

# 08

DISASTER RECOVERY  
TOOLKIT FOR LOCAL  
GOVERNMENT





# 08

## DISASTER RECOVERY TOOLKIT FOR LOCAL GOVERNMENT

**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.

**Above Image:** Official launch of the Labertouche & District Mens Shed. Photographer Silvi Glattauer.

	BOOKLET	CONTENT	AUDIENCE
01	Understanding disaster recovery	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.	Councillors, senior managers, emergency management personnel and all staff across council
02	Recovery readiness: preparation for recovery before a disaster	Designed to supplement municipal emergency management planning and support councils to improve recovery readiness by addressing the factors contributing to recovery success.	Councillors, senior managers and emergency management personnel
03	When disaster strikes: the first days and weeks	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.	Councillors, senior managers and emergency management personnel
04	Beyond disaster: the months and years ahead	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.	Councillors, senior managers and emergency management personnel
05	Council business matters: meeting the organisational challenges of disaster recovery	Focuses on council business matters in recovery, including workforce planning and resource management from preparation and post-disaster perspectives.	Councillors, senior managers and emergency management personnel
06	Regional recovery networks	Showcases the role of regional recovery networks in finding solutions to shared challenges.	Senior managers and emergency management personnel
07	Engaging the community in disaster recovery	Examines how councils can support community-led recovery and engage with the community more effectively to support recovery.	Councillors, senior managers and emergency management personnel
08	Recovery tools and other resources	Brings together the tools that support decision making and planning described in the other booklets. It also includes additional reading and other useful resources.	Emergency management personnel

# ACKNOWLEDGEMENTS

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**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.

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# PART ONE: TOOLS

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## 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.

TOOL	APPLICATION	BOOKLET REFERENCE
<b>Recovery Management Structure Tool</b> Page 05	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.	<b>Book 2:</b> Recovery readiness: preparation for recovery before a disaster
	Use this resource to review the management structure in light of the actual circumstances of the disaster and who is still available.	<b>Book 3:</b> When disaster strikes: the first days and weeks
<b>Recovery Workgroup Draft Terms of Reference</b> Page 09	Use this resource to refine the terms of reference for recovery workgroups as they are established.	<b>Book 2:</b> Recovery readiness: preparation for recovery before a disaster
<b>Draft Recovery Goals and Actions Tool</b> Page 14	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.	<b>Book 2:</b> Recovery readiness: preparation for recovery before a disaster
	Use this resource to refine draft recovery goals and actions for consideration and modification by workgroups within the recovery structure.	<b>Book 3:</b> When disaster strikes: the first days and weeks
<b>Recovery Communication Mapping Tool</b> Page 23	Use this resource to map communications channels for the whole municipality before a disaster.	<b>Book 2:</b> Recovery readiness: preparation for recovery before a disaster
	Use this resource to review and update mapping of communications channels after the disaster.	<b>Book 3:</b> When disaster strikes: the first days and weeks

TOOL	APPLICATION	BOOKLET REFERENCE
<b>Recover Stakeholder Mapping Tool</b> Page 25	Use this resource to identify and document recovery stakeholders along with their likely recovery roles and functions – including in community engagement.	<b>Book 2:</b> Recovery readiness: preparation for recovery before a disaster
	Use this resource to review and update stakeholder roles after the disaster.	<b>Book 3:</b> When disaster strikes: the first days and weeks
<b>Recovery Impact Assessment Tool</b> Page 28	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.	<b>Book 3:</b> When disaster strikes: the first days and weeks
<b>Medium and Long-term Recovery Planning Tool</b> Page 37	Use this resource to identify or refine medium-term or longer-term goals and actions.	<b>Book 4:</b> Beyond disaster: the months and years ahead
<b>Checking Progress and Recovery Plan Review Tool</b> Page 44	Use this resource to check progress of immediate recovery actions.	<b>Book 3:</b> When disaster strikes: the first days and weeks
	Use this resource to review medium and long-term recovery plans.	<b>Book 4:</b> Beyond disaster: the months and years ahead
<b>Recovery Evaluation Tool</b> Page 45	Use this resource to evaluate the long-term effectiveness of the overall recovery effort.	<b>Book 4:</b> Beyond disaster: the months and years ahead

