This resource is one in a set of eight booklets designed as a toolkit for local councils to understand, prepare for and actively support the recovery of their communities following a disaster.

The toolkit includes an introduction to the context and complexity of experiencing a disaster; what this means for individuals and the community; and the implications for local councils. The toolkit includes practical tips and tools designed to assist local councils to undertake effective recovery activity.

Each of the booklets in the toolkit is described to the right.

Cover Image: The St Andrews CFA undertake their weekly fire drill at the Peter Franke Reserve in Smiths Gully. Photographer Silvi Glattauer.

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<th>CONTENT</th>
<th>AUDIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Understanding disaster recovery</td>
<td>Provides a broad context and understanding of recovery from disaster and has been designed as a companion document to be read before the specialist information detailed in each of the other booklets.</td>
</tr>
<tr>
<td>02</td>
<td>Recovery readiness: preparation for recovery before a disaster</td>
<td>Designed to supplement municipal emergency management planning and support councils to improve recovery readiness by addressing the factors contributing to recovery success.</td>
</tr>
<tr>
<td>03</td>
<td>When disaster strikes: the first days and weeks</td>
<td>Assumes that recovery readiness will have occurred and builds on this preparatory work by addressing the factors contributing to recovery success as they relate to the first days and weeks following a disaster.</td>
</tr>
<tr>
<td>04</td>
<td>Beyond disaster: the months and years ahead</td>
<td>Builds on the immediate recovery experience to move towards medium and long-term recovery. In this stage the factors contributing to recovery success are embedded in the process of recovery planning.</td>
</tr>
<tr>
<td>05</td>
<td>Council business matters: meeting the organisational challenges of disaster recovery</td>
<td>Focuses on council business matters in recovery, including workforce planning and resource management from preparation and post-disaster perspectives.</td>
</tr>
<tr>
<td>06</td>
<td>Regional recovery networks</td>
<td>Showcases the role of regional recovery networks in finding solutions to shared challenges.</td>
</tr>
<tr>
<td>07</td>
<td>Engaging the community in disaster recovery</td>
<td>Examines how councils can support community-led recovery and engage with the community more effectively to support recovery.</td>
</tr>
<tr>
<td>08</td>
<td>Recovery tools and other resources</td>
<td>Brings together the tools that support decision making and planning described in the other booklets. It also includes additional reading and other useful resources.</td>
</tr>
</tbody>
</table>
This toolkit was funded by the Victorian Department of State Development, Business and Innovation to support a professional development strategy delivered across the ten local councils most affected by the 2009 bushfires.

It was prepared by Ged Dibley and Michael Gordon of PDF Management Services Pty Ltd, with assistance from Dr Rob Gordon, Mr Ross Pagram and Mr Steve Pascoe.

Development of the toolkit involved a collaborative design process including trialling of toolkit booklets and feedback from councils and other key stakeholders. Thanks are extended to the many organisations and individuals who contributed to the development of the toolkit. A special thanks to:

• the staff of the Department of State Development, Business and Innovation who provided direction and support for the project – Louise Yaxley-Chan, Daniel Rodger and previously Malcolm Foard and Cath Peterson.

• the other delegates to the Reference Group who provided valuable guidance and input into content and design:
  - Eammon Oxford, Department of Transport, Planning and Local Infrastructure
  - Jess Freame, Department of State Development, Business and Innovation
  - Colleen Clark, Greg Ireton and Rebecca Woods, Department of Human Services
  - Geoff Pawsey, Municipal Association of Victoria.

• the many council personnel and partners who participated in workshops, reviewed and tested the toolkit, contributed to the case studies that bring the booklets to life and who provided valuable feedback – in particular the ten participating councils:
  - Alpine Shire Council
  - Nillumbik Shire Council
  - Mitchell Shire Council
  - Whittlesea City Council
  - Latrobe City Council
  - Wellington Shire Council
  - Baw Baw Shire Council
  - Mt Alexander Shire Council
  - Murrindindi Shire Council
  - Yarra Ranges Shire Council.

ACKNOWLEDGEMENTS
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<td>Recovery Workgroup Draft Terms of Reference</td>
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PART ONE: TOOLS

OVERVIEW

The following tools are designed to support council staff responsible for managing the disaster recovery effort of council. They might also be of use to disaster recovery partners.

The tools are referred to in various booklets in the Disaster recovery toolkit for local government described above. Some tools can be used both in preparing for disaster and for developing recovery responses. The following table sets out how each tool can be used, its page number in this booklet and the booklet in which the context for its use is outlined.

<table>
<thead>
<tr>
<th>TOOL</th>
<th>APPLICATION</th>
<th>BOOKLET REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery Management Structure Tool</td>
<td>Use this resource to determine what management structure will be put in place and what personnel and positions will fill it. This structure can then be used for planning, professional development and exercising before any disaster events.</td>
<td>Book 2: Recovery readiness: preparation for recovery before a disaster</td>
</tr>
<tr>
<td></td>
<td>Use this resource to review the management structure in light of the actual circumstances of the disaster and who is still available.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td>Recovery Workgroup Draft Terms of Reference</td>
<td>Use this resource to refine the terms of reference for recovery workgroups as they are established.</td>
<td>Book 2: Recovery readiness: preparation for recovery before a disaster</td>
</tr>
<tr>
<td>Draft Recovery Goals and Actions Tool</td>
<td>Use this resource to refine a set of draft recovery goals in consultation with relevant staff across council, which can be used to guide other preparation and immediate recovery action.</td>
<td>Book 2: Recovery readiness: preparation for recovery before a disaster</td>
</tr>
<tr>
<td></td>
<td>Use this resource to refine draft recovery goals and actions for consideration and modification by workgroups within the recovery structure.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td>Recovery Communication Mapping Tool</td>
<td>Use this resource to map communications channels for the whole municipality before a disaster.</td>
<td>Book 2: Recovery readiness: preparation for recovery before a disaster</td>
</tr>
<tr>
<td></td>
<td>Use this resource to review and update mapping of communications channels after the disaster.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td>TOOL</td>
<td>APPLICATION</td>
<td>BOOKLET REFERENCE</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>Recover Stakeholder Mapping Tool</td>
<td>Use this resource to identify and document recovery stakeholders along with their likely recovery roles and functions – including in community engagement.</td>
<td>Book 2: Recovery readiness: preparation for recovery before a disaster</td>
</tr>
<tr>
<td></td>
<td>Use this resource to review and update stakeholder roles after the disaster.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td>Recovery Impact Assessment Tool</td>
<td>Use this resource to identify the immediate impacts of the disaster event, estimate needs and ongoing vulnerabilities of the affected communities and define the priorities for planning community recovery actions.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td>Medium and Long-term Recovery Planning Tool</td>
<td>Use this resource to Identify or refine medium-term or longer-term goals and actions.</td>
<td>Book 4: Beyond disaster: the months and years ahead</td>
</tr>
<tr>
<td>Checking Progress and Recovery Plan Review Tool</td>
<td>Use this resource to check progress of immediate recovery actions.</td>
<td>Book 3: When disaster strikes: the first days and weeks</td>
</tr>
<tr>
<td></td>
<td>Use this resource to review medium and long-term recovery plans.</td>
<td>Book 4: Beyond disaster: the months and years ahead</td>
</tr>
<tr>
<td>Recovery Evaluation Tool</td>
<td>Use this resource to evaluate the long-term effectiveness of the overall recovery effort.</td>
<td>Book 4: Beyond disaster: the months and years ahead</td>
</tr>
</tbody>
</table>
STEPS FOR DISASTER READINESS

1. Review the sample Recovery Management Structure below considering the question: Does the structure match council’s resources and capacity?

2. When you are happy with the structure, amend it and complete the template detailing names and/or positions of management group, workgroup convenor and members.

3. Review periodically to ensure information is up to date.

For disaster readiness:

Use this resource to determine what management structure will be put in place and what personnel and positions will fill it. This structure can then be used for planning, professional development and exercising prior to any disaster events.

When disaster strikes:

Use this resource to review the management structure in light of the actual circumstances of the disaster and who is still available.

RECOVERY MANAGEMENT STRUCTURE TOOL

For disaster readiness:

Use this resource to determine what management structure will be put in place and what personnel and positions will fill it. This structure can then be used for planning, professional development and exercising prior to any disaster events.

When disaster strikes:

Use this resource to review the management structure in light of the actual circumstances of the disaster and who is still available.

STEPS WHEN DISASTER STRIKES

1. Review the Recovery Management Structure as soon as possible when a disaster strikes considering the question: Does the structure match the circumstances of the disaster recovery situation?
FIGURE 1: RECOVERY MANAGEMENT STRUCTURE

COUNCIL
Mayor and councillors
CEO
MERO

RECOVERY MANAGEMENT GROUP
Municipal Recovery Manager
Key external stakeholders
Workgroup Convenors

Government partners
- Australian government departments
- Victorian government departments

Community
- Recovery Committees
- Other community groups
- Community members

Recovery Planning Workgroup
- Information systems
- Community engagement
- Planning and evaluation

Recovery Communications Workgroup
- Information coordination
- Media

Social Environment Workgroup
- Personal support
- Accommodation
- Material aid
- Financial aid
- Public health
- Medical access
- Community development

Built Environment Workgroup
- Building safety
- Repair, demolish, rebuild
- Roads
- Transport
- Utilities
- Facilities maintenance

Natural Environment Workgroup
- Air quality
- Water quality
- Land degradation
- Revegetation
- Wildlife
- Waterways and marine

Economic Environment Workgroup
- Local business viability
- Primary producers
- Tourism
- Retailers
- Employment opportunities

Agricultural Environment Workgroup
- Animal welfare
- Agricultural impacts
- Urgent referrals
- Land management and rehabilitation
- Restoration of agricultural enterprises

MUNICIPAL OFFICE
### RECOVERY MANAGEMENT STRUCTURE MEMBERS

<table>
<thead>
<tr>
<th>MUNICIPAL RECOVERY MANAGER</th>
<th>WORKGROUP CONVENORS</th>
<th>OTHER MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name, Position, Contact</td>
<td>Name, Position, Contact</td>
<td>Name, Position, Contact</td>
</tr>
<tr>
<td>As below</td>
<td></td>
<td>1. 2. 3. 4.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WORKGROUP CONVENOR</th>
<th>OTHER WORKGROUP MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name, Position, Contact</td>
<td>Name, Position, Contact</td>
</tr>
</tbody>
</table>

- **RECOVERY PLANNING**
  - 1. 2. 3. 4.

