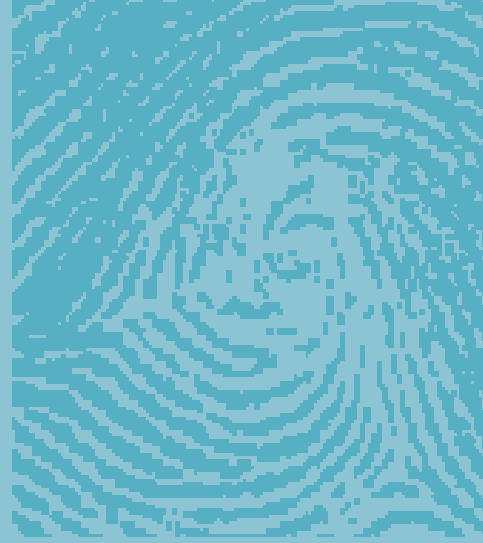


Department of Human Services
Southern Metropolitan Region



Emergency Recovery Plan

November 2003

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SECTION 1

1.1 INTRODUCTION

Recovery is an enabling and supportive process, which allows individuals, families, and communities to attain a proper level of functioning through the provision of information, specialist services, and resources.

The Regional Emergency Recovery Plan outlines the roles and responsibilities of agencies involved in the recovery process and provide a management framework for recovery where more than one municipality is involved.

The framework provided by this plan, together with communication and combined efforts should help to ensure that individuals and communities within the Southern Metropolitan Region receive the help and assistance they need to return as soon as possible to an appropriate level of functioning.

1.2 OBJECTIVES

- To define the role/responsibility of Department of Human Services Victoria in emergency recovery at the regional level.
- To define the relationship of the Regional plan with Municipal plans.
- To define the role of the Regional Emergency Recovery Committee.
- To define the role of Area Recovery Committees and establish the process by which they may be activated.
- To define the role of the major providers in responding to a regional emergency.
- To ensure that a regional emergency recovery plan is known to all persons participating in recovery from an emergency.
- To define the process for implementing the regional emergency recovery plan.

1.3 PLANNING PRINCIPLE OF EMERGENCY RECOVERY PLANNING

The Regional Emergency Recovery Plan is aimed at harnessing the range of resources in the region, taking a multi-disciplinary team approach to resolving difficulties. Some of the principles that have been developed to provide a framework to assist governments and human services agencies to develop recovery arrangements, and respond effectively to communities when emergencies occur are as follows:

- Recovery from emergency is an enabling and supportive process which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Contrary to common thinking, communities in fact desire self-management and resist outside elements. The management of Emergency Recovery is best approached from a community development perspective.
- Effective recovery from emergency requires planning and the establishment of management arrangements which are accepted and understood by relevant agencies and the community.
- Within Southern Metropolitan Region we face a range of possible emergencies across a wide area. The Regional Recovery Plan provides a mechanism through which an Emergency Recovery Phase can be appropriately co-ordinated.
- Agencies will assist the community to develop itself. Government and the wider community must complement and supplement local recovery initiatives.
- Experience has shown repeatedly that communities which have control over their own recovery do better than those where it is managed by outside agencies.
- Recovery arrangements and management need to recognise the complex dynamic and protracted nature of recovery processes and the changing needs over time of the affected individuals, families and groups within the community.
- Communities will change during the Recovery Phase from being almost totally dependant after the initial shock of an emergency, to the opposite extreme of wanting to control everything that is going on in their community after a few weeks.
- Recovery from emergency is best achieved when managed at the local level, with the active participation of the affected community and a maximum reliance of local capacities and expertise. We must support and maintain the identity, dignity and autonomy of individuals and communities.
- Recovery from emergency is best achieved when arrangements reinforce the need for recovery management to commence from the moment of impact.
- Recovery information and services need to be readily accessible to affected individuals, groups and communities, and responsive to their needs and aspirations. One of the best methods of achieving this, is the establishment of a "One Stop Recovery Centre".
- Briefing and debriefing strategies for recovery workers must be built into the overall plans.

1.4 DEFINITIONS

EMERGENCY AND EMERGENCIES

EMERGENCY

The *Emergency Management Act 1986* defines Emergency as follows (S.4(1):
"**Emergency**" means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, including, without limiting the generality of the foregoing:

- an earthquake, flood, windstorm or other natural event; and
- a fire; and
- an explosion; and
- a road accident or other accident; and
- a plague or an epidemic; and
- a warlike act; whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and
- a hi-jack, siege (sic) or riot.

This descriptive definition has several implications for emergency management planning, and this Plan specifically:

- No significance is placed on the type or scale of an emergency. Emergencies vary in geographic extent, impact, and consequences.

They range from highly localised events which affect only a few individuals, to those which affect large areas, and involve entire communities; they also differ in their consequences, ranging from emotional distress to individuals to large scale destruction of life and property.

- No distinction is drawn between "natural" or "man-made" emergencies.
- Emergency management arrangements, such as this Plan, do not require the declaration of a state of emergency to be operative.