## 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.

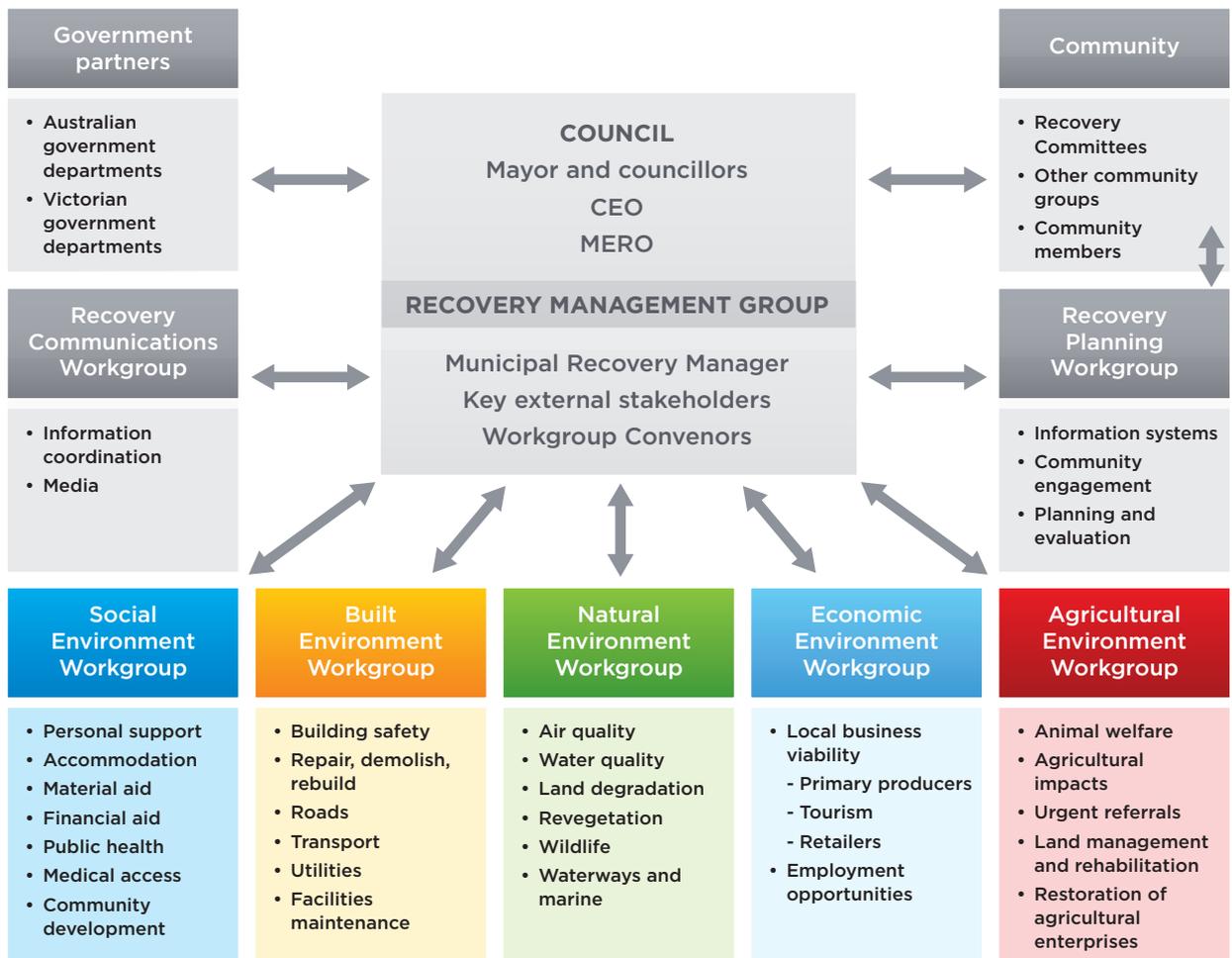
### STEPS FOR DISASTER READINESS

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.

### 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



## RECOVERY MANAGEMENT STRUCTURE MEMBERS

MUNICIPAL RECOVERY MANAGER	WORKGROUP CONVENORS	OTHER MEMBERS
Name, Position, Contact	Name, Position, Contact	Name, Position, Contact
	As below	1. 2. 3. 4.