- **RECOVERY COMMUNICATIONS**
  - 1. 2. 3. 4.

- **SOCIAL ENVIRONMENT**
  - 1. 2. 3. 4.

- **BUILT ENVIRONMENT**
  - 1. 2. 3. 4.

- **NATURAL ENVIRONMENT**
  - 1. 2. 3. 4.

- **ECONOMIC ENVIRONMENT**
  - 1. 2. 3. 4.

- **AGRICULTURAL ENVIRONMENT**
  - 1. 2. 3. 4.

Note: Add numbers to workgroup members column as required
PLANNING WORKGROUP

Role:
To coordinate the planning function across all recovery workgroups and develop and document short, medium and long term recovery plans.

Responsibilities:
• Provide specialist and dedicated planning expertise and planning capability to the recovery management structure (dedicated planners who do not have operational responsibilities).
• Develop and implement information and data systems.
• Gather and analyse relevant data and information.
• Engage with management and operational personnel from all recovery workgroups.
• Gather relevant information and data from the community and other stakeholders – including community values and priorities.
• Provide planning intelligence to the recovery manager and the recovery management structure.
• Co-ordinate and facilitate planning discussions between recovery workgroups.
• Develop indicators to monitor recovery progress.
• Draft recovery plans.
• Validate and refine recovery plans.
• Assist with the implementation and monitoring of recovery plans.

For disaster readiness:
Use this resource to refine the terms of reference for recovery workgroups as they are established.
COMMUNICATION WORKGROUP

Role:
To ensure the community, council staff, elected members and other organisations/agencies have access to timely, accurate and consistent disaster recovery information.

Responsibilities:
- Develop and implement a communications plan.
- Work with key recovery personnel to identify key messages and information to be communicated.
- Convene and support communication processes, such as toolbox meetings.
- Develop and distribute community newsletters and bulletins.
- Build relationships with and provide regular, timely and consistent information to the media.
- Identify and mentor key spokespeople to lead the direct personal engagement with the media.
- Maintain effective communication processes and access to up-to-date recovery information for internal council staff and elected members.
- Support community engagement by preparing consistent communication pieces for community meetings and distribution to the community.
- Prepare support material for recovery personnel undertaking community engagement – such as meeting invitations, fact sheets, and so on.
- Develop templates and branded materials such as a media release template to clearly connect disseminated information with the official recovery structure.
- Provide professional communication support to other relevant groups, such as Community Recovery Committees.
SOCIAL WORKGROUP

Role:
To identify and respond to recovery needs in the areas of safety and wellbeing, physical and psychological health, and social, arts and cultural aspects.

Responsibilities:
• Assess the impact of the disaster on the social environment.
• Manage financial and welfare support.
• Facilitate information provision and personal support.
• Support delivery of psychological and counselling services.
• Coordinate ongoing medical and health services.
• Develop public health advice warnings and directions to workers and the community.
• Coordinate temporary, short-term and medium-term accommodation.
• Provide specialist and outreach services.
• Coordinate community development, support and referral to assist affected people, families and groups.
• Oversee operation of One Stop Shops / Recovery Centres.
• Facilitate re-opening of education facilities, libraries, and council service facilities.
• Work with community leadership groups to enable learning from their disaster experiences in order to better prepare for the future adverse events.
• Facilitate the re-establishment of re-connection and a sense of belonging (which might involve projects such as art, gatherings, community events and people expressing themselves in a variety of positive ways).
BUILT WORKGROUP

Role:
To coordinate implementation of housing, commercial and industrial buildings and structures and physical infrastructure (including power, water, telecommunications, transport) recovery in the municipality.

Responsibilities:
• Assess damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities.
• Coordinate building safety inspection services and secure damaged buildings and structures.
• Prioritise repair and reconstruction activities where appropriate.
• Supervise demolition of unsafe buildings and structures.
• Coordinate disposal of hazardous material, debris etc.
• Facilitate repair and rebuilding of housing stock.
• Facilitate recovery of infrastructure, which is normally undertaken by infrastructure owners and operators (e.g. Telstra).
• Coordinate restoration of sporting facilities and public playgrounds.
• Ensure community consultation and involvement in the decision making process.
• Ensure coordinated approach to the housing related strategies in partnership with relevant organisations.
• Ensure risk reduction is considered in planning of rebuilding and reconstruction.
• Protection of Koori heritage and areas of significance.
• Protection of historic streetscapes and areas of community heritage value and significance.

NATURAL WORKGROUP

Role:
To coordinate rehabilitation of the natural environment in the municipality, for example, waterways, parks, wildlife.

Responsibilities:
• Coordinate rehabilitation of natural environment including parks, waterways and wildlife.
• Coordinate preservation of community assets (e.g. reserves and parks).
• Ensure community consultation and involvement in the decision making process.
• Ensure coordinated approach to the housing related strategies in partnership with relevant organisations.
• Ensure disaster risk reduction is considered in planning of rebuilding and reconstruction.
ECONOMIC WORKGROUP

Role:
To coordinate implementation of economic and financial recovery in the impacted areas of the municipality.

Responsibilities:
• Assess impact on key economic assets including business closures, interruption and causes, infrastructure damage, property damage, natural resource damage.
• Assess employment issues and capacity of local business to operate including revenue loss, job loss, wage loss, worker relocation and business continuity.
• In conjunction with partners develop industry and business recovery plan and implementation strategies including the identification of priorities.
• Develop a strategy to maximise use of local resources during clean-up and restoration activities.
• Facilitate business, industry and regional economic recovery and renewal in consultation with key stakeholders i.e. local businesses and industry representatives.
• Facilitate financial assistance, access to funds and loans and employer subsidies. This includes collating information on assistance programs, grants and providing this information to the public through council’s media section, the regions industry groups and business networks, community assistance centres and other sources.
• Facilitate linkages with job providers and employment agencies to source labour, re-establish supply chains and commence joint marketing activities.
• Monitor the impacts on the economic viability on individuals, households and businesses and develop strategies to minimise the effects on individuals and businesses.
• Identify options for improvement or adjustment from current business operations, were required.
• Ensure that the recovery and action plans inform broader planning and decision making activities across government and non-government agencies.

AGRICULTURAL WORKGROUP

Role:
To support primary producers to return to productivity after natural disasters and emergencies through the design and implementation of appropriate assistance programs.

Responsibilities:
• Support the wellbeing of rural communities.
• Revitalise the economy of rural communities through re-establishment of agricultural enterprises.
• Rehabilitate productive land and the surrounding environment.
DRAFT RECOVERY GOALS AND ACTIONS TOOL

<table>
<thead>
<tr>
<th>For disaster readiness:</th>
<th>When disaster strikes:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use this resource to refine a set of draft recovery goals in consultation with relevant staff across council, which can be used to guide other preparation and immediate recovery action.</strong></td>
<td><strong>Use this resource to refine draft recovery goals and actions for consideration and modification by workgroups within the recovery structure.</strong></td>
</tr>
</tbody>
</table>

**STEPS FOR DISASTER READINESS**

1. Consider this question for each of the five environments:
   
   **What would you want to achieve for your community (our goals) in the event of a disaster?**

2. Edit the sample statements in the ‘Goals’ column below to reflect your goals. Change, delete and add as appropriate.

3. Note the related actions in the goals provided but there is no need to complete this column or any others at this stage unless you find it useful.

**STEPS WHEN DISASTER STRIKES**

1. Review the goals when a disaster strikes to check that they reflect the circumstances of the disaster. Amend as necessary.

2. Consider the actions you will need to meet your goals. The ones already against each goal provide a starting point. Amend ‘Actions’ column as necessary.

3. Record in the ‘Responsibility’ column who is responsible for each action. Tasks can be assigned to council staff or delegated to non-council staff – government agencies, community organisations, community members, other councils and so on.

4. Review the ‘Progress Measures’ column to check whether the measures suggested will allow you to know whether actions have been completed or what their progress is. Amend as necessary.

5. Use this completed template as your immediate plan for action.
### SOCIAL

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
</table>
| To assist those affected by the disaster with access to safe accommodation suitable to their needs, including access to their own properties as soon as practicable | Work with Department of Human Services and partners to coordinate temporary accommodation  
Work with other environment workgroups to support access and re-establishment on own properties for example, council building and planning departments | (Insert position titles or individual names or work units) | Protocols for returning to own property activated  
Numbers of people in temporary accommodation  
Numbers of people returning to own property |
| To assist those affected by the disaster with opportunities to reconnect with their communities | Identify opportunities to deliver or support community based projects and events that will help to re-establish community connection  
Support social media initiatives, notice boards and so on  
Work with other environment workgroups to make available community meeting spaces and facilities | (Insert position titles or individual names or work units) | Mechanisms to support community initiated events in place  
Number of council and community initiated events and opportunities to reconnect communities by demographic profile  
Participation levels in community events by demographic profile |
| To provide access to timely information about post-disaster circumstances and recovery activities | Review and activate communication channels matched to post-disaster needs and capabilities  
Schedule regular community briefings | (Insert position titles or individual names or work units) | Communication channels established for all affected areas  
Reports of communication barriers  
Community briefings conducted by attendance |
## SOCIAL