STATE OF EMERGENCY

As provided in part 5 of the *Emergency Management Act 1986*, after considering the advice of the Co-ordinator in Chief and the State Coordinator, the Premier may declare a state of emergency to exist in the whole or part or parts of Victoria if he is satisfied that there is significant and widespread damage to life and property. In a state of emergency, the Coordinator in Chief is responsible for directing and coordinating the activities of all government agencies, and the allocation of all available resources of the Government which he considers necessary or desirable for responding to the emergency.

Note: Declaration of a state of emergency has no necessary or automatic implications for the provision of assistance measures or management arrangements.

N.B. For the purposes of this plan the term "Emergency" (not emergency) will be used, meaning an event not, necessarily a "State of Emergency".

RELIEF AND RECOVERY

RELIEF

Relief activities are directed at meeting the immediate food, shelter and security requirements of those affected by an emergency or emergency. These activities, mostly the gross provision of goods and services will normally be provided at evacuation centres (planned for in DISPLAN). However, some of these activities may form the basis of temporary and/or medium term assistance. The successful management of relief activity makes recovery tasks easier to put into effect.

A DEFINITION OF RECOVERY

Section 4(2)(c) of the *Emergency Management Act 1986* defines recovery, for purposes of references within the Act, as: "the process by which a community is helped to return to its proper level of functioning after an emergency".

For the purposes of this Plan, the following description of recovery is used:

Recovery is an enabling and supportive process which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.

(This is the definition adopted by the Australian Council of Social Welfare Administrators.)

"Recovery from emergency is best achieved where the recovery process commences from the moment of emergency impact."

SECTION 2**2.1 STATE RECOVERY PLAN**

State level management is not concerned with directing the actual processes of recovery management (see chart), but with:

- the highest level of inter-agency co-ordination
- inter-government liaison
- facilitation, support and resourcing of operations at affected area and municipal levels
- the policy issues inherent in recovery

If the type or scale of an emergency required these processes to be undertaken, then the State Recovery Management Committee would address points i - iii, and the Recovery Policy Committee would address point iv.

The State Recovery Emergency Unit can provide advice on all aspects of recovery.

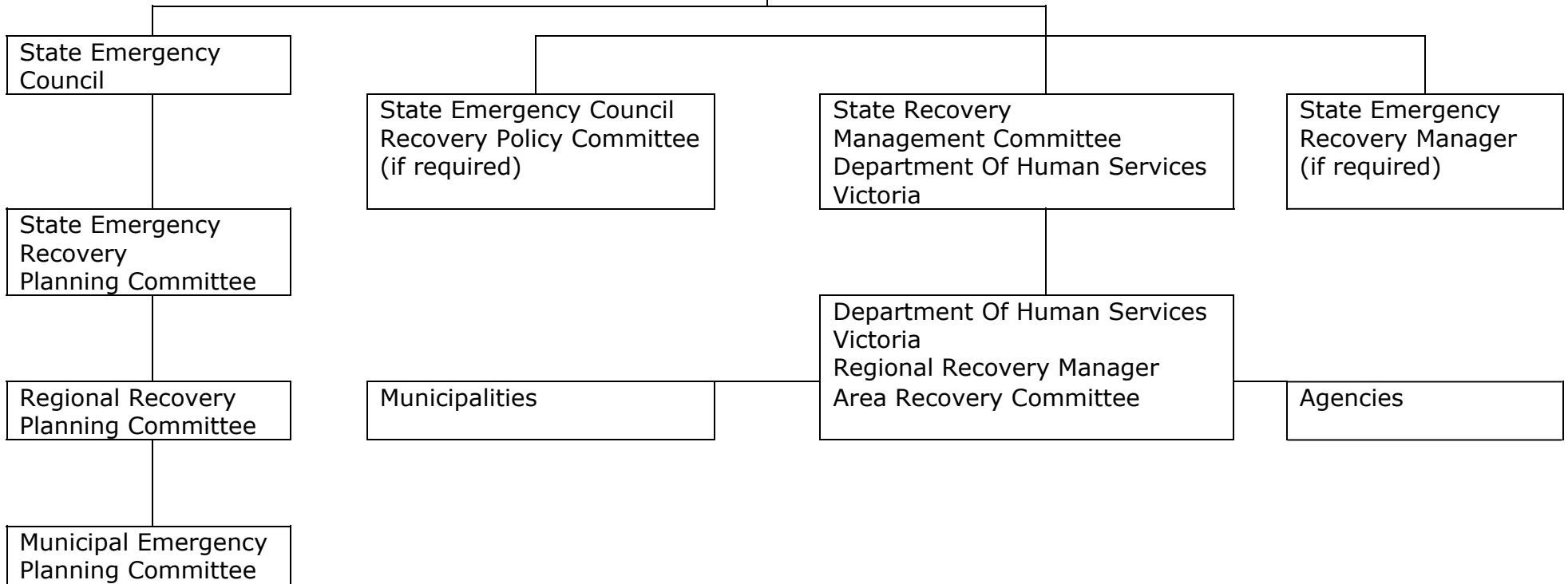
The Regional Recovery Coordinator will liaise with the Unit while in the "standby" phase of a response, and after activation of the Regional plan or provision of support, as required.