WORKGROUP	CONVENOR	OTHER WORKGROUP MEMBERS
	Name, Position, Contact	Name, Position, Contact
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

## RECOVERY WORKGROUP DRAFT TERMS OF REFERENCE



### **For disaster readiness:**

Use this resource to refine the terms of reference for recovery workgroups as they are established.

### **PLANNING WORKGROUP**

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#### **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.
-

## COMMUNICATION WORKGROUP

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### **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

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### **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

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### 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.
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## NATURAL WORKGROUP

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### 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.
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## ECONOMIC WORKGROUP

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### 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.
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## AGRICULTURAL WORKGROUP

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### 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



### For disaster readiness:

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.

### When disaster strikes:

Use this resource to refine draft recovery goals and actions for consideration and modification by workgroups within the recovery structure.

### 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

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

## SOCIAL

GOALS	IMMEDIATE ACTIONS	RESPONSIBILITY	PROGRESS MEASURES
To assist with the coordination and distribution of material relief to those affected by the disaster	Activate Memorandums of Understanding with community organisations and other partners and work with relief agencies to coordinate volunteers and material aid	<i>(Insert position titles or individual names or work units)</i>	Memorandums of Understanding activated  Level of material aid provided
To reduce risks to public health following the disaster	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	<i>(Insert position titles or individual names or work units)</i>	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
To build trust in council in the affected communities	Communicate openly with affected community and emergent groups  Acknowledge limitations in services	<i>(Insert position titles or individual names or work units)</i>	Feelings expressed to council staff by public in open forums and in customer contact.  Feelings expressed to key stakeholders by public
To identify emerging social issues for incorporation into medium and long term recovery plans	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		Issues identified by community of a medium term or long term nature  Extent of interaction between recovery workgroups on shared actions

## BUILT

GOALS	IMMEDIATE ACTIONS	RESPONSIBILITY	PROGRESS MEASURES
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	Assist with the provision of temporary infrastructure and facilities, such as meeting areas, toilets/showers and laundries	<i>(Insert position titles or individual names or work units)</i>	Time, resources, locations, type and costs associated with infrastructure restoration
	Undertake works to allow safe access for residents and staff, for example roads, bridges, signage and road furniture		Level of disruption to residents and visitors to areas affected by damaged infrastructure
	Undertake works required to make safe, for example, removal of unsafe buildings		Amount and type of repairs and construction undertaken
	Undertake works required to restore functional facilities, for example, re-establish burnt buildings, water tanks and outbuildings on council land		
	Work with other environment workgroups to make available community and facilities		
To facilitate the clean-up of homes	Facilitate immediate clean-up efforts and waste disposal including of hazardous waste such as asbestos, treated timber residue and chemicals	<i>(Insert position titles or individual names or work units)</i>	Numbers of homes cleaned-up
	Facilitate key works on affected private properties for example, fence restoration		Number of home awaiting clean-up

## BUILT

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

## 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.	<p>Undertake works to allow safe access for resident and relief and recovery staff, for example dangerous trees and debris on affected roadsides</p> <p>Work with other environment workgroups to make available community open space and facilities</p>	<i>(Insert position titles or individual names or work units)</i>	<p>Amount and type of natural environment re-establishment and rehabilitation</p> <p>Extent of interaction between recovery workgroups on shared actions</p>
To minimise the effects of erosion	Undertake erosion control measures as required to minimize risk of asset failure	<i>(Insert position titles or individual names or work units)</i>	<p>Erosion risks identified by area</p> <p>Mitigation processes in place</p> <p>Reports of landslides or other significant erosion activity</p>
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	<i>(Insert position titles or individual names or work units)</i>	<p>Hazardous wastes identified by area</p> <p>Areas quarantined for public health safety</p> <p>Mitigation processes in place</p> <p>Reports of exposure to hazardous wastes</p>