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To assist with the coordination and distribution of material relief to those affected by the disaster</td>
<td>Activate Memorandums of Understanding with community organisations and other partners and work with relief agencies to coordinate volunteers and material aid</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Memorandums of Understanding activated Level of material aid provided</td>
</tr>
<tr>
<td>To reduce risks to public health following the disaster</td>
<td>Take action to minimise public health risk, for example, removing hazards and advising all people within the affected area about air and water contaminants and other health and safety issues</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Public health risks identified by area Areas quarantined for public health safety Mitigation processes undertaken Reports of health incidents as a result of avoidable hazards</td>
</tr>
<tr>
<td>To build trust in council in the affected communities</td>
<td>Communicate openly with affected community and emergent groups Acknowledge limitations in services</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Feelings expressed to council staff by public in open forums and in customer contact Feelings expressed to key stakeholders by public</td>
</tr>
<tr>
<td>To identify emerging social issues for incorporation into medium and long term recovery plans</td>
<td>To engage affected communities in identifying their medium and long term issues Work with other recovery workgroups and the community to identify issues, needs and aspirations for inclusion into recovery plans</td>
<td></td>
<td>Issues identified by community of a medium term or long term nature Extent of interaction between recovery workgroups on shared actions</td>
</tr>
</tbody>
</table>
## BUILT

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reinstate, replace or remove as appropriate infrastructure that was damaged either directly or indirectly by the disaster, taking into account the protection and preservation of heritage or cultural sites</td>
<td>Assist with the provision of temporary infrastructure and facilities, such as meeting areas, toilets/showers and laundries</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Time, resources, locations, type and costs associated with infrastructure restoration</td>
</tr>
<tr>
<td></td>
<td>Undertake works to allow safe access for residents and staff, for example roads, bridges, signage and road furniture</td>
<td></td>
<td>Level of disruption to residents and visitors to areas affected by damaged infrastructure</td>
</tr>
<tr>
<td></td>
<td>Undertake works required to make safe, for example, removal of unsafe buildings</td>
<td></td>
<td>Level of damage to heritage or cultural sites</td>
</tr>
<tr>
<td></td>
<td>Undertake works required to restore functional facilities, for example, re-establish burnt buildings, water tanks and outbuildings on council land</td>
<td></td>
<td>Amount and type of repairs and construction undertaken</td>
</tr>
<tr>
<td></td>
<td>Work with other environment workgroups to make available community and facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with other environment workgroups to ensure local heritage or Koori cultural sites are protected and preserved</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To facilitate the clean-up of homes</td>
<td>Facilitate immediate clean-up efforts and waste disposal including of hazardous waste such as asbestos, treated timber residue and chemicals</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Numbers of homes cleaned-up</td>
</tr>
<tr>
<td></td>
<td>Facilitate key works on affected private properties for example, fence restoration</td>
<td></td>
<td>Number of home awaiting clean-up</td>
</tr>
</tbody>
</table>
### BUILT

**GOALS**  | **IMMEDIATE ACTIONS** | **RESPONSIBILITY** | **PROGRESS MEASURES**
---|---|---|---
To identify emerging built issues for incorporation into medium and long term recovery plans | Engage affected communities in identifying their medium and long term issues  
Work with other recovery workgroups and the community to identify issues, needs and aspirations for inclusion into recovery plans | (Insert position titles or individual names or work units) | Issues identified by community of a medium term or long term nature  
Extent of interaction between recovery workgroups on shared actions |

### NATURAL

**GOALS**  | **IMMEDIATE ACTIONS** | **RESPONSIBILITY** | **PROGRESS MEASURES**
---|---|---|---
To minimise public risk and make roads and public land areas safe for emergency services, utilities agencies and residents to enter the disaster affected areas | Undertake works to allow safe access for resident and relief and recovery staff, for example dangerous trees and debris on affected roadsides  
Work with other environment workgroups to make available community open space and facilities | (Insert position titles or individual names or work units) | Amount and type of natural environment re-establishment and rehabilitation  
Extent of interaction between recovery workgroups on shared actions |
To minimise the effects of erosion | Undertake erosion control measures as required to minimize risk of asset failure | (Insert position titles or individual names or work units) | Erosion risks identified by area  
Mitigation processes in place  
Reports of landslides or other significant erosion activity |
To assist with overcoming air, water and soil contamination issues | Facilitate clean-up efforts and provide for the environmentally responsible disposal hazardous waste such as asbestos, treated timber residue and chemicals | (Insert position titles or individual names or work units) | Hazardous wastes identified by area  
Areas quarantined for public health safety  
Mitigation processes in place  
Reports of exposure to hazardous wastes |
<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide for the needs of pets and livestock in affected communities</td>
<td>Facilitate rehousing, stock feed and water, veterinary care and so on</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Amount of rehousing, feeding and veterinary care protocols</td>
</tr>
<tr>
<td></td>
<td>Work with other environment workgroups to coordinate animal management services</td>
<td></td>
<td>Numbers and types of pets and livestock at risk in affected areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Numbers and types of pets and livestock from affected areas provided for</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reports of serious incidents involving pets and livestock</td>
</tr>
<tr>
<td>To support the protection of wildlife in the affected area</td>
<td>Work with partners to coordinate response to wildlife in the affected areas</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Wildlife response protocols activated</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Estimates of wildlife at risk in affected areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Numbers and types of wildlife from affected areas provided for</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reports of serious incidents involving wildlife from affected areas</td>
</tr>
<tr>
<td>To identify emerging natural environment issues for incorporation into medium and long term recovery plans</td>
<td>To engage affected communities in identifying their medium and long term issues</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Issues identified by community of a medium term or long term nature</td>
</tr>
<tr>
<td></td>
<td>Work with other recovery workgroups and the community to identify issues, needs and aspirations for inclusion into recovery plans</td>
<td></td>
<td>Extent of interaction between recovery workgroups on shared actions</td>
</tr>
</tbody>
</table>
### ECONOMIC

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
</table>
| To support local businesses to re-establish themselves after the disaster, especially those critical to community re-establishment | Identify and facilitate the re-establishment where possible of local grocery and fruit and vegetable shops, fuel supplies, hardware newsagent, chemists, doctors and so on  
Work with small business mentoring services and business groups to support local businesses  
Work with other environment workgroups to address any need for temporary premises  
Work with other environment workgroups to address any barriers to suppliers or customers  
Encourage donations of cash - to assist distribution of money to affected families  
Encourage non skilled employment in the retail and farming sector  
Work with recovery agencies to ensure that vouchers are redeemable at local businesses | (Insert position titles or individual names or work units)                                                                                                     | The type and amount of support provided to local businesses  
The degree to which residents are spending locally  
The degree to which service providers and government agencies are purchasing locally and supporting local businesses  
Number of new businesses opening and existing businesses closing |  
| To retain and improve the local employment opportunities               | Work with local businesses and business groups to attract local employment and training  
Re-establish main employers  
Seek government support for employment initiatives | (Insert position titles or individual names or work units)                                                                                                     | Strategy agreed with local businesses and business groups to attract local employment and training  
Level of government support for employment initiatives |
## ECONOMIC

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To attract customers back to local communities</td>
<td>Work with local businesses and business groups to address barriers to customers returning to businesses in local communities, for example tourism operations. Include messages encouraging people to buy from local businesses and/or tourists to visit and support local businesses in media releases and communication.</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Strategy agreed with local businesses and business groups to attract customers returning to businesses in local communities. Level of promotion for local businesses.</td>
</tr>
<tr>
<td>To reduce immediate and ongoing economic impacts to the community of restoration and rebuilding</td>
<td>Consider discounts for certain redevelopment applications. Promote combined insurance rebuilding plans.</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Strategies in place to reduce economic impacts to the community of restoration and rebuilding. Take-up levels of each strategy.</td>
</tr>
<tr>
<td>To identify economic environment issues for incorporation into medium and long term recovery plans</td>
<td>Work with other recovery workgroups and the community to identify issues, needs and aspirations for inclusion into recovery plans.</td>
<td>(Insert position titles or individual names or work units)</td>
<td>Issues identified by community of a medium term or long term nature.</td>
</tr>
</tbody>
</table>
### AGRICULTURAL

<table>
<thead>
<tr>
<th>GOALS</th>
<th>IMMEDIATE ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support the wellbeing of rural communities.</td>
<td>Participate in community activities and events to support affected communities.</td>
<td><em>(Insert position titles or individual names or work units)</em></td>
<td>Number of community activities and events attended.</td>
</tr>
<tr>
<td>To revitalise the economy of rural communities through reestablishment of agricultural enterprises.</td>
<td>Provide advice and assistance to affected land holders through workshops, field days and printed material</td>
<td><em>(Insert position titles or individual names or work units)</em></td>
<td>Number of workshops and field days organised</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of affected land holders attending</td>
</tr>
<tr>
<td>To address the animal welfare needs of livestock, pets and wildlife in the affected areas.</td>
<td>Work with other animal welfare groups to coordinate animal welfare services.</td>
<td><em>(Insert position titles or individual names or work units)</em></td>
<td>Number of cases resolved</td>
</tr>
<tr>
<td></td>
<td>Arrange urgent stock feed and water.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide veterinary care to animal welfare cases.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with partners to coordinate response to wildlife in the affected areas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To identify emerging agricultural environment issues for incorporation into medium and long term recovery plans</td>
<td>Engage affected communities in identifying their medium and long term issues.</td>
<td><em>(Insert position titles or individual names or work units)</em></td>
<td>Number of recovery plans completed</td>
</tr>
<tr>
<td></td>
<td>Work with other recovery workgroups and the community to identify issues, needs and aspirations for inclusion into recovery plans</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
For disaster readiness:
Use this resource to map communications channels for the whole municipality before a disaster.

When disaster strikes:
Use this resource to review and update mapping of communications channels after the disaster.

### STEPS FOR DISASTER READINESS
1. List isolated communities.
2. List vulnerable population groups.
3. Identify what communication channels will prove most effective for the whole municipality, for isolated communities and for vulnerable population groups.
4. Review periodically to ensure information is up to date.