STATE RECOVERY PLANNING AND MANAGEMENT ARRANGEMENTS

PLANNING

MANAGEMENT

Minister for Police
and Emergency Services



2.2 WIDE AREA EMERGENCIES

The Department of Human Services (DHS) State Level Plan for the Management of Emergencies and Critical Events (henceforth called The *DHS State Level Plan*) sets out the operational and management arrangements for the Department of Human Services to deal with a large-scale critical threat to:

- its business activities;
- essential services within its portfolio interests; and/or
- the health and wellbeing of the communities of Victoria.

It provides for the coordination and management of operations at a state level and incorporates existing state plans, and divisional and regional arrangements as they apply to the Department and its emergency and crisis management responsibilities.

The *DHS State Level Plan* integrates whole of Department planning for DHS within whole of Government arrangements as determined by the Victorian Government. Whole of Government arrangements include:

- a Central Government Response Committee coordinating Government policy and interdepartmental cooperation;
- a State Emergency Response Coordination Centre coordinated by the Victoria Police to manage integrated response to a State level emergency; and
- other State emergency management arrangements as per the *Emergency Management Act 1986*.

Department of Human Services arrangements for the state level management of emergencies and critical events are specified under this plan as:

- The establishment of a DHS Emergency Coordination Committee (DECC), convened by the Secretary DHS or State Recovery Coordinator, to provide overall leadership of DHS' role in state level emergencies or major portfolio crises;
- The establishment of a DHS Operations Centre under the control of a *DHS Director of Operations* who will manage overall coordination of the DHS' response to the critical incident at state level including the integration of emergency/crisis management activity within a whole of Department response. This includes:
 - Public Health Emergency Management;
 - Medical Displan;
 - Community Recovery; and
 - Continuity of essential DHS business and client support functions.
- Under the control of the *DHS Director of Operations*, the DHS Operation Centre will undertake all necessary functions to respond to the incident including:
 - the coordination of industry support to ensure the best possible use of available resources and information to maintain business continuity of DHS services and other essential services within its portfolio interests, and/or receive and deal with industry applications for exemptions from restrictions placed on the use of utilities or other essential services, where these are within the jurisdiction of the Department;

- the establishment of a Community Call Centre which will receive and deal with requests for information and/or exemptions from restrictions placed on the use of utilities or other essential services, where these are within the jurisdiction of the Department. The Community Call Centre is supported by a Specialist Advice Service that may include nursing and medical advice if required;
- a DHS Operations Centre Resources Unit that will manage the organisation and distribution of internal DHS resources to support the above activities within a consolidated DHS Operations Centre; and
- an Operations Centre Secretariat to coordinate the implementation of a communications strategy, and the coordination of media and legal services.

Physical infrastructure will be maintained to enable the rapid implementation of arrangements specified in this plan. These include:

- the establishment of the 12th Floor 555 Collins St as an emergency operations centre with:
 - separation of business and emergency telephony;
 - telephony services to support a Community Call Centre;
 - the provision of IT and physical infrastructure to support operation centre activities;
 - emergency Power generation to support critical functions within 555 Collins St; and
 - briefing and coordination rooms located on the 9th floor, 555 Collins St.
- the establishment of the Public Health Emergency Coordination Centre at 17th floor 120 Spencer St. as an auxiliary emergency operations centre.

The DHS State Level Plan is supported by the DHS State Level Plan - Standard Operating Procedures (SOPs) Manual, which include:

- task lists for key positions;
- administrative support for the state level call, operations and coordination centres;
- contact arrangements for key staff;
- staffing requirements and rosters;
- procedures for managing information in regard to agencies, DHS regions and the community;
- procedures for managing requests for exemptions from restrictions on utility or service use; and
- operation centre infrastructure and logistics.

The *DHS State Level Plan* is activated by the Departmental Secretary or the State Recovery Coordinator. Responsibilities for the implementation of the plan are defined throughout. In the first instance, the plan will be resourced by Divisions and Regions in regard to areas of specific responsibility that are specified in the plan. Divisions and Regions will also provide resources to support the activities of the DHS Operation Centre as requested, and within the priorities established by the DECC.

The arrangements of the *DHS State Level Plan* are flexible in terms of being applicable to a range of different types and scales of events. They can be escalated to respond to events of different magnitude and they can be applied to the specific portfolio interests of DHS divisions.

Whilst mindful of the arrangements that ensue with activation of the State Level Plan, DHS regional responsibilities outlined in the Regional Emergency Recovery Plan remain the same (refer section 2.3 *The Regional Emergency Recovery Plan*).

2.3 THE REGIONAL EMERGENCY RECOVERY PLAN

Regional Emergency Recovery plans (based on DHS Regions) are necessary because many emergencies cross municipal boundaries and/or require regional resources to achieve effective recovery. As major state services are delivered at a regional level, regional planning is necessary for the coordination of services. Therefore, a regional response will be necessary in all but the smallest of emergencies where additional resources are required to supplement those of local municipalities, e.g., financial assistance.

