe 2000. Handbook 2 - Community Recovery, AIDR.

5.2 Building resilience

Recovery efforts should aim to build a more resilient community. This may involve:

- increased awareness of disaster risks and preparedness for future events,
- creating new community structures, leaders and social/cultural assets,
- rebuilding assets and infrastructure to a higher standard, and
- planning new buildings and settlements to reduce future disaster risk.

Recovery efforts should consider and align with broader resilience strategies, such as the Sendai Framework for Disaster Risk Reduction, National Disaster Risk Reduction Framework and Tasmania’s Disaster Resilience Strategy 2020-2025.

Recovery efforts may also undermine resilience. Poorly planned assistance measures may undermine or create disincentives for private risk management. Poor coordination and management may lead to perceptions of inequality in the distribution of assistance or exclusion from planning and decision-making, and potentially undermine community cohesion.

5.3 National principles for disaster recovery

Council recovery efforts are guided by the National Principles for Disaster Recovery which provides a national framework for recovery management and coordination.

The National Principles state that successful recovery relies on:

- **Understanding the context:** Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.
- **Recognising complexity:** Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

- Using community-led approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.
- Coordinating all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
- Communicating effectively: Successful recovery is built on effective communication between the affected community and other partners.
- Acknowledging and building capacity: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

Further information about the National Principles are accessible at the Australian Disaster Resilience Knowledge Hub (<https://knowledge.aidr.org.au/resources/national-principles-for-disaster-recovery/>)

5.4 Applying the national principles

These principles can be used as a guide before and after an event. The Social Recovery Reference Group Australia, have developed the following questions that may assist council in applying the principles.

When pre-planning for recovery (before disaster) consider:

- “How can we use community-led approaches in our community?”
- “How can implementation be guided by the community’s priorities?”; and
- “Who do I need around the table to help me make appropriate decisions and plan for my community?”

When reviewing post-disaster recovery planning and implementation the Principles can then be applied as criteria, for example:

- “How effectively did we as an agency build collaborative partnerships with community?”
- “How did we assist individuals, families and the community to actively participate in their own recovery?”; and
- “How did we ensure the voice of all community members was heard, including the most vulnerable?”

6. RECOVERY PHASES (THE RECOVERY PLAN CYCLE)

6.1 Overview

City of Hobart’s recovery arrangements aligned with the TEMA & the Tasmania State Recovery Plan recognise that recovery for the impacted community begins during the emergency event, and may continue for months, years or even decades. To ensure that the impacts all aspects of recovery are considered, recovery actions are structured across four phases shown in Figure 6.

- Preparedness – includes planning, policy development, exercises, and other actions to build resilience and prepare for recovery prior to an emergency event occurring.
- Short term recovery – covers the period during and immediately after an emergency (hours to weeks), when recovery efforts are focused on relief and emergency assistance, rapid impact assessment, needs assessment and early recovery planning.
- Medium to Long term recovery – covers medium to long term recovery efforts (months to years), and includes processes for community engagement and participation, ongoing impact and needs assessment, recovery programs and projects.
- Review – when formal recovery efforts wind down, reviews of recovery arrangements, planning and assistance measures inform continuous learning and improvement.

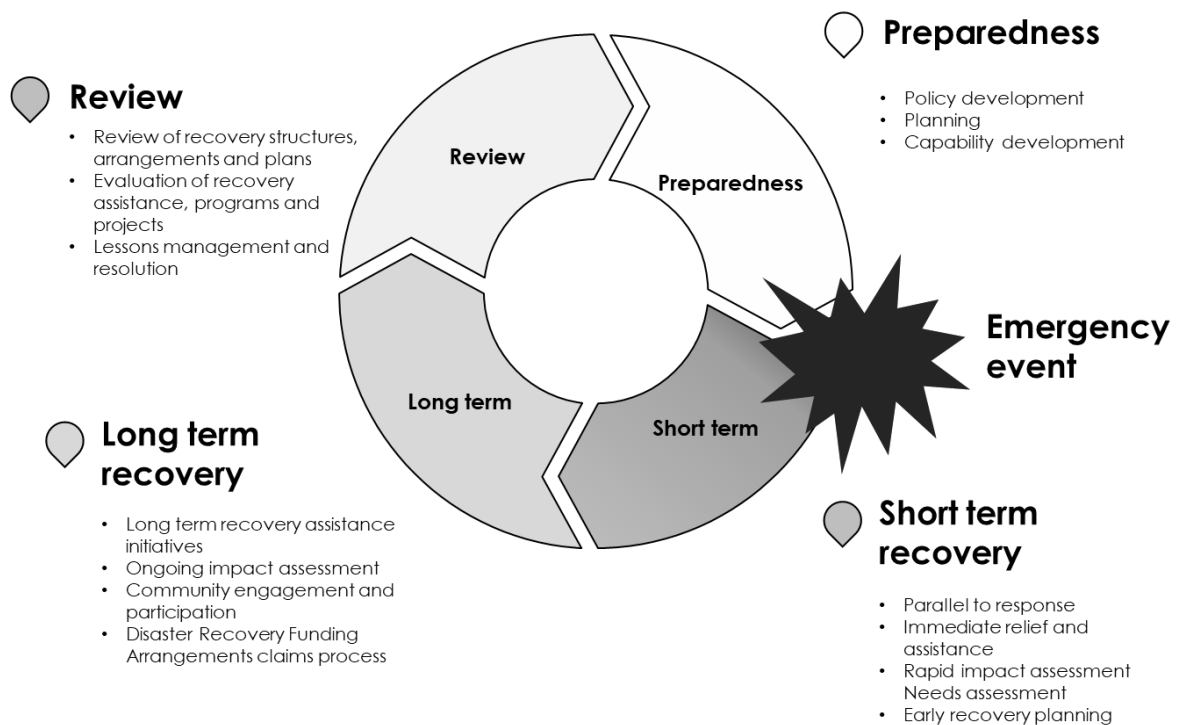


Figure 6. Recovery phases. Tasmania State Recovery Plan, 2018.

6.2 Preparedness

6.2.1 Overview

Preparing for recovery involves a whole of community approach to mitigate the effects and manage the consequences of an emergency or disaster. It includes the development and maintenance of policies, planning, resources and systems (capabilities), training and exercising. Preparedness is a shared responsibility of communities, governments and non-government organisations.

6.2.2 Responsibilities

Individuals and businesses are responsible for managing private risks and ensuring appropriate household and business contingency plans and resilience building activities (including insurance) are in place.

The Council has developed a Municipal Emergency Management Plan which outlines Council's plans and operational arrangements to deliver Council functions in an emergency. This includes developing partnerships and arrangements with local community groups for the provision of relief and recovery assistance or services.