### STEPS WHEN DISASTER STRIKES
1. Update as soon as possible once a disaster strikes.
2. Pay particular attention to communication channels for affected communities and vulnerable population groups.
3. Review routinely to ensure communications keep pace with needs and capabilities (The most effective communication channels will change as recovery progresses).
### COMMUNICATIONS OPTIONS

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>WHOLE OF MUNICIPALITY</th>
<th>ISOLATED LOCALITIES</th>
<th>VULNERABLE POPULATION GROUPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio</td>
<td>Localities</td>
<td></td>
<td>Young People</td>
</tr>
<tr>
<td>Television</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Websites</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulletins</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local noticeboards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public meetings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information trees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual contact - face to face</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual contact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone/sms/email</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Add other channels as appropriate
For disaster readiness:

Use this resource to identify and document recovery stakeholders along with their likely recovery roles and functions - including community engagement.

Complete the following template using the following steps:

**STEPS FOR DISASTER READINESS**

1. List the names of stakeholder organisations. A list of potential partners grouped by environment is attached.

   Different business units of council might have already identified key stakeholders and community groups relevant to their area of activity and can be approached to assist with the mapping.

2. Identify the sector each organisation belongs to. This might help in clustering partners for recovery activities later.

3. Describe their interest in the community. Why do they exist? This is often stated in their vision, mission, objectives or other statement of purpose.

4. Include any focus on specific population groups, for example, a particular location (other than the whole municipality), aged people, young people, koori people, people with a disability, culturally and linguistically diverse groups and so on.

   These groups are not necessarily constrained by their current focus from taking a wider interest following a disaster. Their specific focus can however, provide a communication and engagement channel.

5. Identify the environment in which the organisation operates, ascribing the best fit or more than one if necessary. This might help in clustering partners for recovery activities later.

6. Describe the organisation’s agreed or potential recovery role. Think about their interest in the community and also their assets, such as buildings, equipment and people.

   If you do not already have an agreement in place, your initial thinking can provide a starting point to discuss a role with them.

7. Describe the organisation’s specific agreed or potential role in community engagement following a disaster.

8. It is useful to include specific reference to community engagement in an agreement so that messages to the community and advice about engagement events is well coordinated.

9. Record whether you have a formal agreement, protocol or memorandum of understand in place with the organisation that agrees their recovery and community engagement roles. If you have, record the date it was last updated.

10. Finally, record the contact details of the person or people you can contact to negotiate, update or activate the agreement.

**STEPS WHEN DISASTER STRIKES**

1. Review the status of organisations. Are they capable of fulfilling their recovery and community engagement roles? Think about impacts of their assets and key people. Have contact people changed? Amend the information as necessary.

2. Review the status of any formal agreements. Are they current? Prioritise key organisations to quickly update where agreements have lapsed.

3. Are there any new organisations that should be added to the form? Are they capable of fulfilling their recovery and community engagement roles?
### POTENTIAL PARTNERS BY ENVIRONMENT

<table>
<thead>
<tr>
<th>SOCIAL</th>
<th>BUILT</th>
<th>NATURAL</th>
<th>ECONOMIC</th>
<th>AGRICULTURAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response agencies</td>
<td>Road and rail authorities and operators</td>
<td>State and federal departments (parks, conservation and land management, stream management, environmental protection agencies)</td>
<td>Local industry and business</td>
<td>Primary producers</td>
</tr>
<tr>
<td>State and federal departments</td>
<td>Public transport operators</td>
<td>Environment groups such as Landcare and ‘Friends of …’</td>
<td>Industry bodies (eg chambers of commerce, farmers’ federations, wine growers, tourism associations, manufacturers)</td>
<td>Victorian Farmers Federation</td>
</tr>
<tr>
<td>(health and human services,</td>
<td>Energy suppliers and retailers</td>
<td>Catchment management authorities</td>
<td>State and federal departments (Attorney-General’s Department, Centrelink, Australian Taxation Office)</td>
<td>RSPCA</td>
</tr>
<tr>
<td>communities, education,</td>
<td>Water and sewage authorities</td>
<td>Local history society</td>
<td>Insurance Council</td>
<td>Wildlife rescue services</td>
</tr>
<tr>
<td>housing, public health)</td>
<td>Communication operators</td>
<td>Natural heritage groups</td>
<td>Banking and finance operators</td>
<td>Australian Veterinary Association</td>
</tr>
<tr>
<td>Non-profit organisations</td>
<td>Health and education authorities</td>
<td></td>
<td>Charitable organisations</td>
<td>Animal welfare organisations</td>
</tr>
<tr>
<td>Service clubs</td>
<td>Building control authorities</td>
<td></td>
<td>Employment and training service providers</td>
<td>State and federal departments</td>
</tr>
<tr>
<td>Health authorities,</td>
<td>Professional bodies (eg, architects,</td>
<td></td>
<td>Micro and home based businesses</td>
<td>Industry associations</td>
</tr>
<tr>
<td>doctors, community health</td>
<td>engineers, building surveyors)</td>
<td></td>
<td></td>
<td>Animal Health Australia</td>
</tr>
<tr>
<td>Representatives of sectors or</td>
<td>Waste and debris management facilities</td>
<td></td>
<td></td>
<td>Plant Health Australia</td>
</tr>
<tr>
<td>groups—ethnic, refugee,</td>
<td>National trust and conservation groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>multicultural, rural, social</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and sporting clubs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Returned services organisation</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Religious groups</td>
<td></td>
<td></td>
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<tr>
<td>Arts and cultural groups</td>
<td></td>
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</tr>
<tr>
<td>Ratepayer and progress</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>associations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANISATION</td>
<td>SECTOR</td>
<td>INTEREST IN COMMUNITY</td>
<td>FOCUS</td>
<td>ENVIRONMENT</td>
</tr>
<tr>
<td>------------------------------</td>
<td>------------</td>
<td>-----------------------</td>
<td>--------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Private (P) Non-profit(N) Government (G)</td>
<td></td>
<td>Population groups, e.g. a location or aged people, young people, koori, CALD groups</td>
<td>Social (S)</td>
<td>Built (B) Natural (N) Economic (E) Agricultural (A)</td>
</tr>
<tr>
<td>XYZ Community Hall Committee</td>
<td>N</td>
<td>Community connection</td>
<td>S,B</td>
<td></td>
</tr>
<tr>
<td>ABC Cultural Society</td>
<td>N</td>
<td>Language education and cultural support</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>PQR General Store Pty Ltd</td>
<td>P</td>
<td>Sales to customers Business viability - member of local traders association Community viability</td>
<td>E,A</td>
<td></td>
</tr>
</tbody>
</table>

Note: This tool is presented as a simple word document. However, this table replicated into an excel or simple data base format, would provide more capacity to sort organisations into sectors, environments, target groups and so on depending on the recovery task.
When disaster strikes:

Use this resource to identify the immediate impacts of the disaster event, estimate needs and ongoing vulnerabilities of the affected communities and define the priorities for planning community recovery actions.

**RECOVERY IMPACT ASSESSMENT TOOL**

**When disaster strikes:**

Use this resource to identify the immediate impacts of the disaster event, estimate needs and ongoing vulnerabilities of the affected communities and define the priorities for planning community recovery actions.

**STEPS WHEN DISASTER STRIKES**

1. Use information from the control agency to identify communities affected directly or indirectly by the disaster. Those directly affected are a priority for immediate assessment. (See RIAT Sheet 1).

2. For each identified locality assess the disaster impacts for each of the five environments to identify priority needs and potential or emerging situations not yet a priority but that need close watching. (See RIAT Sheets 2,3,4,5).

3. Consider recovery recommendations. At this early stage recovery options will be focused on immediate recovery concerns. These include the activation of Recovery Centres, which might transition from Relief Centres, the activation of Outreach Teams or Return Home Support and the mobilisation of short-term economic, built and natural environment actions. (See RIAT Sheets 2,3,4,5).

4. Derive a summary of whole of municipality needs. (See RIAT Sheet 6).

**Note:**

Assessments of this kind are usually undertaken between day one and day three.

They must often be conducted rapidly by non-specialised personnel. The capacity to quickly mobilise such personnel to collect key information can be strengthened by collaboration and coordination across agencies and the use of common tools.

Subsequent assessments undertaken by technical teams would be expected to become increasingly more comprehensive, reliable and aspirational.

This work needs to be undertaken in the context of what State and National Control agencies are doing. Advancements in technology and the Emergency Action Response System and other very sophisticated hand held technologies, means it is critical to link with other agencies and services.
### RIAT SHEET 1: LOCALITIES OF AFFECTED COMMUNITIES

**WHAT ARE THE LOCALITIES IMPACTED BY THE DISASTER?**

<table>
<thead>
<tr>
<th>Locality name or description</th>
<th>Directly affected</th>
<th>Indirectly affected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**IS THE LOCALITY DIRECTLY OR INDIRECTLY AFFECTED?**
(tick which one applies)

*Note:*

‘Directly affected’ refers to areas that have experienced damage or threat to people and property.

‘Indirectly affected’ refers to neighbouring or other areas that are experiencing damage to communications and utilities and influxes of evacuees or where other consequences of the disaster are impacting. Think broadly – for example, a local road closure might disrupt access to a centres further afield.
### SOCIAL

What has been the social impact on individuals and families? What recovery action is recommended?