## NATURAL

GOALS	IMMEDIATE ACTIONS	RESPONSIBILITY	PROGRESS MEASURES
To provide for the needs of pets and livestock in affected communities	Facilitate rehousing, stock feed and water, veterinary care and so on  Work with other environment workgroups to coordinate animal management services	<i>(Insert position titles or individual names or work units)</i>	Amount of rehousing, feeding and veterinary care protocols  Numbers and types of pets and livestock at risk in affected areas  Numbers and types of pets and livestock from affected areas provided for  Reports of serious incidents involving pets and livestock
To support the protection of wildlife in the affected area	Work with partners to coordinate response to wildlife in the affected areas	<i>(Insert position titles or individual names or work units)</i>	Wildlife response protocols activated  Estimates of wildlife at risk in affected areas  Numbers and types of wildlife from affected areas provided for  Reports of serious incidents involving wildlife from affected areas
To identify emerging natural environment issues for incorporation into medium and long term recovery plans	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	<i>(Insert position titles or individual names or work units)</i>	Issues identified by community of a medium term or long term nature  Extent of interaction between recovery workgroups on shared actions

## ECONOMIC

GOALS	IMMEDIATE ACTIONS	RESPONSIBILITY	PROGRESS MEASURES
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	<i>(Insert position titles or individual names or work units)</i>	The type and amount of support provided to local businesses
	Work with small business mentoring services and business groups to support local businesses		The degree to which residents are spending locally
	Work with other environment workgroups to address any need for temporary premises		The degree to which service providers and government agencies are purchasing locally and supporting local businesses
	Work with other environment workgroups to address any barriers to suppliers or customers		Number of new businesses opening and existing businesses closing
	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		
To retain and improve the local employment opportunities	Work with local businesses and business groups to attract local employment and training	<i>(Insert position titles or individual names or work units)</i>	Strategy agreed with local businesses and business groups to attract local employment and training
	Re-establish main employers		Level of government support for employment initiatives
	Seek government support for employment initiatives		

## ECONOMIC

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

## AGRICULTURAL

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

## RECOVERY COMMUNICATION MAPPING TOOL



### **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).

**COMMUNICATION CHANNELS**

DATE .....

**COMMUNICATIONS OPTIONS**

CHANNELS	WHOLE OF MUNICIPALITY	ISOLATED LOCALITIES					Young People	VULNERABLE POPULATION GROUPS					
		Locality											
Radio													
Television													
Social media													
Websites													
Newspapers													
Bulletins													
Local noticeboards													
Public meetings													
Information trees													
Individual contact - face to face													
Individual contact phone/sms/email													

Note: Add other channels as appropriate

## RECOVERY STAKEHOLDER MAPPING TOOL



### 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, for example, a Community Hall Committee will usually be focused on a small local community but would obviously be open to using the hall for broader community recovery activities if need be. 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

SOCIAL	BUILT	NATURAL	ECONOMIC	AGRICULTURAL
Response agencies	Road and rail authorities and operators	State and federal departments (parks, conservation and land management, stream management, environmental protection agencies)	Local industry and business	Primary producers
State and federal departments (health and human services, communities, education, housing, public health)	Public transport operators	Environment groups such as Landcare and 'Friends of ...'	Industry bodies (eg chambers of commerce, farmers' federations, wine growers, tourism associations, manufacturers)	Victorian Farmers Federation
Non-profit organisations	Energy suppliers and retailers	Catchment management authorities	State and federal departments (Attorney-General's Department, Centrelink, Australian Taxation Office)	RSPCA
Service clubs	Water and sewage authorities	Local history society	Insurance Council	Wildlife rescue services
Health authorities, doctors, community health	Communication operators	Natural heritage groups	Banking and finance operators	Australian Veterinary Association
Representatives of sectors or groups—ethnic, refugee, multi-cultural, rural, social and sporting clubs	Health and education authorities		Charitable organisations	Animal welfare organisations
Returned services organisation	Building control authorities		Employment and training service providers	State and federal departments
Religious groups	Professional bodies (eg architects, engineers, building surveyors)		Micro and home based businesses	Industry associations
Arts and cultural groups	Waste and debris management facilities			Animal Health Australia
Ratepayer and progress associations	National trust and conservation groups			Plant Health Australia