6.2.3 Council Planning

City of Hobart Recovery planning includes:

- Maintaining & reviewing the Community Recovery Plan (this plan);
- Active participant of the Southern Social Regional Recovery Committee, developing partnerships and arrangements with government (state and local) and non-government agencies to support Council;
- Identifying a number of facilities which can be utilised in an emergency to establish evacuation and recovery centres. Details of these facilities can be found in Council's Emergency Management Plan and Council's Standard Operating Procedures (internal document);
- Preparing centres for use through planning and installation of specific equipment;
- Establishing and coordinating the Emergency Response Team comprising of staff prepared to be activated to evacuation and recovery centres in the event of an emergency. Induction and regular training is conducted with team members;
- Participation in state, regional and municipal level training and exercises in emergency management and recovery;
- Preparing ready to be deployed resources such as the Emergency Recovery Trailer, Containers or Recovery Kits, which contain items required to stand up an evacuation or recovery centre;
- Council supports the local community, State agencies and Recovery Partners to promote community education activities on preparing for an emergency; and
- Council developed Standard Operating Procedures (SOP) for the establishment and running of evacuation centres;

6.3 Short term (early) recovery

6.3.1 Coordination arrangements

Short term recovery may be coordinated at the municipal, regional, or state level, depending on the type, scale and complexity of the emergency. After an emergency, recovery services within a municipality are generally delivered or coordinated by the Local Council. Local arrangements are activated by the Municipal Coordinator, supported by the Regional Emergency Management Planner and Recovery Tasmania after consultation with the Response Management Authority and other emergency management partners about impact assessment, recovery needs and capacity. Council is responsible for operating facilities that provide access to recovery services for the community. The places currently identified as suitable for evacuation and/or recovery functions are summarised in Council's Municipal Emergency Management Plan. Evacuation centres are established at the request of the Regional Controller. Recovery Centres are established by the Social Recovery Coordinator at the request of the Municipal Emergency Management Committee, Regional Planner or Regional Controller.

6.3.2 Escalation

At the request of the Municipal Coordinator, short term recovery coordination may escalate from municipal to regional level depending on the scale and complexity of the emergency event. (Refer to section 6 of the TEMA). Similarly, a Regional Controller may seek state assistance or request the escalation of coordination responsibilities to the state level.

6.4 Medium to long-term recovery

6.4.1 Overview

Medium to long term recovery can be locally coordinated, state-supported, or state-coordinated, as appropriate to the recovery needs. Regardless of scale, the City of Hobart sees our role as advocating and escalating issues on behalf of the local community, where we don't have the capacity or powers to manage issues.

Long term recovery activities can include community engagement, operation of recovery centres or one stop recovery shops, ongoing impact and needs assessment, restoration, rebuilding and renewal programs, and administration of financial assistance.

Long term recovery depends on event specific needs, described across three levels:

- Locally coordinated (level 1);
 - Needs are moderate and can be met within municipal capabilities
 - Recovery is managed and coordinated through a Municipal Recovery Committee, or as per arrangements in Municipal Emergency Management Plan.

- State supported (level 2);
 - Community impact is greater and may involve multiple local government areas
 - Recovery is managed and coordinated through an Affected Area Recovery Committee and report to the State Recovery Committee
- State coordinated (level 3);
 - Significant and complex impacts across multiple local government areas
 - A Recovery Taskforce coordinates recovery under the leadership of a State Recovery Coordinator, and
 - The Recovery Taskforce works with Affected Area Recovery Committee to develop long term recovery plans

Governance and coordination arrangements for each of these levels is outlined further in section 6 of the Tasmania State Recovery Plan.

6.4.2 Affected Area Recovery Committee

An Affected Area Recovery Committee may be established within level 2 or level 3 governance and coordination arrangements. Membership may include:

- Municipal Mayor/s or elected members.
- Municipal Emergency Management Coordinator.
- Municipal Recovery Coordinator.
- Municipal Social Recovery Coordinator.
- Representatives from relevant community organisations, industries/businesses, and other special interest groups.
- Community members.
- Tasmanian government representative.
- Tasmanian government agencies and other organisations with significant recovery roles.

7. RECOVERY REVIEW (LESSONS MANAGEMENT)

Council recovery efforts, including assistance measures, significant projects and programs, and community engagement processes, should be evaluated to ensure effectiveness and understand long term outcomes for the community. Debriefs and internal reviews should be conducted throughout the recovery process to identify lessons and opportunities for improvement.

Maintaining accurate records is essential with all recovery activities to inform the recovery review and allow a continuous cycle of improvement in preparedness for recovery. All organisations involved in recovery are responsible for debriefing staff and reviewing their plans and arrangements.

The Tasmanian Managing Exercises handbook provides useful guidance and templates to support evaluations and debriefs

<https://d2kpbjo3hey01t.cloudfront.net/uploads/2018/10/TAS-Gov-Managing-Exercises-Handbook.pdf>

8. RECOVERY PARTNERS

The Southern Region Social Recovery Committee (SRSRC) is a sub-committee of the Southern Region Emergency Management Committee within the Tasmanian emergency management framework (Refer to Part 2, Division 2 s16 (2)(b) Emergency Management Act 2006).

The purpose of the SRSRC is to develop and maintain a capability and level of preparedness to support the emotional, social and physical wellbeing of emergency affected people and communities at a regional level in collaboration with emergency management partners.

The Social Recovery Coordinator and Deputy Social Recovery Coordinator are active members of the SRSRC and develop a range of relationships and partnerships with other councils and non-government organisations; and participate in a range of Committees to enhance planning and preparedness for recovery activities.

Additionally, Council's Social Recovery Coordinator (and deputy) engage with local community groups, businesses and service organisations to build collaborative partnerships that enable community support and input during recovery.

Community input may involve volunteering at recovery centres supporting catering, registration or personal support. Volunteers may be individuals, part of a trained community group or a non-government organisation.

Collaboration with all recovery partners is critical for successful recovery efforts. The Working Together in Recovery guide developed by the University of Tasmania, provides a valuable resource for organisations involved in recovery ([https://alert.tas.gov.au/files/inline-images/Working_Together_in_Recovery_ElectronicISBN%20\(1\).pdf?VersionId=Zs3x3Y3P5iEAhz1wRv0MVGqZg5kk2aLf](https://alert.tas.gov.au/files/inline-images/Working_Together_in_Recovery_ElectronicISBN%20(1).pdf?VersionId=Zs3x3Y3P5iEAhz1wRv0MVGqZg5kk2aLf)).

9. PUBLIC INFORMATION AND COMMUNICATION

9.1 During an emergency event

During the immediate response to an event the Council will support messaging developed by the State's Public Information Unit by sharing and dissemination news and information as appropriate. This ensures one source of truth.

Council recognises that successful recovery is built on effective communication between the affected community and other partners. When responding to a disaster event the Council's Incident Management Team may appoint a Communications/Media officer to support communication for council.

The City of Hobart Emergency Public Information Plan (Internal document) outlines the requirements to establish communications processes during recovery.

9.2 Within an evacuation/recovery centre

Communication within an evacuation centre needs to be accurate, timely and considered. An officer will be appointed by the Municipal Social Recovery Coordinator to manage all such communication in line with the City of Hobart Emergency Public Information Plan which outlines the requirements to establish communications processes during recovery.