<table>
<thead>
<tr>
<th>SNAPSHOT</th>
<th>NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of lives lost?</td>
<td></td>
</tr>
<tr>
<td>Numbers hospitalised?</td>
<td></td>
</tr>
<tr>
<td>Numbers displaced from housing?</td>
<td></td>
</tr>
<tr>
<td>Numbers losing major property?</td>
<td></td>
</tr>
<tr>
<td>Numbers losing pets?</td>
<td></td>
</tr>
<tr>
<td>Numbers potentially traumatised?</td>
<td></td>
</tr>
<tr>
<td>Numbers facing isolation?</td>
<td></td>
</tr>
<tr>
<td>Numbers of vulnerable children?</td>
<td></td>
</tr>
<tr>
<td>Numbers of vulnerable adults?</td>
<td></td>
</tr>
</tbody>
</table>

**WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?**

**P/W/OK**

Priority = P, Watch = W, Okay = OK

<table>
<thead>
<tr>
<th>Priority</th>
<th>P/W/OK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal safety?</td>
<td></td>
</tr>
<tr>
<td>Material aid?</td>
<td></td>
</tr>
<tr>
<td>Food and water?</td>
<td></td>
</tr>
<tr>
<td>Psychological first aid?</td>
<td></td>
</tr>
<tr>
<td>Emergency accommodation?</td>
<td></td>
</tr>
<tr>
<td>Personal needs?</td>
<td></td>
</tr>
<tr>
<td>Reuniting families?</td>
<td></td>
</tr>
<tr>
<td>Children and young people?</td>
<td></td>
</tr>
<tr>
<td>Transport?</td>
<td></td>
</tr>
<tr>
<td>Health/medical?</td>
<td></td>
</tr>
<tr>
<td>Communication and information?</td>
<td></td>
</tr>
<tr>
<td>Community connection?</td>
<td></td>
</tr>
<tr>
<td>Culturally specific needs?</td>
<td></td>
</tr>
</tbody>
</table>

**DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED**

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
</tr>
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<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Add the columns as required
### BUILT

**What has been the impact on the built environment? What recovery action is recommended?**

<table>
<thead>
<tr>
<th>SNAPSHOT</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage to residential homes or community buildings that present a hazard?</td>
<td></td>
</tr>
<tr>
<td>Damage to utilities limiting power, gas or water?</td>
<td></td>
</tr>
<tr>
<td>Damage to communications infrastructure limiting access to contact and information?</td>
<td></td>
</tr>
<tr>
<td>Damage to transport infrastructure limiting geographical access?</td>
<td></td>
</tr>
<tr>
<td>Damage to community buildings limiting access, for example schools, halls, recreation facilities?</td>
<td></td>
</tr>
</tbody>
</table>

### Detail Recommended Recovery Actions That Will Address the Needs Identified

<table>
<thead>
<tr>
<th>Recommendations:</th>
<th>Comments:</th>
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<td>Recommendations:</td>
<td>Comments:</td>
</tr>
</tbody>
</table>

**WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING? P/W/OK**

<table>
<thead>
<tr>
<th>Priority = P, Watch = W, Okay = OK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building hazard reduction or removal?</td>
</tr>
<tr>
<td>Locally available emergency accommodation?</td>
</tr>
<tr>
<td>Utilities infrastructure?</td>
</tr>
<tr>
<td>Communications infrastructure?</td>
</tr>
<tr>
<td>Community meeting spaces?</td>
</tr>
<tr>
<td>Transport infrastructure?</td>
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<tr>
<td>Recovery management centre?</td>
</tr>
<tr>
<td>Animal management facilities?</td>
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</tbody>
</table>

Note: Add the columns as required
**What has been the economic impact on the community? What recovery action is recommended?**

**SNAPSHOT**

<table>
<thead>
<tr>
<th>What has been economically impacted?</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals and families facing unforeseen expenses?</td>
<td></td>
</tr>
<tr>
<td>Interruption to resident employment and livelihood?</td>
<td></td>
</tr>
<tr>
<td>Interruption to banking services?</td>
<td></td>
</tr>
<tr>
<td>Interruption to commercial and retail businesses?</td>
<td></td>
</tr>
<tr>
<td>Interruption to supply and distribution infrastructure?</td>
<td></td>
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</tbody>
</table>

**WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?**

Priority = P, Watch = W, Okay = OK

<table>
<thead>
<tr>
<th>Priority Need</th>
<th>P/W/OK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency cash grants?</td>
<td></td>
</tr>
<tr>
<td>Access to banking and finance?</td>
<td></td>
</tr>
<tr>
<td>Facilitation of insurance claims?</td>
<td></td>
</tr>
<tr>
<td>Support to businesses and employers</td>
<td></td>
</tr>
<tr>
<td>Alternative supply and distribution options?</td>
<td></td>
</tr>
</tbody>
</table>

**DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED**

Recommendations:

Comments:

Recommendations:

Comments:

Recommendations:

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Recommendations:

Comments:

Recommendations:

Comments:

Note: Add the columns as required
What has been the impact on the natural environment? What recovery action is recommended?

<table>
<thead>
<tr>
<th>SNAPSHOTS</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spillages or release of containments?</td>
<td></td>
</tr>
<tr>
<td>Damage to land or waterways that presents a hazard?</td>
<td></td>
</tr>
<tr>
<td>Wildlife injured or threatened by conditions?</td>
<td></td>
</tr>
<tr>
<td>Threatened species in affected area?</td>
<td></td>
</tr>
</tbody>
</table>

WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?  P/W/OK

<table>
<thead>
<tr>
<th>Priority = P, Watch = W, Okay = OK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Containment of contaminants?</td>
</tr>
<tr>
<td>Emergency erosion stabilisation?</td>
</tr>
<tr>
<td>Management of stormwater runoff?</td>
</tr>
<tr>
<td>Rescue of wildlife?</td>
</tr>
<tr>
<td>Emergency action for threatened species?</td>
</tr>
<tr>
<td>Restoration of habitat?</td>
</tr>
</tbody>
</table>

DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED

<table>
<thead>
<tr>
<th>Recommendations:</th>
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<tr>
<td>Recommendations:</td>
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<tr>
<td>Recommendations:</td>
<td>Comments:</td>
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</tbody>
</table>

Note: Add the columns as required
What has been the impact on the agricultural environment? What recovery action is recommended?

<table>
<thead>
<tr>
<th>SNAPSHOT</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortage of pasture feed and fodder</td>
<td></td>
</tr>
<tr>
<td>Area of potential land at risk of soil erosion</td>
<td></td>
</tr>
<tr>
<td>Interruption to primary production businesses?</td>
<td></td>
</tr>
<tr>
<td>Water quality</td>
<td></td>
</tr>
<tr>
<td>Pest plant incursions</td>
<td></td>
</tr>
<tr>
<td>Farm planning</td>
<td></td>
</tr>
</tbody>
</table>

**WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?**

Priority = P, Watch = W, Okay = OK

<table>
<thead>
<tr>
<th>Priority = P, Watch = W, Okay = OK</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advice on feed budgeting and pasture renovation</td>
<td></td>
</tr>
<tr>
<td>Delivery of soil erosion advice and grants if and when available</td>
<td></td>
</tr>
<tr>
<td>Advice on engineering options to minimise poor water quality</td>
<td></td>
</tr>
<tr>
<td>Advice on the use of stock containment areas</td>
<td></td>
</tr>
<tr>
<td>Delivery of whole farm planning workshops</td>
<td></td>
</tr>
</tbody>
</table>

**DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED**

Recommendations: | Comments: |
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Recommendations:</td>
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<td>Recommendations:</td>
<td>Comments:</td>
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<tr>
<td>Recommendations:</td>
<td>Comments:</td>
</tr>
</tbody>
</table>

Note: Add the columns as required
<table>
<thead>
<tr>
<th>LOCALITY</th>
<th>RECOVERY RECOMMENDATIONS from assessment sheets</th>
<th>NEEDS 'WATCH LIST' Rated 'W' from assessment sheets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Social</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Built</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Natural</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Agricultural</td>
<td></td>
</tr>
</tbody>
</table>
Assessment limitations:
Note any key information gaps, questionable data or bias with explanations and implications for interpretation

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Are there whole of municipality implications? Yes/ No If yes, please describe

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Are there regional or state implications? Yes/ No If yes, please describe

________________________________________________________________________
________________________________________________________________________
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Any other observations?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Beyond the disaster:
Use this resource to identify or refine medium-term or longer-term goals and actions.

OVERVIEW
This tool is used to inform and assist in disaster recovery decision making.

It does not rely on the draft goals developed during recovery readiness and applied in the first days and weeks. It assumes that there is now more time and opportunity to plan with the community and encourages a ‘blank page’ approach.

When it is used initially the outlook is likely to be medium term but when the same questions and steps are considered during subsequent plan reviews the answers will become longer term.

The tool can be used stand-alone or incorporated into a more comprehensive plan which might include:

• Introduction and context
• Disaster impacts
• Recovery governance and partnerships
• Initial response
• Ongoing recovery needs and capabilities
• Vision and priorities
• Goals and actions
• Monitoring and Evaluation.

The plan is likely to be developed by the Planning Workgroup and the community in consultation with other stakeholders for consideration by the Recovery Management Group.

Development of elements dealing with specific environments could be assigned to each environment workgroup.

Use the Recovery Planning Template at the end of this tool to develop a recovery plan.

As you consider each step you will be prompted to complete a component of the plan template - look for the heading ‘Fill in Plan Template now’.

Make a hard copy or electronic copy of the plan template and look it over before you commence so that you get an idea of the information you will need.

STEP 1: AGREE ON A VISION
Consider the following questions:

• What did you value about your community before the disaster and want to keep?
• What are you happy to change about your community that existed before the disaster?
• What are the opportunities to create a better and/or different community for yourself and for the next generation?
• What kind of community do you want to be in the next five, ten, or fifteen years?
• What kind of community do you want for your children and grandchildren?
• What kind of community would you be proud to share with visitors?
• What would your community look like if it were more resilient?

Fill in Plan Template now
Once you have a clear statement describing the recovery vision agreed with the community insert this in the plan template under ‘Vision’.
STEP 2: REVIEW NEEDS AND SET GOALS
Consider the following prompting questions for each environment to inform your understanding of the needs of the community and derive goals.

Goals are what we want to achieve for our community that will lead towards our vision. We have already used immediate recovery goals in the first days and weeks to guide our action. Now is the time to take a wider view of events and plan for the medium or long term. Also use the draft goals previously developed as a prompt.