The Regional plan allows for the provision of Department Of Human Services Victoria liaison staff to work immediately with municipal staff to determine the management strategy for effective delivery of community support and recovery services, and to arrange for additional resources from other municipalities and regional and state agencies.

In planning a Recovery Response DHS may convene a Regional Emergency Recovery Planning Committee. As well as assisting in the planning process this committee will more importantly provide a vehicle for the sharing of role descriptions and information between municipalities, agencies and service providers as well as providing opportunities for training etc., on a regional level.

2.4 THE MUNICIPAL RECOVERY RESPONSE

Each Local Government Authority is responsible under the *Emergency Management Act 1986* for the development of a Municipal Community Recovery Plan as part of its Municipal Emergency Plan.

This involves the identification of resources that will provide services in the event of a local emergency. Each municipality has the role of coordinating provision of these services. It should also identify municipal resources which may need to be supplemented by the region.

Where a emergency occurs within the confines of one municipality, as far as possible coordination of community support response will be kept at a local level. Department Of Human Services Victoria will confer with combat agencies and municipal representatives to determine, immediately following an emergency, the capacity of the municipality to meet community support needs, both in the immediate relief and long term recovery phases.

If DHS is required to provide assistance or co-ordination, Local Government (and Agencies) still retain line management over staff and activities for which they are responsible.

2.5 EMERGENCY RECOVERY MANAGEMENT AT THE COMMUNITY LEVEL

Experience over a number of years has demonstrated that the recovery process is most effective when the affected community is able to participate as fully as possible in the management of programs and resources made available to it.

The affected community may be located within a particular town or geographic area. In other cases, the affected community may comprise people from widely dispersed areas, whose only common experience or interest is their involvement in the emergency (e.g. a large urban emergency).

It is unlikely that the location of the affected community will conform to the regional or municipal administrative structures employed for planning purposes, because:

- the affected area may traverse municipal and regional boundaries;
- there may be more than one affected community or special interest group (eg. Non-English-speaking language group) within a municipal district or within the whole affected area;
- the affected community may be dispersed over a wide area.

The establishment of community recovery committees which include representatives of the affected community has the following advantages:

- it reinforces the local and community orientation of recovery management, and the role of municipal councils;
- it recognises the common interests of people in communities which have been affected;
- it enhances the likelihood of a fair, equitable and efficient application of recovery resources and services;
- it minimises management complexity, duplication and inconsistency of approach created because of overlapping or multiple recovery agency boundaries;
- it provides a basis for a rational and integrated approach to the identification of individual and community needs and the monitoring of the total recovery process;
- it allows for early identification of needs which cannot be met from within the community, and for obtaining effective support from State and regional levels, within policy frameworks.

2.6 COMMUNITY RECOVERY COMMITTEE

One or more community recovery committees may be established after a particular emergency. Committee membership should include community leaders and representatives of:

- local government
- government agencies
- community groups
- non-government agencies.

Each affected community has unique needs, and the composition of the committee should reflect those needs and circumstances. In a more complex setting, perhaps in a large urban area, or one with a variety of special needs groups, it may be necessary to set up a recovery committee structure, with sub-committees focusing on particular issues reporting to the principal community recovery committee.

Guidelines on the composition and appointment of community recovery committees should be addressed through the regional emergency management planning process. Department Of Human Services Victoria in conjunction with local Government will facilitate formation of Community Recovery Committees and will provide support to each committee.

- The committee will carry out a variety of tasks which may include:
- Monitor the overall progress of the recovery in the affected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure;
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils;
- Liaise with Department of Human Services Victoria as co-ordinator through the designated DHS Regional Director.
- Undertake specific recovery activities as determined by the circumstances and the Committee.

SECTION 3**3.1 REGIONAL EMERGENCY RECOVERY COMMITTEE****MEMBERSHIP COMPRISES**

Regional Recovery Manager
Deputy Recovery Manager
Regional Director State Emergency Services, Central Region

Representatives from:

Centrelink
Department of School Education
Department of Psychiatric Services
Monash Medical Centre
Peninsula Health Care Network

City of Bayside
City of Frankston
City of Glen Eira
City of Greater Dandenong
City of Kingston
City of Port Phillip
City of Stonnington
Shire of Cardinia
Shire of Casey
Shire of Mornington Peninsula

Red Cross Society
Salvation Army
Victorian Council of Churches

MEETINGS

The Regional Recovery Committee shall meet at least twice per year before and after the bushfire season. Additional meetings will be held for training/in service purposes as required.