People recovering from emergencies are often overwhelmed by huge amounts of information and may have trouble remembering or understanding information. The Australian Red Cross (ARC), has developed a Communicating in Recovery best practise guide for people or organisations managing information in a post-emergency environment. It is targeted and practical, can be applied to any type of emergency in any geographical area and can be used in large or small emergencies. The guide mentions three rules for communicating:

- Is it relevant?
 - People affected by disaster are often overwhelmed by huge amounts of information.
- Is it clear?
 - After an emergency, people often have trouble remembering or understanding information. It is not appropriate to use jargon, overly complicated or technical language.
- Is it targeted and inclusive?
 - The method of communication should you use should fit the audience.
 - (<https://www.redcross.org.au/globalassets/cms-assets/documents/emergency-services/communicating-in-recovery-resource.pdf>)

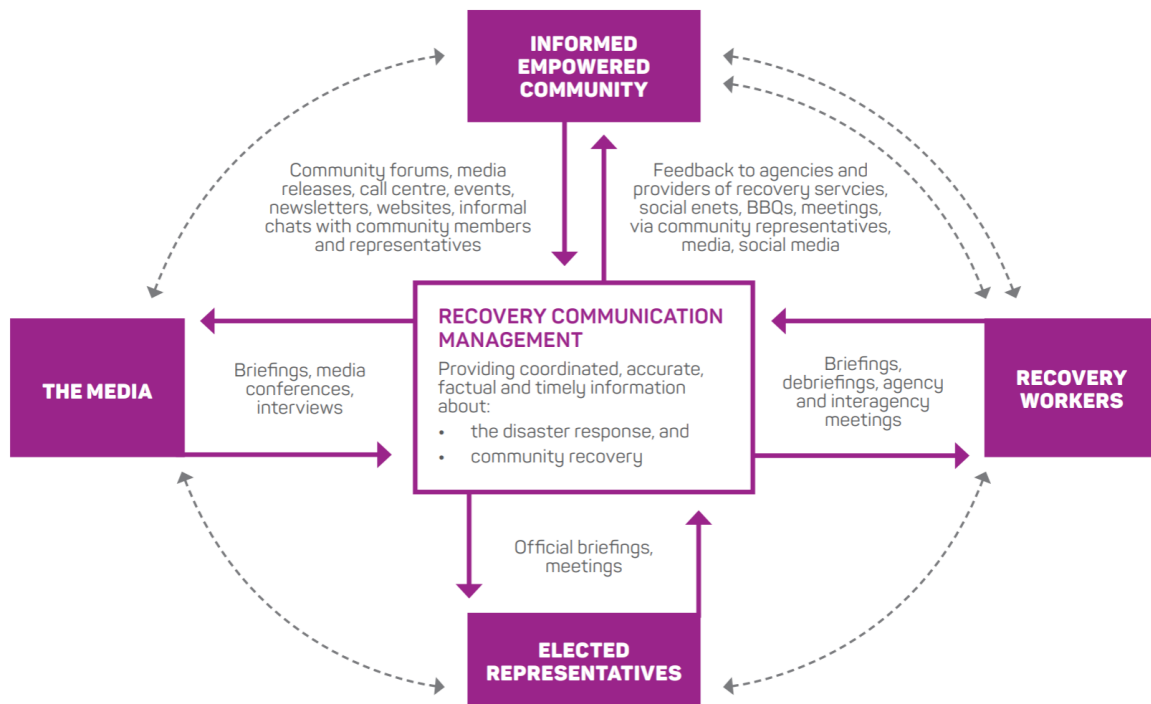


Figure 7. Illustrates recovery communication management and a broad approach to effective recovery communication.

10. FINANCIAL MANAGEMENT

An accurate record of all council recovery expenditure needs to be maintained, to ensure council can recoup any eligible expenditure through funds available from the Australian Government Disaster Recovery Funding Arrangements (DRFA) <https://nema.gov.au/Disaster-Recovery-Funding-Arrangements-DRFA#:~:text=The%20DRFA%20allows%20state%20and,of%20assistance%20to%20make%20available>), the Tasmanian Relief, and Recovery Arrangements (TRRA https://www.dpac.tas.gov.au/divisions/osem/recovery_funding_arrangements), or other sources.

Additionally, whenever council utilises recovery support from the community, businesses or other organisations, it is important for council to have clear arrangements on cost recovery arrangements that are available from council for the requested support.

Council’s Emergency Management Plan outlines financial administration and cost capture arrangements.

11. RECOVERY FUNCTIONAL RESPONSIBILITIES

11.1 Overview

The Municipal Recovery Coordinator manages recovery on behalf of the City of Hobart Municipal Emergency Management Committee.

11.2 Whole of council function

Effective management and coordination of the complex, resource intensive activities of Social, Economic, Infrastructure or Environment recovery across short term (immediate), medium and long term timeframes requires 'Whole of Council' support. Recovery therefore requires the support of all Council functional areas including Directors and Managers.

Social Recovery

Municipal Social Recovery Coordinator (Manager Community Programs) has the responsibility to establish and operate evacuation and recovery centres.

Short term arrangements aim to support the community through the initial emergency recovery. This will be until the threat is reduced, life stabilises and immediate problems are solved.

Short term actions will focus on supporting affected individuals and meeting basic needs.

Medium to long term activities may include:

- Support the Affected Area Recovery Committee;
- Support coordinated outreach and case management;
- Support the development of appropriate specialist community recovery groups;
- Continue to provide updated information to the community through a set location and the Council's communications channels including social media; and
- Continuance of recovery centres ongoing, if required.

Economic Recovery

Municipal Recovery Coordinator supported by (Manager Economic Development/Chief Finance Officer)

Economic recovery covers Council's actions to manage its own finances, as well as action taken to assist with individual, business and community financial arrangements in the initial phase of recovery from an emergency.

Medium to long term activities may include:

- Support and/or be part of any community economic action or action groups;
- Provide advice and support to business in gaining any recovery grants available;

- Liaise with and lobby the State and Federal Government representatives on behalf of the community to assist with financial recovery;
- Work with the businesses to assist with regulatory requirements for rebuilding; and
- Consider waiving planning and building fees for affected owners rebuilding after an event.

Built Recovery

Municipal Recovery Coordinator supported by (Manager City Infrastructure). Infrastructure recovery outlines Council's action pertaining to Council owned or managed infrastructure/assets, as well as assistance that can be provided to individuals, families, businesses and the community in general. Council is responsible for significant infrastructure in the municipal area and will liaise with and assist other responsible agencies in their initial recovery efforts. All works required of Council should be entered into the Council's asset management system. All affected infrastructure should also be mapped into the municipality's Geographic Information System. Council will assist with restoring essential services, third party infrastructure, such as communications, power and water where necessary and safe to do so. Medium to long term activities may include:

- Continued mapping and tracking of affected infrastructure;
- Assess the current capabilities of affected infrastructure;
- List all works required as a result of the emergency and acquire cost estimates for undertaking such works; and
- Support individuals, businesses and other third parties who may have impacted infrastructure where required.