SOCIAL ENVIRONMENT PROMPTING QUESTIONS

- What continued need exists for access and referral to personal support and counselling services?
- What continued need exists for access to temporary accommodation?
- What are the opportunities for affected people to reconnect with their communities?
- What are the community’s information needs, post-disaster circumstances and recovery activities?
- What continued need exists for the coordination and distribution of material relief to those affected by the disaster?
- What public health risks continue to exist following the disaster?
- What is the level of trust in council in the affected communities?
- How can community resilience be improved through the recovery process?
- What are the emerging social issues that need to be incorporation into medium or long term recovery plans?

BUILT ENVIRONMENT PROMPTING QUESTIONS

- What critical infrastructure for delivery of recovery services or the functioning of communities needs to be reinstated or replaced?
- What is the continued need to facilitate the clean-up of homes?
- How do those affected by the disaster need assistance to rebuild following the disaster should they choose to do so? What planning and building code concessions, exemptions or ‘work arounds’ need to be implemented?
- What are the key local heritage or cultural assets that are vulnerable through the reconstruction activity?
- What opportunities are there to ‘build back better’ and consider the future disaster resilience of infrastructure as part of reinstatement plans?
- What potential new uses can be integrated into rebuilt community assets?
- How can future costs of infrastructure construction, repair and maintenance be minimised?
- What are the emerging built environment issues for incorporation into medium or long-term recovery plans?
NATURAL ENVIRONMENT PROMPTING QUESTIONS

• How safe is access to disaster affected areas for residents and the public?
• What are the continued risks of erosion or spread of weeds? Do private landowners need support with controls?
• What are the continued risks to air, water and soil contamination?
• What re-establishment and rehabilitation of the natural environment is required, including indigenous species re-vegetation and protection zones?
• What weed control measures are required in affected areas, including weed disposal options for council and the community?
• What are the key natural assets, including landscape, heritage or Koori cultural sites that are vulnerable through the re-establishment and rehabilitation activity?
• What continued need is there for care of pets and livestock in affected communities?
• What are the continued risks to wildlife in the affected areas?
• What are the emerging natural environment issues for incorporation into medium or long term recovery plans?
• How can risk to communities from future disasters be reduced?

ECONOMIC ENVIRONMENT PROMPTING QUESTIONS

• How do local businesses need support to re-establish themselves after the disaster, especially those critical to community re-establishment?
• What are the local employment opportunities?
• How are customers attracted back to local communities?
• How might local businesses be encouraged to apply greater internal resilience for future emergencies?
• What are the economic impacts of restoration and rebuilding, including immediate costs or the ongoing costs of maintenance?
• What are the emerging economic environment issues for incorporation into medium or long term recovery plans?

AGRICULTURAL ENVIRONMENT PROMPTING QUESTIONS

• What continued need is there for care of pets and livestock in affected communities?
• What support do primary producers need to re-establish themselves?
• How can risk to communities from future disasters be reduced?
• What are the emerging agricultural environment issues for incorporation into medium or long term plans?
Fill in Plan Template now

Once you have a clear set of agreed goals insert them in the plan template under ‘Goals’ creating a section each of the five environments.

**STEP 3: CONSIDER INITIATIVES AND DECIDE ACTIONS**

- Develop a set of proposed actions and use the initiative criteria below to check their contribution to community recovery. Tick off, edit or delete the proposed criteria below:

<table>
<thead>
<tr>
<th>INITIATIVE CRITERIA</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respond to a specific post-disaster community need</td>
<td></td>
</tr>
<tr>
<td>Support people and communities to manage their own lives</td>
<td></td>
</tr>
<tr>
<td>Have strong community support</td>
<td></td>
</tr>
<tr>
<td>Provide leveraging and create linkages for other projects and funding</td>
<td></td>
</tr>
<tr>
<td>Encourage private investment</td>
<td></td>
</tr>
<tr>
<td>Have access to the resources needed to carry out the project</td>
<td></td>
</tr>
<tr>
<td>Be realistic in its timing and outcomes – is achievable</td>
<td></td>
</tr>
<tr>
<td>Avert future losses and improve resilience</td>
<td></td>
</tr>
<tr>
<td>Use resources efficiently</td>
<td></td>
</tr>
<tr>
<td>Avoid unrealistic future costs to the council and community</td>
<td></td>
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<tr>
<td>Create community features and assets that did not previously exist</td>
<td></td>
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<tr>
<td>Have community-wide impact</td>
<td></td>
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</tbody>
</table>

- Research evidence based actions that will support your goals and/or generate initiatives in discussion with the community and stakeholders.
- Answer the questions in the following table to assess the extent to which benefits meet your agreed criteria.

A decision to support an initiative will be based on the benefits exceeding risks and the availability or likelihood of adequate resources.
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>CURRENT ACTIVITY</th>
<th>HELPS</th>
<th>HINDRANCES</th>
<th>BENEFITS</th>
<th>RISKS</th>
<th>RESOURCES</th>
<th>DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the initiative?</td>
<td>What current activities are relevant to the initiative?</td>
<td>What opportunities will help support this initiative?</td>
<td>What might prevent the success of this initiative?</td>
<td>What benefits do these options present?</td>
<td>What challenges do these options present?</td>
<td>What internal and external resources are available to pursue these options?</td>
<td>Is the initiative:</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>• supported?</td>
</tr>
<tr>
<td>Example: Produce a Recovery Concert</td>
<td>Could coincide with local food and wine festival</td>
<td>Local musicians and musicians with connections to the area</td>
<td>Venue readiness - indoor or outdoor</td>
<td>Reconnecting the community through celebration and fun</td>
<td>Might be too soon</td>
<td>Cultural event or recovery grants are likely to meet expenses</td>
<td>• suspended?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• rejected?</td>
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</tbody>
</table>

**Example:**

Produce a Recovery Concert

Could coincide with local food and wine festival

Local musicians and musicians with connections to the area

Venue readiness - indoor or outdoor

Reconnecting the community through celebration and fun

Might be too soon

Local musical taste might be too diverse

Cultural event or recovery grants are likely to meet expenses

One-off cost only

Supported
STEP 4: AGREE WHO IS RESPONSIBLE

- Assign each action to a person who has agreed to take responsibility for it.

STEP 5: AGREE TIMEFRAMES

- Consider when you expect each action to be completed or the progress you expect to be made within agreed certain timeframes.

STEP 6: IDENTIFY RESOURCES

- Estimate what resources you will need to undertake each action and confirmed or likely funding sources.

STEP 7: IDENTIFY MEASURES

- Describe for each action the information you will need to know whether they have been completed or what their progress is.

This will comprise a mix of information depending on the actions, for example it might focus on facts, such as:

- Whether a sub-plan such as an economic strategy is complete
- Number, characteristics and locations of people attending and using specific services
- Time, resources, locations, type and costs associated with infrastructure restoration
- Amount and type of natural environment re-establishment and rehabilitation
- Level of support provided to local businesses.

Or, it might focus on subjective views, for example:

- Participant satisfaction with specific services
- Level of and changes in disruption to residents and visitors affected by damaged infrastructure
- Changes in the health, diversity, stability and ecology of the natural environment
- Viability and business prospects of existing local businesses.

Check the progress measures used in the Immediate Recovery Goals and Actions Tool to see if any of these would help.
**RECOVERY PLAN TEMPLATE**

**VISION:** (From Step 1)

**ENVIRONMENT:** (Social, Built, Natural, Economic or Agricultural)

<table>
<thead>
<tr>
<th>GOAL</th>
<th>ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>TIMELINES</th>
<th>RESOURCES</th>
<th>MEASURES</th>
</tr>
</thead>
</table>

**What changes are required to address assessed need?**  
(from Step 2)

**What projects and initiatives will achieve goals?**  
(from Step 3 supported initiatives)

**Who is responsible for the project?**

**What are timeframes?**

**What is estimated cost?**  
How will it be funded?

**What information will indicate progress of actions?**

**Example:**

To ensure those affected by the disaster are provided with opportunities to reconnect with their communities

Produce a Recovery Concert

XYZ Community Arts supported by council’s Community Arts Officer

Scheduled within six months

$15,000

Matching grant funds available via XXX Program

Participation rates in events
CHECKING PROGRESS AND RECOVERY PLAN REVIEW TOOL

When disaster strikes:
Use this resource to check progress of immediate recovery actions.

Beyond the disaster:
Use this resource to review medium and long-term recovery plans.

OVERVIEW
This tool is used for documenting preliminary findings of your review of the recovery plan.

Its aim is to provide a picture of progress that will prompt discussion with key stakeholders and the community of potential changes to the recovery activities.

Note: If a more detailed evaluation is required use the Recovery Evaluation Tool.

STEPS
1. Assess progress against the ‘progress measures’ in the immediate recovery plan and answer the questions:
   - What has been done for the community? - What and how much has been delivered - to whom and where?
   - What are the key achievements?
   - What has worked well?
   - What needs additional effort or improvement?

2. Consider whether community needs have changed since actions were decided previously. (If reviewing a medium or long-term recovery plan, revisit the prompting questions in the Medium and Long-term Recovery Planning Tool: Step 2).

   Answer the questions:
   - What additional recovery needs and issues have been identified?
   - What additional support or resources are needed?

3. Consider whether there have been significant external influences on the community – positive and negative.
   - What are the increased opportunities or risks arising that might influence community recovery?

4. Prepare a preliminary report that answers each of the questions described in the steps above and consult broadly with key stakeholders and the community to ask:
   - What needs to be continued and what needs to be done differently?

5. Update the goals and actions sheet or Recovery Plan to express any changes to goals and actions.
PROGRESS REPORT AND REVIEW TEMPLATE

1. What has been done for the community? – How much of what has been delivered - to whom and where?
2. What are the key achievements?
3. What has worked well?
4. What needs additional effort or improvement?
5. What additional recovery needs and issues have been identified?
6. What additional support or resources are needed?
7. What are the increased opportunities or risks arising that might influence community recovery?
8. What needs to be continued and what needs to be done differently?

RECOVERY EVALUATION TOOL

Beyond the disaster
Use this resource to evaluate the long term effectiveness of the overall recovery effort.