TERMS OF REFERENCE

- The Southern Metropolitan Regional Emergency Recovery Committee will be convened by DHS to:
- develop and maintain a regional recovery plan;
- plan for the establishment and support of Community Recovery Committees when required;
- provide a regional forum to ensure that the plans of individual agencies complement each other;
- monitor and review recovery operations and the effectiveness of the regional recovery plan;
- advise the State Emergency Recovery Committee, through Department Of Human Services Victoria, on matters of policy and planning;
- advise and assist municipalities in the preparation of their own recovery plans;
- review the recovery component of municipal emergency management plans as requested.

REGIONAL RECOVERY COMMITTEE EXECUTIVE

In the event of an emergency the Regional Recovery Committee shall have an executive group consisting of:

Regional Recovery Manager (or deputy).

A DISPLAN Coordinator from Region One and Five

Regional State Emergency Services

Municipal representative(s)

Non Government Organisation Representative

The Executive may include extra municipal representative(s) depending on the location of the emergency event, in the absence of an Community Recovery Committee or where considered necessary by the Regional Director DHS.

SECTION 4

4.1 DEPARTMENT OF HUMAN SERVICES VICTORIA RESPONSIBILITIES

In the event of an emergency or emergency, Department Of Human Services Victoria is responsible for ensuring that adequate provision is made for personal support, advice and information services, emergency and temporary accommodation, material aid, financial assistance for displaced persons and the re-establishment of dwellings and community re-development.

These responsibilities are generally carried out in co-operation with other agencies such as the Australian Red Cross, the Salvation Army, the Victorian Council of Churches, Local Government and Natural Resources & Environment . While considerable assistance is available Department Of Human Services Victoria is responsible for ensuring that overall service provision is appropriate and adequate.

Recognising the functions and capabilities of Department Of Human Services Victoria as a principal recovery planning and management agency, the State Plan provides for planning to be undertaken in recovery regions which conform to DHS regions, and for DHS to facilitate recovery management on an affected area basis.

DHS's function as facilitator and coordinator does not extend to DHS assuming responsibility for the duties of other agencies or local government, or to DHS exercising authority over other agencies in the way in which they carry out their functions. Instead, it refers to the function of DHS to bring other agencies and local government together to undertake planning and to discuss issues and concerns of mutual interest and relevance.

- In specific terms, the role of Department Of Human Services Victoria at the regional level is:
- To administer personal hardship grants.
- To support the process of community redevelopment.
- To provide advice, information and assistance to affected communities and municipalities.
- To support the role of Community Recovery Committees.
- To provide overall operational coordination of the recovery process at the affected area and regional level.
- To co-ordinate the provision of personal support services and material aid.
- To co-ordinate as necessary the supply functions for recovery at affected area level.
- To convene the Regional Recovery Committee and act as Regional Level Coordinator in the absence of the committee.
- To initiate the State level emergency recovery response, as appropriate.

MANAGEMENT CO-ORDINATION

DHS, as the principal recovery planning and management agency, has a role in facilitating and co-ordinating Management provided by other agencies and municipalities. Where the establishment of a Community Recovery Committee is not appropriate DHS will assume a facilitative role in developing a co-ordinated response by agencies and municipalities, ensuring that the relevant functions normally carried out by an Area Recovery Committee are performed.

Neither DHS nor Community Recovery Committees have authority over other agencies in determining how they carry out their functions.

In this context facilitation and co-ordination refer to DHS's function of bringing agencies and municipalities together to discuss issues and concerns of mutual interest and is carried out through processes of consultation and co-operation.

It should be noted that the role of co-ordinator refers equally to social and community programs and to physical; reconstruction programs. Agencies and municipalities should have their own plans for delivering services for which they are responsible. However, issues may sometimes arise which are of concern to affected individuals and communities or they may seek services or facilities which are not standard recovery measures. In these cases DHS may have to act as the **advocate** for those who are seeking assistance, or act as a **mediator** between them and the relevant agency or municipality.

ONE STOP RECOVERY CENTRES

A One Stop Centre incorporates a comprehensive range of recovery services available in one location. Normally recovery centres would be located in Municipal Offices.

DHS will:

- Liaise with local government to determine a facility or site.
- Ensure the centre is:
 - well advertised
 - accessible
 - well equipped with communication equipment
 - sufficiently large
 - well serviced with toilet and catering facilities
 - properly staffed

Management and service functions should be physically separate.

FINANCIAL ASSISTANCE

DHS has two primary responsibilities in this area. First, to ensure that affected persons are aware of what grants, loans, compensation or social security payments are available. Second, to administer the personal hardship grants made available by the Victorian Government. DHS may also be called upon to assist in the administration of any local or State-wide appeals.

The personal hardship grants available through DHS are:-

The *Emergency Grant* up to \$360 for each adult and \$180 for each child, with a maximum of \$900 for each family, to meet immediate needs;

**Not Income
Tested**

The *Temporary Living Expenses Grant* up to \$185 per week for each adult and \$90 per week for each child, with a maximum of \$730 per week for each family, to assist with accommodation and other temporary living expenses for up to ten weeks or less money to a maximum of 26 weeks. Maximum grant \$7,300.

**Income
Tested**

The *Re-Establishment Grant* up to \$7,300 for damage to dwelling structure and up to \$7,300 for loss of *essential* personal or household items, to assist with the re-establishment of a principal place of residence.