ORGANISATION	SECTOR	INTEREST IN COMMUNITY			FOCUS	ENVIRONMENT	RECOVERY ROLE	COMMUNITY ENGAGEMENT		CONTACT DETAILS
		COMMUNITY	RECOVERY ROLE	ENVIRONMENT				ROLE	FORMAL AGREEMENT	
	Private (P) Non-profit(N) Government (G)			Population groups, e.g. a location or aged people, young people, koori, CALD groups	Social (S) Built (B) Natural (N) Economic (E) Agricultural (A)				Y/N If yes, Date updated	Name: Phone: Email:
XYZ Community Hall Committee	N	Community connection Leisure and recreation Local heritage		XYZ community	S,B	Venue for recovery activities, informal and formal events	Venue for engagement Access to organisation membership and XYZ community	June 2011		
ABC Cultural Society	N	Language education and cultural support		People of ABC background	S	Support to ABC community	Access to ABC community	N		
PQR General Store Pty Ltd	P	Sales to customers Business viability – member of local traders association Community viability		PQR community Tourists and visitors	E,A	Outlet for supply of food and goods Collaboration with other businesses on township and business renewal	Information access to PQR community using PQR General Store	N		

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.

## 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?	IS THE LOCALITY DIRECTLY OR INDIRECTLY AFFECTED? (tick which one applies)	
	Directly affected	Indirectly affected

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?*

SNAPSHOT	NO.	DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED
Numbers of lives lost?		Recommendations:
Numbers hospitalised?		Comments:
Numbers displaced from housing?		Recommendations:
Numbers losing major property?		Comments:
Numbers losing pets?		Recommendations:
Numbers potentially traumatised?		Comments:
Numbers facing isolation?		Recommendations:
Numbers of vulnerable children?		Comments:
Numbers of vulnerable adults?		Recommendations:
		Comments:
<b>WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?</b>	<b>P/W/OK</b>	Recommendations:
<b>Priority = P, Watch = W, Okay = OK</b>		Comments:
Personal safety?		Recommendations:
Material aid?		Comments:
Food and water?		Recommendations:
Psychological first aid?		Comments:
Emergency accommodation?		Recommendations:
Personal needs?		Comments:
Reuniting families?		
Children and young people?		
Transport?		
Health/medical?		
Communication and information?		
Community connection?		
Culturally specific needs?		

Note: Add the columns as required



**ECONOMIC**



*What has been the economic impact on the community? What recovery action is recommended?*

SNAPSHOT	✓
Individuals and families facing unforeseen expenses?	
Interruption to resident employment and livelihood?	
Interruption to banking services?	
Interruption to commercial and retail businesses?	
Interruption to supply and distribution infrastructure?	

DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED
Recommendations: _____
Comments: _____

WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?	P/W/OK
<b>Priority = P, Watch = W, Okay = OK</b>	
Emergency cash grants?	
Access to banking and finance?	
Facilitation of insurance claims?	
Support to businesses and employers	
Alternative supply and distribution options?	

Note: Add the columns as required

**NATURAL**

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

SNAPSHOT	✓
Spillages or release of containments?	
Damage to land or waterways that presents a hazard?	
Wildlife injured or threatened by conditions?	
Threatened species in affected area?	

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

Recommendations: \_\_\_\_\_  
 Comments: \_\_\_\_\_

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

**Priority = P, Watch = W, Okay = OK**

Containment of contaminants?	
Emergency erosion stabilisation?	
Management of stormwater runoff?	
Rescue of wildlife?	
Emergency action for threatened species?	
Restoration of habitat?	

Note: Add the columns as required

**AGRICULTURAL**

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

<b>SNAPSHOT</b>	✓	<b>DETAIL RECOMMENDED RECOVERY ACTIONS THAT WILL ADDRESS THE NEEDS IDENTIFIED</b>
Shortage of pasture feed and fodder		Recommendations: Comments:
Area of potential land at risk of soil erosion		Recommendations: Comments:
Interruption to primary production businesses?		Recommendations: Comments:
Water quality		Recommendations: Comments:
Pest plant incursions		Recommendations: Comments:
Farm planning		Recommendations: Comments:
<b>WHAT ARE THE PRIORITY NEEDS OR THOSE WORTH CLOSE WATCHING?</b>		Recommendations: Comments:
<b>Priority = P, Watch = W, Okay = OK</b>		Recommendations: Comments:
Advice on feed budgeting and pasture renovation		Recommendations: Comments:
Delivery of soil erosion advice and grants if and when available		Recommendations: Comments:
Advice on engineering options to minimise poor water quality		Recommendations: Comments:
Advice on the use of stock containment areas		Recommendations: Comments:
Delivery of whole farm planning workshops		Recommendations: Comments:

Note: Add the columns as required



**Assessment limitations:**

Note any key information gaps, questionable data or bias with explanations and implications for interpretation

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

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

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Any other observations?