OVERVIEW
This tool uses a ‘program evaluation’ approach to examine the long term effectiveness (outcomes) of recovery actions and importantly, the actual changes that have occurred for individuals and communities. This is often referred to as an Outcome Evaluation. Outcome evaluation considers the results of combined activity over a defined timeframe and answers the question:

To what extent have recovery goals been achieved?

Use the Evaluation Template at the end of this tool to develop a recovery evaluation plan.

As you consider each step you will be prompted to complete a component of the plan template – look for the heading ‘Fill in Evaluation Template now’.

Make a hard copy or electronic copy of the template and look it over before you commence so that you get an idea of the information you will need.

Note:
This tool can also be used to evaluate a single action or set of actions in more detail than is used for the processes of reviewing and monitoring progress in Checking Progress and Recovery Plan Review Tool. To do this replace the goal statement(s) in step 2 with action statements.
ENGAGING STAKEHOLDERS

There are a number of stakeholders potentially interested in the progress of the disaster recovery and the findings of any recovery evaluations. Use the evaluation planning process to engage with and involve them. Think about how will each stakeholder or stakeholder group can be involved in the evaluation, for example: membership of reference group; informant; from commencement; at consultation phases.

ENSURING EVALUATION EXPERTISE

You might consider conducting the evaluation internally or engaging an external evaluator. This will be influenced by your purpose, for example, highly politicised evaluations might demand an independent evaluator. It will also be influenced by the availability of internal expertise or whether the council wants to invest in evaluation training. There are a range of advantages and disadvantages of each that you can consider:

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESPOND TO A SPECIFIC POST-DISASTER COMMUNITY NEED</td>
<td></td>
</tr>
<tr>
<td>An in-depth, working knowledge of the program or strategy means detail should be well understood</td>
<td>There is a risk of being too close to the program or strategy leading to reduced objectivity</td>
</tr>
<tr>
<td>Existing relationships with program or strategy staff and stakeholders can promote confidence and cooperation</td>
<td>Responsibility for ongoing program or strategy activities might mean the evaluation is not given adequate attention</td>
</tr>
<tr>
<td>Direct responsibility for evaluation means implementation can be closely monitored and varied if necessary</td>
<td>Position might need to be backfilled</td>
</tr>
<tr>
<td>Might be less costly</td>
<td>Experience and expertise in evaluation might be inadequate</td>
</tr>
<tr>
<td>SUPPORT PEOPLE AND COMMUNITIES TO MANAGE THEIR OWN LIVES</td>
<td></td>
</tr>
<tr>
<td>Lack of familiarity can offer objectivity and alternative perspectives</td>
<td>Might take time to become familiar with the program or strategy and organisational context</td>
</tr>
<tr>
<td>Would be expected to have significant evaluation experience and expertise</td>
<td>Might take time to win the trust and support of program or strategy staff and stakeholders</td>
</tr>
<tr>
<td>Evaluation task would be expected to be a priority receiving adequate time and attention</td>
<td>Costs might be higher</td>
</tr>
<tr>
<td>Can help to build capacity of program or strategy staff</td>
<td>Engagement might require a complex contracting and monitoring process in accordance with procurement policies</td>
</tr>
</tbody>
</table>

Cost is obviously a major consideration however, it is important not to assume that using an internal evaluator is the less costly option.

If engaging an independent evaluator, consider using this template to develop an evaluation brief and refine it further with them.
**STEP 1: CLARIFY PURPOSE**

- Consider:

  Given that the evaluation is determining the extent to which the goal(s) has been achieved, it might appear that the purpose of the evaluation is simply to report results. However, it is worth bearing in mind that there are other uses that the evaluation might be put to. These include:
  - to meet internal or external requirements and demonstrate accountability for the use of resources
  - to illustrate the changes achieved
  - to improve strategy design and delivery
  - to inform future planning or resource allocation
  - to contribute to evidence about what works (and what doesn’t).

  These different uses also means that there will be different audiences to consider, for example, the community, councillors, council staff, external organisations and agencies, service providers, funding bodies and so on. What would each want from the evaluation, for example, improved services, better collaboration, and evidence of effectiveness?

  The purpose of your evaluation will also be influenced by what is realistic. Being overly ambitious can lead to evaluations that are unable to draw compelling conclusions. It is generally better to undertake a limited, focused evaluation of good quality, than a larger evaluation of lower quality.

- Answer the question:

  *Why is the evaluation being conducted and for whom?*

**Fill in Plan Template now**

Against the ‘Purpose’ heading, write down your evaluation purpose or purposes.

---

**STEP 2: CLARIFY GOALS**

- Consider:

  Having decided at Step 1 why you are evaluating, it is necessary to be clear about what you were attempting to achieve in the first place.

  You should be able to draw this straight from the statements in your originating plan or strategy. If not, you might need to spend time revisiting your originating plan:

- Answer the question:

  *What were you attempting to achieve?*

**Fill in Plan Template now**

Under the ‘Goals’ heading, write down each one you have selected to evaluate.

---

**STEP 3: IDENTIFY MEASURES**

- Consider:

  You might be able to draw some measures straight from the statements in your originating plan. However, some of these measures might have dealt with simple processes such as ‘service use’ or ‘works completed’ rather than whether these things have made the difference you wanted.

- Answer the question:

  *How will you know whether you have achieved your goal?*

  You will need to answer this question for each goal you intend to evaluate. This might result in several measures for one goal. Similarly, some measures will provide information for more than one goal.

**Fill in Plan Template now**

Under the ‘Measures’ heading, write down measures for each goal statement.
**STEP 4: DETERMINE DATA COLLECTION**

- **Consider:**
  Once you have decided on your measures you will need to determine where and how you can gather the information.

  There are numerous ways that you can do this and again you need to consider your purpose.

- **Answer the question:**
  *Where and how will you gather the information you need?*

  You can either collect information yourself in-house (primary sources) or use information others have collected (secondary sources).

  Collecting your own information might come from service data, surveys, focus groups and so on. It is generally reliable if the processes are well designed and carried out but potentially resource intensive.

  Using secondary sources, such as data provided by other agencies is likely to be less resource intensive, but you will need to be confident that it is credible, available, repeatable and affordable. Make sure it will answer your evaluation questions. Sometimes it can be tempting to use secondary data simply because it is available.

  To the right are some methods of information collection:

---

### FACE-TO-FACE INTERACTION WITH INDIVIDUALS AND GROUPS

- Individual and group interviews
- Focus groups
- Community meetings
- Street stalls to gather random community feedback in the street, shopping centres, events, functions and sporting venues
- Telephone surveys
- Social media surveys
- Case study interviews.

### WRITTEN FEEDBACK

- Surveys and questionnaires
- Written submissions.

### TRACKING PUBLIC COMMENTS

- Social media analysis
- Media report analysis.

### LITERATURE AND DOCUMENTATION REVIEWS

- Document and report reviews.

### FINANCIAL ANALYSIS

- Analysis of financial information
- Timing such as speed of payments.

### FIRST HAND OBSERVATION

- Observation
- Field trips.

### SERVICE PROVISION DATA

- Eligibility and access data
- Analysis of existing/available data, such as service delivery data, population data or economic data
- Analysis of forms completed by families.
Whatever the source or method of collecting information from others, it is vital to do that in a professional manner that demonstrates respect, honesty and integrity. In approaching any evaluation, it is important to:

- avoid or declare any conflict of interest
- observe legal requirements, including individual rights to privacy and the need to gain informed consent
- protect data, confidentiality and anonymity
- respect the beliefs, customs and cultural practices of relevant parties.

**STEP 5: AGREE WHO IS RESPONSIBLE**

- Assign overall evaluation to a person who has agreed to take responsibility for it. Also assign any specific data gathering or analysis tasks if they are undertaken by other people.

**STEP 6: TIMEFRAMES**

- Consider:
  
  Once you have decided on your measures the assignment of evaluation tasks you will need to determine when you will bring together and analyse the information.

  By creating timeframes for commencement and conclusion of evaluation components you are more likely to keep your evaluation on track.

- Answer the question:

  *When will collection and analysis need to be occur?*

**STEP 7: COMMUNICATION AND DISSEMINATION**

- Consider:

  You will have already considered the specific audience(s) of the evaluation in Step 1 above. It is useful to consider how you might present the evaluation findings to them, for example as a written report; supported with a presentation of key points; illustrated using written case studies or using media (photographs, videos or similar).

  In addition, it is worth considering how your evaluation findings and your evaluation experience might be shared with a broader audience of council colleagues, recovery professionals, researchers and others.

- Answer the question:

  *How will the evaluation findings be shared?*

  Options might include: newsletters, journal contributions, workshops and conferences.

  Considering these issues before the evaluation commences will also help to fine-tune what you need as products of the evaluation process.
**STEP 8: IDENTIFY RESOURCES**

- Estimate what resources you will need to undertake the evaluation – personnel and funds, as well as funding sources.

**EVALUATION TEMPLATE**

**PURPOSE OF THE EVALUATION**

---

**GOALS** | **MEASURES** | **INFORMATION COLLECTION** | **RESPONSIBLE** | **TIMEFRAME**
--- | --- | --- | --- | ---
To assist those affected by the disaster with opportunities to reconnect with their communities | Number of events and opportunities to reconnect by demographic profile  
Participation levels in community events by demographic profile  
Community perceptions of community connectedness by demographic profile | Schedule of events  
Records of attendance  
Survey of community perceptions using web based, social media and street interviews | Community Development Officer | Progress report  
June 20XX  
Final Report  
(Evaluation deadline)  
December 20XX

**Fill in Plan Template now**

Insert resources and funding sources for the evaluation in the template under ‘Resources’.
COMMUNICATION AND DISSEMINATION

Example

All stakeholders will be advised of intention to undertake the evaluation. Key stakeholders will be invited onto an evaluation Reference Group. A presentation on key findings will be delivered to senior executive group. A copy of final report will be made available to all stakeholders. An abstract will be prepared for (Emergency Recovery Conference) 6 months after completion.