**Income
Tested**

The details of these grants can be found in the DHS guidelines "Personal Hardship Grants, Financial Assistance for people Affected by Emergencies and Emergencies".

Confusion can exist between *eligibility* and *entitlement*. For emergency grants eligibility and entitlement are both based on specific need. For temporary living allowances and re-establishment grants eligibility is determined by an income test and entitlement is based on specific need, i.e., a family may be eligible for \$900 but only require \$150 to meet their need.

Please Note: DHS Grants are assistance and not compensation for losses

MATERIAL AID SERVICES

Material Aid involves the provision of basic personal and household items where such items have been lost or made inaccessible as a result of an emergency or emergency.

Typically, there is a need for clothing, bedding, toiletries, basic furniture, cooking equipment and toys; there may also be a need for specialised goods for the care of infants and the aged.

Material aid necessary to establish and maintain temporary accommodation may be provided by loan or by permanent provision. In both cases it may be necessary to provide a range of items, such as water tanks, pumps, generators, tools, portable toilets, eskies, refrigerators and tarpaulins. The maintenance and, where necessary, retrieval of these goods requires effective back-up. Usually hiring, insurance and maintenance agreements are involved in the provision of equipment and domestic goods.

Management is crucial in this area to avoid under supply and frustration, or over supply and wastage.

Local and regional resources are goods physically located in the affected areas and State-wide resources are goods brought into the areas. For major events goods would not normally be brought into an area without the authority of DHS. Local agencies and authorities should therefore distinguish between immediately available local goods, those available regionally and those provided from outside the regional area via government departments or parent organisations. As stated this must be co-ordinated by DHS.

It is now common practice for both government and non-government agencies to provide new clothing, bedding and other personal household items.

DHS will determine conditions of loan or purchase of equipment and goods to affected persons and organise retrieval of goods with sensitivity.

Wherever possible local suppliers and local material aid networks will be used for obtaining goods. This creates good will and contributes to the recovery process.

ACCOMMODATION

Emergency accommodation is now accepted as being the short-term shelter provided at evacuation centres. Overall co-ordination of emergency accommodation rests with the State Emergency Service. DHS does not have a role in establishing, managing or co-ordinating evacuation centres. However, it may provide, or arrange for provision of, certain services at evacuation centres such as personal counselling and emergency grants. Families should be moved straight from emergency accommodation to (long term if necessary) temporary accommodation.

Most local governments have accommodation facilities available particularly for minor events. DHS can assist if municipalities cannot meet the demand. DHS does have a responsibility to co-ordinate the provision of longer term temporary accommodation and in a major event this can involve: liaison with a wide range of government and private agencies, the provision of caravans, showers, toilets, generators, pumps and/or water tanks; the administration of temporary living allowance and re-establishment grants; the provision of re-building and re-location consultancy services and the establishment of an information service.

PERSONAL SUPPORT SERVICES

Personal Services are concerned with supporting people personally and providing them with the information and networks necessary to achieve recovery.

There are two aspects in this area:

- Provision of a wide range of *information* and advice on such matters as relief measures the availability of grants, loans and other financial assistance, insurance, legal aid, health and safety, rebuilding, child care and financial counselling.
- The provision of *services* which ensure that affected persons and recovery workers receive the necessary personal support to cope with the affects of loss, stress, confusion, family and community disruption. Requirements may include specialised counselling and psychiatric services, debriefing, child care facilities, recreational facilities and the support of self help groups.

Visitation or outreach services may be necessary requiring co-operation to avoid over or unwanted servicing.

REGISTRATION OF VOLUNTEERS

All volunteers should be registered for insurance purposes. The Recovery Manager DHS is responsible for the registration of all volunteers working to DHS. Local Government authorities and agencies are responsible for registration of volunteers working to them.

COMMUNITY RE-DEVELOPMENT

The area of community re-development is concerned with the development and support of community infrastructures and provision of resources necessary for the successful achievement or recovery.

In recognition that communities have greater or lesser capacities to sustain an effective recovery, government and the wider community complement and supplement local recovery initiatives where appropriate.

DHS's role in re-development involves the provision and/or co-ordination of a number of services and resources. Central to this role is the establishment of a small number of staff, who, depending on the circumstances, undertake a number and variety of tasks including:

- identify needs within the community;
- initiate and service key committees and working groups;
- assist in accessing information and resources;
- assess and monitor the recovery process; and
- ensure that critical recovery tasks are carried out.

DHS can respond on two levels in this area:

- In response to a small emergency DHS staff can carry out specific tasks such as servicing committees, organising volunteer workers, administering financial assistance, providing material aid and looking after individual cases.

- In response to a larger event DHS staff can work independently as a member of a recovery team and undertake key tasks as they emerge. The Recovery Manager would play the key role in this process and could support staff to work specifically on community redevelopment.

Staff working specifically on community redevelopment are referred to as Community Re-Development Officers (CRO's) and they have a mandate to assist in aspects of the recovery process where deficiencies have been identified.