Environmental Recovery

Municipal Recovery Coordinator supported by (Manager Open Space, Manager Waterways and Manager Environmental Health). Environmental recovery primarily focuses on the restoration of the natural environment. In Tasmania, environmental recovery is broadly defined and includes related portfolio areas such as parks and reserves, agriculture and other primary producers.

Short term functions may include debris and tree removal, assisting with agencies responding to hazardous and non-hazardous material, and disposal of waste. Environmental recovery functions include activities to protect natural and cultural assets and values, support primary producers, and manage waste, pollution and biosecurity.

Medium to long term actions may include:

- Assess environments that have been affected and develop plans for long term recovery assistance; and
- Reinstate air, water and soil conditions, flora and fauna recovery and management of any significant environmental or cultural heritage sites.

Even when the recovery process can be managed at the local level, Council may still request support via regional arrangements from the Southern Region Emergency Management Committee (SREMC) or the Southern Region Social Recovery Committee (SRSRC).

At the local level council is responsible for providing the evacuation / recovery centre, infrastructure and equipment to support the community through their recovery.

11.3 Supporting documents and resources

Supporting documents and resources across several recovery areas are provided here or separately due to their continued updating. These documents are not intended to be exhaustive or definitive. They are guidance documents to be adapted by the Municipal Community Recovery Coordinator when applying the Community Recovery Plan. Any matters described in the supporting documents and resources should only be applied if within the capacity of council and circumstances of the emergency situation.

Certain appendices contain extensive procedural details, such as step-by-step instructions, flowcharts, or checklists, which are presented as a standalone documents. These documents are live documents that can be changed when needed or required.

Table 2. Supporting documents and resources.

Document/s	Description	Appendix
Terms	The definition of a number of terms have been sourced from the TEMA, the Tasmanian State Recovery Plan and the Australian Disaster Resilience Knowledge Hub	1
Acronyms	Acronyms used in this plan are consistent with the TEMA	2
Family & Domestic Violence Support Services	Lists a range of support services available for people experiencing family & domestic violence	3
Emergency Public Information Action Plan	To establish communication processes for Community Recovery following an emergency, includes Media Release template.	4
Evacuation Centre Standard Operating Procedures	The Standard Operating Procedures relate to the operational considerations of managing an evacuation/recovery centre and supports the City of Hobart Municipal Emergency Management Team.	5

Duty Statements/Action Cards	For Council personnel assisting during and after an emergency. They describe the responsibilities for various recovery roles.	6
Emergency Response Team & Emergency Volunteer Guidelines	These guidelines to clarify the requirements that apply to employees who undertake an emergency response role and employees who volunteer to assist during a declared emergency. This policy also provides the principles and procedures that will guide the management of these arrangements.	7
Recovery Action Checklist	A checklist of potential recovery actions for Municipal Recovery Coordinators to consider, across the social, economic, natural, built and cross domain environments	8
Evacuation/Recovery Centre checklist	<p>A guidance checklist for the MSRC & MRC to consider when operating an evacuation / recovery centre. It briefly lists the following:</p> <ul style="list-style-type: none"> • Opening • Facility Walkthrough • Welcoming personnel & agencies • Opening the Centre • Supporting community facilities • Daily operations • Closing the centre <p>It includes the following resources:</p> <ul style="list-style-type: none"> • Resource 1 Shift Log • Resource 2 Initial Suitability Report • Resource 3 Briefing Template • Resource 4 Personnel sign on/off template 	9
Evacuation Centre Registration Desk Script	A script to assist council workers when conducting Evacuation Centre registration	10
Evacuation Centre Donations Registry	A form to record goods or services offered during evacuation/recovery efforts	11
COVID-Safety Evacuation/Recovery Centre checklist	This lists some actions to assist council with COVID-19 safety considerations during the operation of a centre. Advice should always be sought from Health authorities.	12

TAS Outreach Practical needs assessment form	This form can be utilised by the Tasmanian Government or Councils to assist with practical needs assessment of the affected community. The questions can be easily tailored for either phone or face-to-face outreach.	13
Recovery further reading	A variety of documents that may provide further advice and guidance for council and the community	14

12. APPENDICES

APPENDIX 1 – Terms

The terms listed below are not meant to be exhaustive.

The definition of a number of terms have been sourced from the TEMA, the Tasmanian State Recovery Plan and the Australian Disaster Resilience Knowledge Hub: www.knowledge.aidr.org.au/glossary/

Term	In the Tasmanian emergency management context this means...
The Act	Emergency Management Act 2006 see below
Affected Area Recovery Committee	A committee established under section 24E of the Emergency Management Act 2006 after an emergency event to coordinate longer term recovery activities at the regional and/or local levels. These committees bring together members of the affected community, councils and relevant Tasmanian Government agencies to collaboratively plan, prioritise and coordinate regional and local recovery activities.
Biosecurity	Biosecurity is the management of the risks to the economy, the environment and the community, of pests and disease entering, emerging, establishing or spreading.
Capability	Capability is a function of human and physical resources, systems/processes, training and the supply chain (e.g. trained personnel with equipment ready for deployment)
Capacity	The extent to which a capability can be applied to a particular task or function
Catastrophic Disaster	An event that is beyond current arrangements, thinking, experience and imagination (i.e. that has overwhelmed technical, non-technical and social systems and resources, and has degraded or disabled governance structures and strategic and operational decision-making functions).
Combined Area	Two or more municipal areas determined by the Minister to be a combined area for the purpose of establishing a combined

	Municipal Committee (section 19 of the <i>Emergency Management Act 2006</i>).
Command	The internal direction of an organisation's resources in an emergency.
Companion Animal	A captive-bred animal that is not commercial livestock
Consequence Management	A consequence is defined as: (a) the outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain or (b) the outcome of an event or situation expressed qualitatively or quantitatively. In the emergency risk management context, consequences are generally described as the effects on persons, society, the environment and the economy. Consequence management is activities undertaken to minimise recovery needs that emerge as a consequence of an incident such as protecting public health standards, restoring essential services and providing relief financial assistance.
Consultation Framework	The various groups within the emergency management system and how they contribute to decision-making, through consultation and collaboration. These groups include established committees, sub-committees, and related stakeholder groups and can be supplemented by temporary working groups.
Coordination	The bringing together of organisations and other resources to support an emergency management response. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation.
Coordinating Agency	The identified government agency or agencies responsible for managing and coordinating the planning, delivery, monitoring and reporting for a group of recovery functions (recovery domain).
Council	See Municipal Council (below).
Counselling	The process of providing psychological support to people involved in an incident.
Debrief	To gather information from participants in an action to gauge the success or otherwise of the action at the end of the task, shift or incident.
Deputy Municipal Coordinator	Deputy Municipal Emergency Management Coordinator appointed under section 23 of the Act.
Deputy Regional Controller	Appointed under section 17 of the Act
Deputy State Controller	Appointed under section 10 of the Act.
Disaster	A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to