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## MEDIUM AND LONG-TERM RECOVERY PLANNING TOOL



### 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

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- 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

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- 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

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- 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

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- 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

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- 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:

#### INITIATIVE CRITERIA



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

- 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.

## RECOVERY INITIATIVE ASSESSMENT TABLE



INITIATIVE	CURRENT ACTIVITY	HELPS	HINDRANCES	BENEFITS	RISKS	RESOURCES	DECISION
<i>What is the initiative?</i>	<i>What current activities are relevant to the initiative?</i>	<i>What opportunities will help support this initiative?</i>	<i>What might prevent the success of this initiative?</i>	<i>What benefits do these options present?</i>	<i>What challenges do these options present?</i>	<i>What internal and external resources are available to pursue these options? Are any ongoing costs sustainable?</i>	<i>Is the initiative:</i> <ul style="list-style-type: none"> <li>• supported?</li> <li>• suspended?</li> <li>• rejected?</li> </ul>
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

**Fill in Plan Template now**

Once you have a clear set of supported initiatives insert them in the plan template under **'Actions'** against the goals they support.

**STEP 4: AGREE WHO IS RESPONSIBLE**

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

**Fill in Plan Template now**

Insert the name of the person in the plan template under **'Responsibility'** against the actions they are responsible for.

**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.

**Fill in Plan Template now**

Insert timeframes or milestones for each action in the plan template under **'Timeframes'**.

**STEP 6: IDENTIFY RESOURCES**

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

**Fill in Plan Template now**

Insert resources and funding sources for each action in the plan template under **'Resources'**.

**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.

**Fill in Plan Template now**

Insert measures for each action in the plan template under **'Measures'**.

# RECOVERY PLAN TEMPLATE



VISION: (From Step 1)

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

GOAL	ACTIONS	RESPONSIBILITY	TIMELINES	RESOURCES	MEASURES
<p><i>What changes are required to address assessed need?</i> (from Step 2)</p> <p>Example: To ensure those affected by the disaster are provided with opportunities to reconnect with their communities</p>	<p><i>What projects and initiatives will achieve goals?</i> (from Step 3 supported initiatives)</p> <p>Produce a Recovery Concert</p>	<p><i>Who is responsible for the project?</i></p> <p>XYZ Community Arts supported by council's Community Arts Officer</p>	<p><i>What are timeframes?</i></p> <p>Scheduled within six months</p>	<p><i>What is estimated cost? How will it be funded?</i></p> <p>\$15,000 Matching grant funds available via XXX Program</p>	<p><i>What information will indicate progress of actions?</i></p> <p>Participation rates in events</p>

## 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:

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

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 your 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.

#### Fill in Plan Template now

Under the '**Information collection**' heading, write down how you will gather the information for each measure.

### 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.

#### Fill in Plan Template now

Insert the name of the people in the template under '**Responsibility**' against the actions they are responsible for.

### 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?***

#### Fill in Plan Template now

Under the '**Timeframes**' heading, write down key dates and timeframes that are critical to the evaluation.

### 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.

#### Fill in Plan Template now

Under the '**Communication and dissemination**' heading, write down what form you want the evaluation to take and the ways in which you will share the findings and experience.

**STEP 8: IDENTIFY RESOURCES**

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

**Fill in Plan Template now**  
 Insert resources and funding sources for the evaluation in the template under **'Resources'**.

**EVALUATION TEMPLATE** 

**PURPOSE OF THE EVALUATION**

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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

## COMMUNICATION AND DISSEMINATION

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### 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.

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## RESOURCES

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### 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.