Where CRO's are required they are employed and the salary is provided by DHS. However, they can be made available to local government or Community Recovery Committees or they may be used as part of the DHS Recovery Team.

Although employment conditions, salary level and accountability requirements of CRO's must be flexible it is vital that terms of employment be clear, particularly where joint supervision and accountability are envisaged.

DHS aims to supplement and support local initiatives in community redevelopment.

DHS can act as an advocate if necessary with other Government departments

SOUTHERN EMERGENCY RECOVERY ACTIVATION PLAN

In the event of an emergency situation in the Southern Metropolitan Region which comprises the municipalities of Bayside, Cardinia, Casey, Frankston, Glen Eira, Greater Dandenong, Kingston, Mornington Peninsula, Port Phillip and Stonnington; the following notification arrangements are to take place to alert and activate recovery processes.

AGENCY/OFFICER RESPONSIBLE	ACTION
1. Victoria Police See over appropriate Displan Co-ordinator-	Contact Graham Downs Recovery Manager (provide briefing on hazard impacts, populations affected, evacuation arrangements, communications links.) Contact to be made immediately after earliest assessment of emergency known.
2. Vic. SES Regional Director	Contact Graham Downs Recovery Manager to brief on anticipated needs relating to emergency relief requirements at evacuation centre(s). Also provide update report on overall situation for potential recovery activity.
3. Regional Director DHS	Liaise with Police, SES, MERO to assess the impact on the affected community. Brief and alert relevant DHS regional staff. Report to DHS senior management. Alert Regional Emergency Recovery Agencies as required.

NOTE: Alternative notification arrangements may take place if the circumstances of an emergency situation come to the notice of an agency independently. In that event, and for the activation of recovery activities, the agency is to contact Graham Downs Recovery Manager DHS.

Graham Downs Recovery Manager BH: 9213 2413	Shane Thomas Deputy Recovery Manager BH: 9213 2469
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DHS EMERGENCY RECOVERY OPERATIONS PLAN**INITIAL RESPONSE**

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
<p>Regional Executive convene to assess and activate the DHS Operations Plan and engage other relevant staff. The Executive will meet at:-</p> <p>122 Thomas Street Dandenong (unless otherwise advised)</p>	DHS Recovery Manager
<p>DHS liaison officer to be located at Local Government Emergency Operations Centre and consult with MERO and Local Government Recovery Manager.</p>	DHS Recovery Manager
<p>DHS liaison officer to be located at Evacuation Centre/s.</p>	DHS Recovery Manager
<p>DHS liaison officer to be located at Police Operations Centre and consult with Displan Co-ordinator.</p>	DHS Recovery Manager
<p>Arrange for DHS representation on the Regional Emergency Relief and Supplementary Supply Planning Committee (Chaired by the State Emergency Service).</p>	DHS Recovery Manager
<p><i>Establish Emergency Recovery Operations Centre</i></p>	<p><i>DHS Recovery Manager</i> <i>Local Government</i> <i>Emergency Recovery Agencies</i></p>
<p>Advise DHS State Emergency Recovery Unit.</p>	DHS Recovery Manager
<p>Alert Regional Emergency Recovery Agencies.</p>	
<p>Agencies to check:</p> <ul style="list-style-type: none"> - staff resources/set rosters - establish register of volunteers - physical resources - procedures 	All Agencies

DAY 1

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
Liaison workers to check with S.E.S., M.E.R.O. & Community Services Managers re: population impact & immediate short term needs, i.e., accommodation, finance, personal services.	DHS Liaison Officer
Assess needs from liaison worker reports	DHS Recovery Manager
Activate & brief Agency staff as required at Evacuation Centre (S.Army, MPD, Ethnic Affairs etc.)	DHS Recovery Manager
Activate & brief DHS staff required at DHS Operations Centre and Evacuation Centre: <ul style="list-style-type: none"> - Financial Assistance - Personal Services - Material Aid - Accommodation 	DHS Recovery Manager
Convene briefing session for DHS and Local Government Community Services Managers, Outreach Team Leaders	DHS Recovery Manager
Arrange briefing session for outreach workers from Vic Council of Churches, DHS, Local Gov't.	Outreach Worker Leaders
Liaison workers to provide an update report on impact - affected households, population, geographic data from Local Gov't/S.E.S.	DHS Liaison Officer
Liaise with Displan Co-ordinator re: hazard control and Emergency Management Handover	DHS Recovery Manager
Consult Local Gov't C.S. Managers re: ongoing operations, resources, centres etc.	DHS Liaison Officer
Report to DHS management - impacts & forecasts & seek approval for finance expenditure	DHS Recovery Manager
Prepare Media report	DHS Recovery Manager

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
Prepare Ministerial Briefing	DHS Recovery Manager
Establish rosters for ongoing Evacuation Centre or Operations Centre workers	DHS Assistant Recovery Manager
Debrief workers from Evacuation Centre	Debriefing Worker
Arrange for Regional Emergency Recovery Planning Committee to meet on Day 2:	DHS Assistant Recovery Manager
<ul style="list-style-type: none"> - Regional Director DHS - Local Government Representatives - Displan Co-ordinator - State Emergency Service - Agency Representatives 	