RESOURCES

Example

Evaluation will be conducted internally, led by Community Development Officer within existing function. $10,000 will be budgeted for professionally designed and administered community perceptions survey.
PART TWO: RESOURCES AND FURTHER READING

The following is a list of useful resources and further reading in addition to those cited in the body of the suite of booklets.

All web based material was last accessed in November 2014.
MORE ON EMERGENCY MANAGEMENT AND RECOVERY

GENERAL


Handmer, J & S Dovers, 2007, The handbook of disaster and emergency policies and institutions, Earthscan, Sterling, VA.


Municipal Association of Victoria, 2011, Protocol for inter-council emergency management resource sharing, MAV, Melbourne

Municipal Association of Victoria, 2011, The role of local government in emergency management: Position Paper, MAV, Melbourne


Office of the Emergency Services Commissioner, 2010, Practice note – Sourcing supplementary emergency response resources from municipal councils, OESC, Melbourne


Victorian Auditor-General’s Report June 2013 Flood Relief and Recovery, VAGO, Melbourne


Victorian Department of Human Services, 2009, Heatwave Planning Guide: Development of heatwave plans in local councils in Victoria, DHS, Melbourne


World Health Organization 2008, City leadership for health. Summary evaluation of Phase IV of the WHO European Healthy Cities Network, WHO, Denmark

SOCIAL ENVIRONMENT


Eyre, A, 2006, Literature and best practice review and assessment: identifying people’s needs in major emergencies and best practice in humanitarian response, Department for Culture, Media and Sport, United Kingdom.

Department of Families, Housing, Community Services and Indigenous Affairs & Australian Red Cross, 2010, Spontaneous volunteer management resource kit: helping to manage spontaneous volunteers in emergencies, FaHCSIA and Australian Red Cross


Gurtner, Y. Cottrell, A. & King D., 2011, PRE & RAPID: Community Impact Assessment for Disaster Recovery, Centre for Disaster Studies, James Cook University, Townsville http://eprints.jcu.edu.au/23172/


Victorian Department of Human Services, 2005, A psychosocial model for post emergency individual and community support, Emergency Management Branch, DHS, Melbourne


Victorian Department of Human Services, 2009, Managing emotions in emergencies: For people working with affected communities, DHS, Melbourne

Victorian Department of Planning and Community Development, 2011, Indicators of Community Strength, DPCD, Melbourne


USEFUL WEBSITES

Centers for Disease Control and Prevention
Disaster Mental Health Primer: Key Principles, Issues and Questions
http://emergency.cdc.gov/mentalhealth/primer.asp

US Department of Homeland Security; FEMA:
National Disaster Recovery Framework
http://www.fema.gov/national-disaster-recovery-framework

Beyond Bushfires: Community, Resilience and Recovery
Beyond Bushfires is a five-year study led by the University of Melbourne in partnership with a range of others, including government and emergency services. This study is exploring the medium to long term impacts of the Victorian 2009 bushfires on individuals and communities
http://beyondbushfires.org.au/

Municipal Association of Victoria
MAV supports councils to undertake their roles and responsibilities under Victoria’s emergency management arrangements through advocacy, guidance and practical assistance.

Victorian Government Emergency Relief and Recovery
The Victorian Government Emergency Relief and Recovery provides a range of support services and programs to assist families, businesses and farmers affected by emergencies across Victoria.

University of Iowa: School of Urban and Regional Planning
Community Recovery Toolbox
A partnership with FEMA ESF #14 Long-Term Community Recovery (LTCR) produced strategies, reports, and comprehensive recovery plans for ten Iowa communities. Additionally, the ESF #14 community recovery toolbox was developed while working with the communities in their recovery planning.
http://rio.urban.uiowa.edu/community_recovery/index.html

ECONOMIC ENVIRONMENT


USEFUL WEBSITES

CPA Australia

CPA Australia has developed a disaster recovery toolkit offering guidance for small-to-medium enterprises (SMEs) that have been affected by a natural disaster, both directly and indirectly.

If you are member affected by a natural disaster, contact CPA Australia on 1300 737 373 for personal assistance. A general access toolkit is available at: http://www.cpaaustralia.com.au/professional-resources/business-management/business-recovery/disaster-recovery-toolkit

Tourism Victoria

Crisis Communications Handbook for Regional and Local Tourism organisations

The Crisis Communications Handbook for Regional and Local Tourism (1.81 mb) was developed to assist local and regional bodies to plan for, respond to, and recover from crisis events both man-made and natural.

Developed by Tourism Victoria in consultation with the tourism industry, the handbook offers step-by-step guidance to developing and implementing a crisis communications plan and provides advice to help counter negative publicity in the event of a crisis.

Crisis Essentials Guide for tourism businesses

The Crisis Essentials Guide – Crisis management guide for tourism businesses, 2013 (1.4 MB) aims to provide essential information to tourism businesses about how to prepare for, respond to, and recover from a crisis event.

BUILT, NATURAL AND AGRICULTURAL ENVIRONMENTS


National Advisory Committee for Animals in Emergencies, 2012, National Planning Principles for Animals in Disasters, Canberra

Tasmanian Bushfire Recovery Taskforce, 2013, Building back better: A guide to rebuilding your home after the January 2013 bushfires

Tovey, J P, 2008, ‘Whose rights and who’s right? Valuing ecosystem services in Victoria, Australia’, 33 (2) Landscape Research 197.

Victorian Department of Sustainability and Environment, 2010, Bushfire Recovery Plan for Public Land A plan to guide the recovery of public land in Victoria affected by the 2009 Black Saturday and related bushfires, DSE, Melbourne

MORE ON COMMUNITY ENGAGEMENT AND COMMUNICATION


Australian Redcross, 2012, Relationships matter: the application of social capital to disaster resilience National Disaster Resilience Roundtable report


Centre for Advanced Journalism, 2009, The Black Saturday bushfires: how the media covered Australia’s worst peace time disaster, research report, The University of Melbourne.


Emergency Management Australia, 2011, Natural disaster relief and recovery arrangements: community recovery package guidelines, Guideline 4/2011 of the Natural Disaster Relief and Recovery Arrangements Determination


Leadbeater A, 2008, Speaking As One: The joint provision of public information in emergencies, Office of the Emergency Services Commissioner (Victoria), Melbourne


Millen D, 2011, Deliberative Democracy in Disaster recovery: Reframing community engagement for sustainable outcomes, Centre for Citizenship and Public Policy University of Western Sydney


The Society for Community Research and Action, 2010, How to Help Your Community Recover from Disaster: A Manual for Planning and Action, SCRA Task Force for Disaster, Community Readiness and Recovery, USA

Victorian Department of Human Services, 2011, Community-led recovery: Workbook for Community Recovery Committees after a disaster, DH, Melbourne


EXAMPLES OF RECOVERY PLANS

Alpine Community Resilience Committee, October 2009, Community Recovery Plan for bushfire affected communities in the Alpine Shire, Alpine CRC, Victoria


Lockyer Valley Regional Council, 2011, Lockyer Valley Community Recovery Plan, LVRC, Gatton

Tablelands Regional Council, June 2011, Tablelands Community, Economic and Environmental Recovery and Reconstruction Plan for TROPICAL CYCLONE YASI, TRC, Atherton

Whittlesea Bushfire Recovery Community Reference Committee, November 2009, Whittlesea and surrounding districts Community Recovery Plan, Melbourne

USEFUL WEBSITES

Victorian Department of Environment and Primary Industries

After bushfires and floods DEPI has recovery responsibilities for public land and for rural enterprises.


See also the following resources:

Effective Engagement – Building Relationships with Community and other Stakeholders – Book 1 – An Introduction to Engagement

Effective Engagement – Building Relationships with Community and other Stakeholders – Book 2 – The Engagement Planning Workbook

Effective Engagement – Building Relationships with Community and other Stakeholders – Book 3 – The Engagement Toolkit.

FOR MORE ON MONITORING AND EVALUATION


Pope, J., and Warr, D. Department for Victorian Communities, 2005, Strengthening local communities. An overview of research examining the benefits of Neighbourhood Houses, Strategic Policy and Research


Victorian Department of Human Services, 2003b, Measuring health promotion impacts: A guide to impact evaluation in integrated health promotion, DHS, Melbourne

Victorian Department of Human Services, 2005, Evaluating Neighbourhood Renewal: passing the first test, DHS Melbourne


USEFUL WEBSITES

Victorian Department of State Development, Business and Innovation


This site provides a step-by-step through the process of designing an evaluation.

National Health and Medical Research Council


60 | DISASTER RECOVERY TOOLKIT FOR LOCAL GOVERNMENT
A number of institutions and agencies offer emergency management related training, including:

**VicSES – Introduction to Emergency Management Course**

**DHS Emergency Management Training**

**Australian Emergency Management Institute (Australian Attorney-General’s Department) Courses**

- AEMI introduction to recovery management

**Charles Sturt University – Distance Education**

Bachelor of Emergency Management – The Bachelor of Emergency Management aims to develop a practical as well as theoretical base for those people who have responsibilities in the field of emergency risk management. The course is designed to meet the needs and interests of a variety of client groups ranging from public bodies concerned with the protection of life and property such as local government, the police, fire, ambulance, state emergency services and community and health services to private sector groups.

Master of Emergency Management – Emergency management has become recognised as a distinct field of study that is required for progression to senior and executive levels of management in statutory emergency services, community and health services and local government. Students undertake a study of recent advances influencing emergency and risk management through a comprehensive literature search and analysis. Students develop their independent studies proposals under the guidance of a supervisor and their findings are presented in the form of a training or education report.

**Country Fire Authority Courses Available in the CFA District**
- Introduction to AIIMS training courses
- Maintaining Safety at an Incident Scene
- Maintaining Safety on a Fire Ground

**Other Training and Skills Links**
www.training.gov.au
www.governmentskills.com.au
This resource is available electronically on the internet at:

www.emv.vic.gov.au

If you would like to receive this publication in an accessible format please phone (03) 9027 5472 using the National Relay Service 13 36 77 if required.

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