	one or more of the following: human, material, economic or environmental losses and impacts.
Emergency	In summary: an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response. Defined in section 3 of the Act.
Emergency Coordination Centre	A facility established to coordinate and organise emergency provision of services. Can be established at municipal, regional and/or state levels.
Emergency Management	The planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency. Can include civil defence, emergency-related research or training, or the development of emergency policy and procedures relating to any of the above measures or actions (section 3 of the <i>Emergency Management Act 2006</i>).
Emergency Management Act 2006	The legislation that provides for the protection of life, property and the environment in the event of an emergency in Tasmania, the establishment of Tasmania's emergency management arrangements and the provision of certain rescue and retrieval operations.
Emergency Management Plan	A document required by the Act (and other legislation that requires emergency management-related plans) that describes governance and coordination arrangements and assigned responsibilities for: a geographic area; identified hazard; or function relevant to emergency management. It includes descriptions of processes that provide for safe and effective operations for emergency situations.
Emergency Operations Centre (EOC)	A facility, either static or mobile, from which the total operation or aspects of the operation are managed. A facility established to control and coordinate the response and support to an incident or emergency.
Emergency Powers	Powers specified in the Act. Schedule 1: Emergency Powers Schedule 2: Special Emergency Powers of State Controller and Regional Controllers (See Risk Assessment Powers, State of Alert and State of Emergency – below).
Emergency Response Team (ERT)	Council employees who are registered by the MC or MRC to undertake Emergency response roles for Council.
Emergency Risk Management	A systematic process that produces a range of measures which contribute to the well-being of communities and the environment.
Environment	Components including: land, air and water; organic matter and inorganic matter; living organisms; humanmade or modified structures and areas; interacting natural ecosystems; all other

	components of the earth (section 3 of the <i>Emergency Management Act 2006</i>).
Evacuation	The movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return.
Evacuation Centre	A place, or facility, where people affected by an emergency may be provided with information in relation to hazards associated with the emergency or with temporary shelter from those hazards (section 3 of the <i>Emergency Management Act 2006</i>).
Exercise	Simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to practice people in working together.
Government Agency	An Agency within the meaning of the State Service Act 2000 or (b) a Statutory Authority.
Hazard	A place, structure, source or situation, that may potentially endanger, destroy or threaten to endanger or destroy human life, property or the environment (section 3 of the <i>Emergency Management Act 2006</i>)
Incident	An event, occurrence or set of circumstances that: <ul style="list-style-type: none"> • has a definite spatial extent • has a definite duration • calls for human intervention • has a set of concluding conditions that can be defined • is or will be under the control of an individual who has the authority to make decisions about the means by which it will be brought to an end.
Information Centre	A facility to provide visitors with, and answer inquiries for, information concerning the emergency or operation in progress. It includes the supply of information of a general nature to assist the victims.
Lessons Management	An overarching term that refers to collecting, analysing, disseminating and applying learning experiences from events, exercises, programs and reviews.
Liaison Officer	A person nominated to represent his or her organisation for emergency management. Liaison Officers provide advice about their organisation's resources, structures and capabilities; act as a conduit for information; and may be authorised to commit resources of the organisation they represent.
Local Government	A generic reference to one or more of Tasmania's Local Government Authorities, alternatively referred to as a council or councils.
Local Government Act	Local Government Act 1993

Management Authority	Management Authorities provide direction so that capability is maintained for identified hazards across the PPRR phases. Assess and validate the effectiveness of strategies that they implement across the phases of emergency management.
Municipal Chairperson	The person determined by Council to be the Municipal Chairperson (section 21(2) of the <i>Emergency Management Act 2006</i>).
Municipal Committee	A Municipal Emergency Management Committee established under section 20 of the Act.
Municipal Coordinator	A person appointed as a Municipal Emergency Management Coordinator under section 23 of the Emergency Management Act 2006.
Municipals Council/s	Tasmanian local governments. 'Municipal Councils' is the preferred term in these arrangements (per the <i>Emergency Management Act 2006</i>).
Municipal Recovery Coordinators	A council employee responsible for recovery at the municipal level, appointed under section 24G of the Act.
Pastoral Care	The process of assisting the diverse, immediate as well as longer-term personal needs of people affected by a disaster. Such needs may encompass provision of information, practical advice on a range of issues and emotional support.
People who are at Increased Risk in an Emergency	Individuals who find preparing for, responding to or recovering from an emergency challenging because they are experiencing factors that compromise their safety and security, health and wellbeing, knowledge, and/or social connection.
Preparedness, Prevention, Response, Recovery (PPRR)	A comprehensive approach to emergency management that considers prevention and mitigation, preparedness, response and recovery aspects of emergencies and their consequences.
Preparedness	Planned and coordinated measures so safe and effective response and recovery can occur.
Prevention And Mitigation	Planned and coordinated measures that eliminate or reduce the frequency and/or consequences of emergencies
Psychosocial Support	Refers to evidence based psychological and social support aimed at enhancing individual and community resilience to deal with the impacts of emergency events. Psychosocial support can include personal support, psychological first aid, brief intervention, therapeutic counselling, psycho education, and spiritual support. Psychosocial support can either be provided directly by, or under the supervision and oversight of, a tertiary qualified practitioner.
Public Communication	The processes and mechanisms used to deliver public information to members of the community before, during or

	after an emergency, either by or on behalf of emergency management authorities and government agencies.
Public Information	The management of public information and perceptions during the response to an incident
Rapid Impact Assessment	The process which captures awareness the nature and scale of the impact on people, community infrastructure, economic, and natural and built environments in order to take appropriate action in the initial aftermath of an emergency event.
Recovery	The process undertaken in an area or community affected by an emergency that returns all, or part of, the social, economic or environmental features or the infrastructure of that area or community to a functional standard, and/or assists the area or community during and after the emergency to deal with the impacts of the emergency (section 3 of the <i>Emergency Management Act 2006</i>).
Recovery Centre	Is a 'one-stop shop', where people affected by an emergency can access information, support and practical assistance from a number of different support services. The centre may operate for weeks to months depending on community needs.
Recovery Domain	A thematic group of recovery functions. Alternatively known as a 'recovery environment' and in this Plan referring to Social, Economic, Infrastructure and Environmental domains.
Recovery Taskforce	Established under section 24C of the Act and lead by a State Recovery Coordinator (see below).
State Recovery Coordinator	Appointed under section 24D of the Act.
Region	The northern region, the north-western region or the southern region of Tasmania, further defined in the Acts Interpretation Act 1931.
Regional Controller	A Regional Emergency Management Controller appointed under section 17 of the Emergency Management Act 2006.
Regional Emergency Coordination Centre	A RECC is the facility from which the coordination of the emergency (consequence) management response occurs.
Regional Emergency Management Committee	A Regional Emergency Management Committee established under section 14 of the Act
Register. Find. Reunite	An Australian Government service managed by Police and if activated during an emergency operated by Australian Red Cross who registers, finds and reunites family, friends and loved ones during and after an emergency. Previously known as the National Registration and Inquiry System (NRIS).