DHS, as the overall **Co-ordinator** of Emergency Recovery would need to ensure the following services are provided:

Financial Services:-	Financial Assistance Co-ordinate offers of assistance
Personal Services:-	Counselling Debriefing Access to Ministers of Religion Temporary Child Care Legal Advice Insurance advice and claims applications Interpreter Services Assistance to Aged persons
Material Aid:-	Clothing Replacement of household items Light meals and refreshments Insurance for donated goods
Accommodation:-	Temporary accommodation
Volunteer Co-ordination:-	Co-ordinate services provided by volunteers Registration process - volunteers Insurance volunteers
Information Dissemination:-	Public meeting to provide information to affected persons/community Community Newsletter

This should not be seen as a definitive list of services DHS would co-ordinate.

DAY 2

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
Brief Day 2 workers	Briefing Worker
Activate outreach program to assess community impact needs (impact assessment forms)	Outreach Team Leaders
Establish recovery operations centre with Local Gov't and Agencies:-	DHS Recovery Manager Local Gov't Community Services Manager
<ul style="list-style-type: none"> - Material Aid - Accommodation - Personal Services - Financial Assistance - Information Dissemination - Community Re-development - Volunteer Services 	
Agencies to assess functioning of evacuation centres	DHS Recovery Manager Local Gov't Community Services Manager
Refer details of out of region affected population to appropriate DHS Regional Director	DHS Recovery Manager
Re-assess impacts, needs, agency resource capacity & activate other Agencies as required (e.g., D.S.S., Education Dept., Material Aid Providers, Ins.C. of Aust., Law Inst.) to facilitate provision of required services etc.	DHS Recovery Manager
Enlist support staff, transport, communications, equipment assistance	DHS Recovery Manager
Assess reports from Outreach Program, L.G.A. records, Evacuation/Operations Centre	DHS Recovery Manager
Debriefing Day 2 Workers	Debriefing Workers
Report to DHS Management	DHS Recovery Manager

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
<p>Convene meeting of required Regional Recovery Agencies incl. Local Gov't areas affected eg:</p> <ul style="list-style-type: none">- full assessment of impact- action required from agencies- prepare Information Bulletin for community- set date for public meeting- estimate costs- proposal for Community Recovery Committees	<p>DHS Recovery Manager All Agencies</p>

Emergency on community

SES/Agencies

DAY 8 - ONWARDS

ANTICIPATED ACTIVITY	AGENCY/OFFICER RESPONSIBLE
Establishment of Community Recovery Committee (C.R.C.) with focused membership and community participation	DHS Recovery Manager Local Government
Employment of Community Development Officers to facilitate community redevelopment	Community Recovery Committee (C.R.C.)
Evaluation of long term needs (Further outreach work)	C.R.C.
Establish strategies for longer term Recovery Activity	DHS Recovery Manager
Convene Regional Emergency Recovery Committee Meeting for review of activity, needs assessment, longer term recovery program	DHS Recovery Manager
Redefine Agency activities and withdrawal of services	DHS Recovery Manager
Facilities restoration evaluation	Local Gov't/MPD
Ministerial briefings for extended resource needs, costs etc.	DHS Recovery Manager
Formal debriefing of Agencies	Department of Psych Services
Attend Displan debriefing	DHS Recovery Manager
ARRANGEMENTS MAY PROCEED FOR MONTHS AND POSSIBLY YEARS AND RECOVERY CO-ORDINATION WILL REQUIRE THE ONGOING INVOLVEMENT OF SPECIALIST SERVICES FROM AGENCIES. ONGOING MANAGEMENT MAY INVOLVE THE AREA RECOVERY COMMITTEE AND MAY BE ADMINISTERED BY COMMUNITY DEVELOPMENT OFFICERS EMPLOYED BY THE C.R.C. AND FUNDED BY DHS.	DHS Recovery Manager

SECTION 5

5.1 REGIONAL EMERGENCY RECOVERY COORDINATION CENTRES

In the event of a wide area emergency, DHS Southern Metropolitan Region will activate its Regional Recovery Coordination Centre (RRCC). The centre will maintain communication links with the Emergency Response Controller, the State Emergency Recovery Unit and the various regional Local Government Agencies.

The primary RRCC for Southern Metropolitan Region is located at 1st Floor, 122 Thomas Street, Dandenong. In the event that this RRCC is deemed uninhabitable in the event of an emergency, RRCC members will locate to the backup RRCC site at 3rd Floor, 3-4 Jamieson Street, Cheltenham.

Each RRCC is equipped with dedicated telephony and access to computing facilities. In addition the region has several State Mobile Trunk Radios which provide a further means of communication as they can operate outside of usual mobile and standard telephone carrier networks.

Attached are full details of the RRCC contact numbers which will be available in the event of a wide area emergency.