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# PART TWO: RESOURCES AND FURTHER READING

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**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

Australian Emergency Management Institute, 2011, *Community Recovery, Handbook 2, Australian Emergency Management Handbook Series: Building a disaster resilient Australia*, AEMI, Canberra <http://www.em.gov.au/Documents/AEMHS%20%20Community%20Recovery.PDF>

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Coyne, C. & Lemke, J. 2012. 'Lessons from the Cultural and Political Economy of Recovery', *American Journal of Economics and Sociology*, 71, 215-228.

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Government of Victoria, 1986, *Victorian Emergency Management Act 1986* [http://www.austlii.edu.au/au/legis/vic/consol\\_act/ema1986190/](http://www.austlii.edu.au/au/legis/vic/consol_act/ema1986190/)

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Municipal Association of Victoria, 2012, *A Guide to the Role of Mayors and Councillors in Emergency Management*, MAV, Melbourne (Available in hardcopy from Municipal Association of Victoria, (03) 9667 5555).

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Municipal Association of Victoria, 2012, *LGEM Handbook Final Emergency Management Handbook*, MAV, Melbourne

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Victorian Bushfire Reconstruction and Recovery Authority, 2009, *100 Day Report*, State Government of Victoria, Melbourne.

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## 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.

<http://www.mav.asn.au/policy-services/emergency-management/Pages/default.aspx>

### 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.

<http://www.recovery.vic.gov.au/home>

### 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](http://rio.urban.uiowa.edu/community_recovery/index.html)

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## 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.cpaustralia.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

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## **MORE ON COMMUNITY ENGAGEMENT AND COMMUNICATION**

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#### EXAMPLES OF RECOVERY PLANS

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Christchurch Earthquake Reconstruction Authority, 2012. *Recovery Strategy for Greater Christchurch*, CERA, Christchurch

Shire of Yarra Ranges Municipal Recovery Action Plan, July 2009

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.

<http://www.depi.vic.gov.au/fire-and-emergencies/recovery-after-an-emergency>

##### 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

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## USEFUL WEBSITES

### Victorian Department of State Development, Business and Innovation

Includes Evaluation Step by Step Guide, Victoria [www.dpcd.vic.gov.au/evaluation](http://www.dpcd.vic.gov.au/evaluation)

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

### National Health and Medical Research Council

*National Statement on Ethical Conduct in Human Research*

<http://www.nhmrc.gov.au/guidelines/publications/e35>

## TRAINING AND PROFESSIONAL DEVELOPMENT

A number of institutions and agencies offer emergency management related training, including:

### **VicSES – Introduction to Emergency Management Course**

<http://www.em.gov.au/Education/Courses/Professionaldevelopmentcourses/Pages/Introductiontoemergencymanagementforlocalgovernment.aspx>

### **DHS Emergency Management Training**

<http://www.dhs.vic.gov.au/for-service-providers/workforce,-careers-and-training/workforce-training/emergency-management-training>

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

<http://www.em.gov.au/Education/Courses/Pages/Courseschedule.aspx>

AEMI online courses: introduction to emergency risk management <http://www.em.gov.au/Education/Courses/Professionaldevelopmentcourses/Pages/IntroductiontoEmergencyRiskManagement.aspx>

### **AEMI introduction to recovery management**

<http://www.em.gov.au/Education/Courses/Professionaldevelopmentcourses/Pages/IntroductiontoRecoveryManagement.aspx>

### **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. [http://www.csu.edu.au/courses/undergraduate/emergency\\_management/course-overview](http://www.csu.edu.au/courses/undergraduate/emergency_management/course-overview)

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. [http://www.csu.edu.au/courses/postgraduate/emergency\\_management/course-overview](http://www.csu.edu.au/courses/postgraduate/emergency_management/course-overview)

### **Country Fire Authority Courses Available in the CFA District**

- Introduction to AAIMS training courses
- Maintaining Safety at an Incident Scene
- Maintaining Safety on a Fire Ground

### **Other Training and Skills Links**

[www.training.gov.au](http://www.training.gov.au)

[www.governmentskills.com.au](http://www.governmentskills.com.au)

This resource is available electronically on the internet at:

[www.emv.vic.gov.au](http://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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Authorised and published by Victorian Government, 121 Exhibition St, Melbourne, Victoria 3000 December 2014

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