Relief	The provision of material aid and emergency medical care necessary to save and preserve lives and enable families to meet their basic needs.
Resources	Includes any plant, vehicle, animal, apparatus, implement, earthmoving equipment, construction equipment, other equipment of any kind, persons, agency, authority, organisation or other requirement necessary for emergency management (section 3 of the <i>Emergency Management Act 2006</i>).
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.
Response	Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support.
Responsible Agency	The identified organisation or agency responsible for the delivery, implementation or undertaking of activities associated with a specific recovery function. Responsible Agencies are usually the asset owner or the relevant government business unit.
Response Management Authority	The agency or authority responsible for managing the emergency response to a particular hazard, as specified in the Tasmanian Emergency Management Plan.
Risk	A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.
Secondary Impact Assessment	The process that builds on the information gathered in situation reports and Rapid Impact Assessment to inform recovery efforts. Secondary Impact Assessment considers impacts to the social, economic, infrastructure and environmental domains following an emergency event.
Standard Operating Procedures (SOP)	A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks.
State Emergency Management Committee	The State Emergency Management Committee established under section 7 of the Emergency Management Act 2006.
State Controller	State Emergency Management Controller, appointed under section 10 of the Act.
State Of Emergency	A state of emergency declared under Division 4 of the Act for occasions where an emergency, or significant threat of emergency, exists within Tasmania, and that special emergency powers may be required.

State Recovery Advisor	State Recovery Advisor Appointed under section 24A of the Act.
State Recovery Coordinator	Appointed under section 24D of the Act.
Strategic Directions Framework 2020-2025	The Framework describes the strategic priorities of the SEMC relating to disaster resilience and emergency management in Tasmania. The Framework is aligned with the Tasmanian Disaster Resilience Strategy and the TEMA.
Support Agency	Organisations that are responsible for the delivery and/or coordination of specific functional capabilities as agreed with Management Authorities. Support Agencies command their own resources in coordination with the Management Authority, as required. Support Agencies have specific capabilities or resources that address the need for a relevant support function.
TasALERT	Tasmania Government's official emergency website that brings together information from emergency services and government agencies.
Tasmanian Disaster Resilience Strategy 2020–2025	The Strategy complements the TEMA and aligns with the international Sendai Framework for Disaster Risk Reduction and related national frameworks such as the National Strategy for Disaster Resilience and the National Disaster Risk Reduction Framework.
Worker	A generic term used to describe people who perform defined functions for an organisation or system, including staff, volunteers, contractors and consultants.

APPENDIX 2 – Acronyms

Acronyms used in this plan are consistent with the Tasmanian Emergency Management Arrangements.

Acronym	Stands for:
AARC	Affected Area Recovery Committee
AIDR	Australian Institute of Disaster Recovery
ARC	Australian Red Cross
CEO	Chief Executive Officer
CoH	City of Hobart
DoC	Department of Communities
DMC	Deputy Municipal Coordinator
DSRC	Deputy Social Recovery Coordinator
DRFA	Disaster Recovery Funding Arrangements
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
DPIPWE	Department of Primary Industries, Parks, Water and Environment
DoH	Department of Health
ECC	Emergency Coordination Centre
EMC	Emergency Management Committee
ERT	Emergency Response Team
ECM	Evacuation Centre Manager
GIS	Geographic Information System
GRN	Government Radio Network
ICT	Information, Communication, Technology
MRC	Municipal Recovery Coordinator
MC	Municipal Coordinator
MEH	Municipal Environmental Health (Manager)
NGO	Non-Government Organisation
PIU	Public Information Unit
RECC	Regional Emergency Coordination Centre
REMC	Regional Emergency Management Committee
RSRC	Regional Social Recovery Coordinator
RMA	Response Management Authority
RRT	Resilience and Recovery Tasmania
SCC	State Control Centre
SEMC	State Emergency Management Committee
SES	State Emergency Service
SRC	Social Recovery Coordinator
SRMEC	Southern Region Emergency Management Committee

SRSC	State Recovery Sub-Committee
SRSRC	Southern Region Social Recovery Committee
TEMA	Tasmanian Emergency Management Arrangements
TRRA	Tasmanian Relief and Recovery Arrangements

APPENDIX 3 – Family & domestic violence support services

Organisation	Description of service	Phone	Link
Tasmania Police	Support for people in immediate risk or danger	000	https://www.police.tas.gov.au/
Department of Health (TAS)	Family violence counselling and support Service (FVCSS)	1800 608 122	Family Violence Counselling and Support Service (FVCSS) Tasmanian Department of Health
Sate at Home family violence response and referral line	Offers a range of services to address the risk and safety needs of victims and children, and hold perpetrators accountable.	1800 633 937	https://www.safeathome.tas.gov.au/
1800RESPECT	Confidential information, counselling and support service	1800 737 732	https://www.1800respect.org.au/
Hobart Women's Shelter	Emergency accommodation and support for women and children	6273 8455	https://hobartws.org.au/
Sexual Assault Support Service	Free and confidential service for people of all ages affected by any form of sexual violence. 24/7 crisis response service	1800 697 877	https://www.sass.org.au/

APPENDIX 4 – City of Hobart Emergency Public Information Plan

The City of Hobart Public Information Plan is an internal working procedure that is consistently being altered and is only for City of Hobart staff to use.

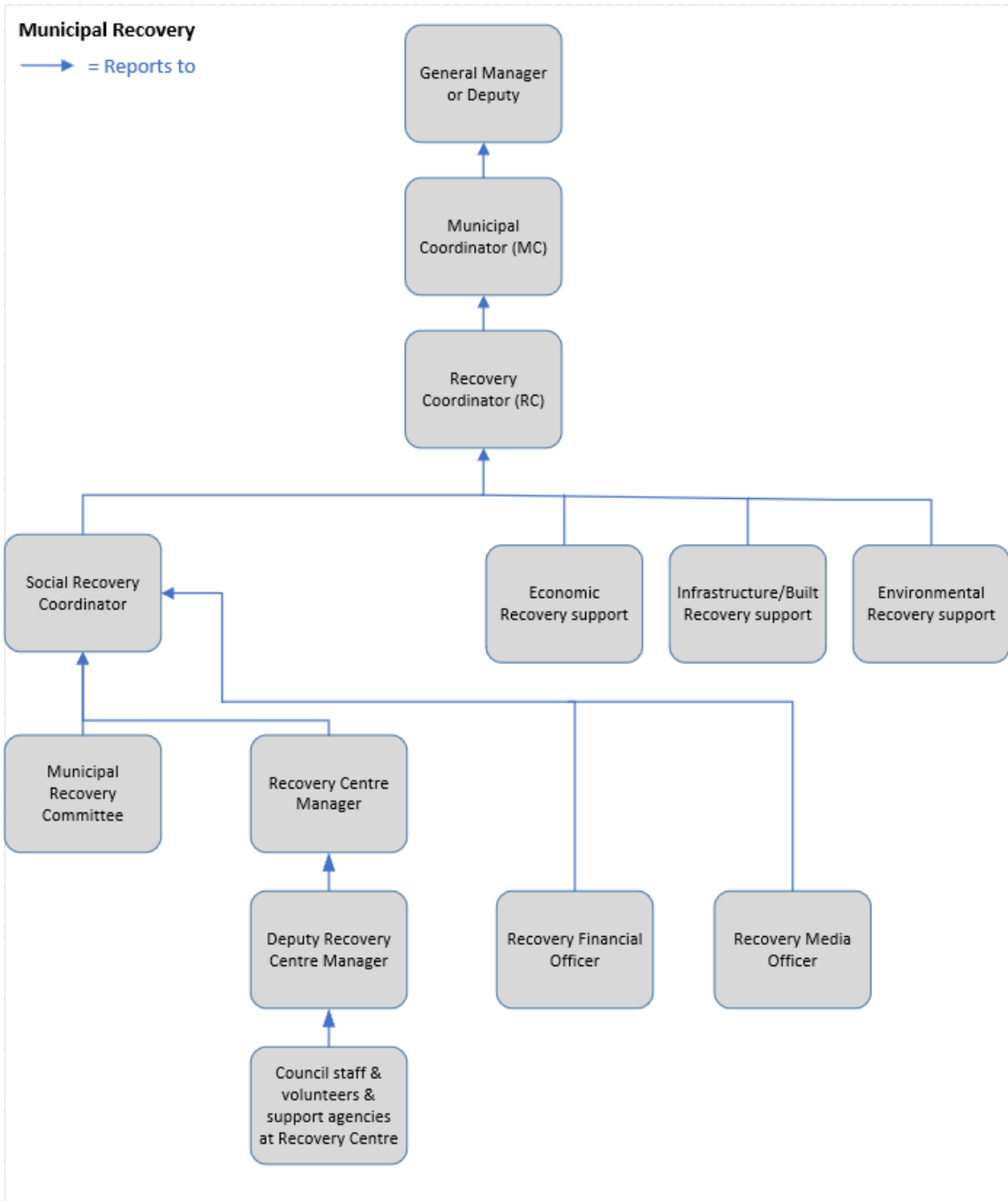
APPENDIX 5 – Evacuation Centre Standard Operating Procedures

The Evacuation Centre Standard Operating Procedures is an internal procedure that is consistently being altered and is only for City of Hobart staff to use.

APPENDIX 6 – Overview of roles

- Municipal Recovery Coordinator
- Social Recovery Coordinator
- Evacuation/Recovery Centre Manager
- Emergency Response Team members (Staff identified and trained prior to emergency)
- Facilities Officer
- Administration Officer
- Registration
- Meet and Greet Team
- Animal Support
- Meal Support
- Housekeeping
- Traffic Management
- Recovery Financial Officer
- Recovery Communications/Media Officer

The figure below is a representation of the reporting structure possible in Municipal Recovery.



Council is responsible for establishing and managing evacuation centres. Due to the unpredictable nature of emergencies and the intensive short term demands of evacuation centres, a pre-identified and trained team of Council employees, called an Emergency Response Team, is recommended.

Evacuation and Recovery Centres will vary in their style, location, and size as they respond to the needs of the community and the nature of the emergency.

Centres will be designed to be scalable, as required to meet the needs of the community whilst balancing the business continuity needs of the organisation.

The Social Recovery Coordinator and Deputy have the responsibility for the planning and management of evacuation and recovery centres.

NOTE: All personnel involved in either evacuation or recovery centres must possess a current Working with Vulnerable People card. If access to the centre is required by a person who does not possess a current card, they **MUST** report to the SRC or DSRC and be supervised/accompanied at all times by a person who does possess a current card.

Municipal Recovery Coordinator

In the event of an emergency, the Municipal Recovery Coordinator (MRC) will work closely with the Municipal Emergency Management Coordinator (MEMC) and the Social Recovery Coordinator (SRC) and establish an internal recovery committee. The MRC will lead the team supporting recovery across the domains in the municipal area. Other council departments support the MRC and include, Social, Economic, Infrastructure and Environmental recovery for the municipal area.

Municipal Social Recovery Coordinator and Deputy Social Recovery Coordinator

The Social Recovery Coordinator/Deputy Social Recovery Coordinator receive notification of the emergency from the MEMC. They are responsible for everything that occurs within an evacuation centre and then recovery centre. They will clearly determine the roles and responsibilities of the management team, so that the team can set-up and take care of the day-to-day running of the centre, allowing the Coordinator/Deputy to think about and make key decisions. The Social Recovery Coordinator/Deputy Social Recovery Coordinator link to everything external to the centre. They are also responsible for the relationships with agency team leaders and external visitors.

Evacuation/Recovery Centre Manager

The Evacuation Centre Manager is more hands on with the daily actions that are needed to run the evacuation centre. This includes supporting agency team leaders on site and being the main point of contact for the rest of the personnel and organisations in the evacuation centre.

Emergency Response Team (ERT)

The Emergency Response team may be requested to fill a variety of roles according to the needs of the community.

Any role requested will be in accordance with their agreement and capabilities.

All ERTs are provided with training and resources which include the following:

Roles required may be any of the following:

- Evacuation/Recovery Centre Manager
- Deputy Centre Manager
- Rostering Support
- Team Leader
- Reception
- Communication Support

- Meet & Greet
- Registration
- Animal Support
- Meal Support
- Housekeeping
- Traffic Management Recovery
- Or other role/s required by the Social Recovery Coordinator or Deputy Recovery Coordinator

Administration Officer

The Administration Officer supports the Evacuation Centre Manager with all the information management and reporting that has to be completed. The Administration Officer will be preparing materials for sign off by the Evacuation Centre Manager or the Social Recovery Coordinator or Deputy Social Recovery Coordinator.

Facilities Officer

The Facilities Officer is usually someone who is familiar with the building or works to support similar buildings in the local area. The Facilities Officer supports the Evacuation Centre Manager with appropriate resources and contractors.

Primarily responsible for the day-to-day management of the facility.

Meet and Greet

Primarily the Meet and Greet Team will provide the following service.

Registration

Staff are to make the evacuees comfortable and proceed to register their details either by Survey 123 or paper forms if no laptops are available upon opening.

Animal Support

Primarily responsible for supporting owners to care for their animals.

Meal Support

Primarily responsible for supporting access to food and refreshments. Maintaining a hygienic environment. Reporting issues. May require simple food preparation in small scale centre. May require a supporting agency in a larger scale centre.

Housekeeping

Primarily responsible for maintaining a tidy and hygienic environment. Allocating sleeping spaces. Monitoring stock. Reporting issues.

Traffic Management

Primarily responsible for managing safe traffic movement in and around the Centre. Manage initial enquires and direct vehicles and people to appropriate services.

Recovery Financial Officer

Council is responsible for retaining all invoices/records of expenditure. Some expenses may be recovered if national (Disaster Recovery Funding Arrangements (DRFA)) and Tasmanian Relief and Recovery Arrangements (TRRA), disaster funding arrangements are activated and eligibility criteria are met. Please refer to Council's Emergency Management Plan for further details about Administration: finance and cost capture.

Recovery Communications/Media Officer

Evacuation/recovery centre communication needs to be accurate, timely and considered. It needs to be relevant and targeted to suit the audience, and clearly understood, as after an emergency people can have trouble understanding or remembering information.

APPENDIX 7 – Recovery Action Checklist

Note – to be operationalised by the Social Recovery Coordinator

Potential recovery actions for Council to consider, they are not definitive.			
Preparedness Actions	Short Term Recovery Actions	Medium-Long Term Recovery Actions	Review Actions
<ul style="list-style-type: none"> • Maintain Community Recovery Plan • Establish/maintain council & community recovery committees • Attend SRSRC meetings • Develop arrangements with the local community, government & NGO's • Develop MOU's with community groups & NGO's • Assess & identify facilities that can be used as evacuation/recovery/one stop centres • Maintain SOP's & Operational procedures for recovery activities • Identify/train/exercise staff & community members who can support community recovery • Establish & maintain recovery resources e.g. trailer and kits • Participate/conduct community emergency preparedness programs with government/NGO partners • Consider animal welfare management • Familiarise with Aust. & TAS. Gov. financial assistance arrangements 	<p>Social:</p> <ul style="list-style-type: none"> • Receive emergency notification from MC • Consult with the Southern RSRC • Consult with MC, consider opening evacuation/recovery centre • Focus on supporting basic needs • Plan for transition to Long term recovery • Consider implementing Animal Welfare arrangements <p>Economic:</p> <ul style="list-style-type: none"> • Establish recovery financial records • Consider what relief arrangements Council can provide affected community <p>Environmental/Natural:</p> <ul style="list-style-type: none"> • Assist with removal of debris, waste, pollution and biosecurity impacts <p>Infrastructure/Built:</p> <ul style="list-style-type: none"> • Assist with restoring essential services e.g. power, water, communications etc <p>Cross-domain:</p> <ul style="list-style-type: none"> • Refer to Council EM & Community Recovery Plans & SOP's for guidance • MC can request support from Regional Controller as required • Seek impact assessments from Council, Regional and State agencies as required • Establish Monitoring & evaluation processes 	<p>Social:</p> <ul style="list-style-type: none"> • Liaise with MC & State Economic, Infrastructure, Environment and Cross Domain Recovery Coordinators (if appointed) • Consider establishment of one-stop recovery centre/s <p>Economic:</p> <ul style="list-style-type: none"> • Maintain recovery financial records • Ensure community is aware of available financial grants/support <p>Environmental/Natural :</p> <ul style="list-style-type: none"> • Protect natural & cultural assets <p>Infrastructure/Built:</p> <ul style="list-style-type: none"> • Support local community who have impacted infrastructure • Affected infrastructure mapped into the municipality's GIS and recorded in asset management system <p>Cross-domain:</p> <ul style="list-style-type: none"> • Support AARC, local community recovery groups • Maintain communication channels with local community • Maintain monitoring & evaluation processes for recovery actions 	<ul style="list-style-type: none"> • Review Council Community Recovery Plan & monitoring & Evaluation processes • Engage with local community on recovery actions • Participate in Regional or State after action reviews/Lessons Learnt processes

APPENDIX 8 – Further Recovery Reading

The following is a list of documents that may provide further advice and guidance for council and the community involved in community recovery.

Resource	Description	Link
Animal Welfare	Survival planning for your animals	https://dpiipwe.tas.gov.au/biosecurity-tasmania/animal-biosecurity/animal-welfare/animals-and-bushfire/animals-and-bushfire-planning
AIDR – Knowledge Hub	Recovery resources: handbooks, National principles for disaster recovery etc.	https://knowledge.aidr.org.au/
ARC - resources for agencies	Evacuation Centre Field Guide & other resources to assist agencies across preparedness, response and recovery	https://www.redcross.org.au/get-help/emergencies/resources-about-disasters/help-for-agencies
Managing Exercises: A handbook for Tasmanian Government agencies	Provides useful guidance and templates to support evaluations and debriefs	https://d2kpbjo3hey01t.cloudfront.net/uploads/2018/10/TAS-Gov-Managing-Exercises-Handbook.pdf
People at Increased Risk in an Emergency	A guide for Tasmanian government and non-government community service providers who support the community during emergencies	https://tascoss.org.au/calendar/people-at-increased-risk-in-an-emergency-guide/
TasALERT recovery resources	A range of fact sheets to assist the community during their recovery	http://alert.tas.gov.au/recovery/Pages/RecoveryResources.aspx
Working together in Recovery	A practical recovery collaboration guide for the not-for-profit and public sectors	http://www.dpac.tas.gov.au/_data/assets/pdf_file/0010/478324/Working_Together_in_Recovery_ElectronicISBN.pdf
Queensland Evacuation Centre Planning Toolkit	A guide to assist with planning and preparing for the activation of evacuation centres and their effective management	https://www.disaster.qld.gov.au/dmg/st/Documents/H1193-RED671-QLD-Planning-Toolkit.pdf
Queensland Evacuation Centre Field Guide	Guidance to support personnel working in evacuation centres	https://www.disaster.qld.gov.au/dmg/st/Documents/RG1272-Queensland-Evacuation-Centre-Field-Guide.pdf

13. ASSOCIATED DOCUMENTS

Legislation		
	Title	Agency
State	Emergency Management Act 2006	SES
Municipal	Local Government Act 1993	Tasmanian Government
Municipal	Land Use Planning and Approvals Act 1993	Tasmanian Government
Plans/Agreements		
	Title	Custodian
State	Tasmanian Emergency Management Arrangements	SES
State	Tasmanian State Recovery Plan	SES
Municipal	Municipal Emergency Management Plans (Clarence, Glenorchy, Hobart, Huon Valley, & Kingborough Councils)	Municipal Committees
Municipal	Municipal Recovery Plans (Clarence, Glenorchy, Hobart, Huon Valley, & Kingborough Councils)	Municipal Committees
Other Related Documents		
	Title	Enquiries
National	Handbook 2 – Community Recovery	AIDR
National	Applying the Principles checklists - National Principles for Disaster Recovery	AIDR
National	Communicating in Recovery Guide	ARC
State	People at Increased Risk in an Emergency - guide	SEMC
Municipal	Evacuation Centre Standard Operating Procedure	CoH
Municipal	COVID-Safety Evacuation/Recovery Centre checklist	CoH

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