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# NSW Recovery Plan

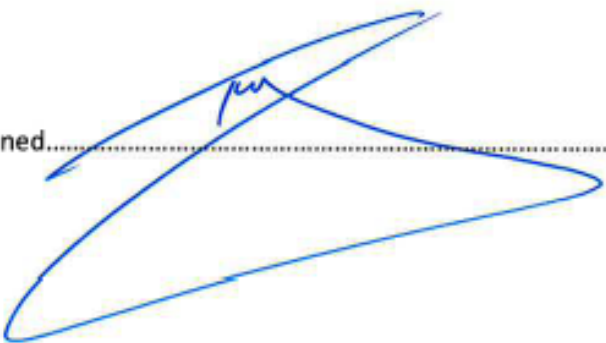
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**November 2016**

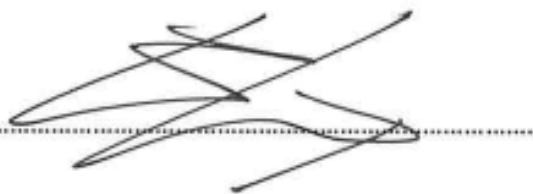
**Authorisation**

The NSW Recovery Plan has been prepared under the provisions of the *State Emergency and Rescue Management Act 1989* (SERM Act) and in accordance with NSW State Emergency Management Plan (EMPLAN). The NSW Recovery Plan is authorised by the Minister for Police and the State Emergency Recovery Controller (SERCON) who has responsibility for overseeing the preparation and maintenance of recovery policies, arrangements and plans for New South Wales.

The Hon Troy Grant  
**Minister for Police**  
**Minister for Emergency Services**

Signed.....  


Andrew Cappie-Wood | Secretary, NSW Department of Justice  
**State Emergency Recovery Controller**

Signed.....  


**Document Manager**  
Office of Emergency Management, Department of Justice

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## Acronyms

DSECON	Deputy State Emergency Recovery Controller
EMPLAN	NSW State Emergency Management Plan
EOCON	Emergency Operations Controller
LEMC	Local Emergency Management Committee
LEMO	Local Emergency Management Officer
LEOCON	Local Emergency Operations Controller
OEM	Office of Emergency Management
REMC	Regional Emergency Management Committee
REMO	Regional Emergency Management Officer
REOCON	Regional Emergency Operations Controller
SDRAG	State Disaster Recovery Advisory Group
SEMC	NSW State Emergency Management Committee
SEOC	State Emergency Operations Centre
SEOCON	State Emergency Operations Controller
SERCON	State Emergency Recovery Controller
SERM Act	State Emergency and Rescue Management Act 1989
SRCC	State Recovery Coordination Centre

# Section 1 – Introduction

## Purpose

1. The New South Wales (NSW) Recovery Plan provides a framework for recovery operations that can be tailored to support the affected community, taking into account the specific circumstances of each disaster or emergency.

## Audience

2. The NSW Recovery Plan is a NSW Government plan which informs the general community, business, government, emergency services, functional areas and those working in disaster recovery.

## Scope

3. The NSW Recovery Plan supports the development and implementation of recovery operations following a natural disaster or other emergency.
4. The Plan outlines the responsibilities, authorities and mechanisms for disaster recovery in NSW.

## Legal Framework

5. Under the *State Emergency and Rescue Management Act 1989* (SERM Act) Part 2, Division 1, Subdivision 1, Section 10 the Minister is responsible for:
  - Ensuring that adequate measures are taken by government agencies to prevent, prepare for, respond to and assist recovery from emergencies;
  - Co-ordinating the activities of government agencies in taking those measures; and
  - Approving the State Emergency Management Plan (EMPLAN) or any alterations to the State Emergency Management Plan.

The SERM Act Part 2, Division 1, Subdivision 5, Section 20A provides;

(1) There is to be a State Emergency Recovery Controller and a Deputy State Emergency Recovery Controller.

- (2) The office of the State Emergency Recovery Controller is to be held:
- a) by the Secretary (unless a person is designated under paragraph (b)), or
  - a) by a senior executive of the Department of Justice designated by the Secretary.

(3) The office of the Deputy State Emergency Recovery Controller is to be held by an employee of the Department of Justice who is designated by the Secretary as the Deputy State Emergency Recovery Controller.

(4) If the State Emergency Recovery Controller is unavailable for any reason, the Deputy State Emergency Recovery Controller has, during the period of unavailability, all the functions of the State Emergency Recovery Controller

The State Emergency Recovery Controller, subject to the SERM Act Part 2, Division 1, Subdivision 5, Section 20B may, if responsible for controlling the recovery from an emergency:

- b) issue directions to agencies who have functions in connection with recovery from an emergency, and
  - c) appoint an officer of an agency to have overall control of particular activities in recovery from an emergency where a number of agencies are involved and those agencies do not agree on the matter.
6. Other legal powers exist within relevant legislation to enable and support recovery such as the *Community Welfare Act 1987* and the *Protection of the Environment Operations Act 1997*.

## Context

7. The responsibility for the overall coordination of recovery operations in NSW rests with the State Emergency Recovery Controller (SERCON) unless prescribed in hazard specific plans (EMPLAN, Part 4, Section 406).
8. The NSW Recovery Plan:
  - Is consistent with the SERM Act and EMPLAN;
  - Is a supporting plan to the EMPLAN; and
  - Takes an all-hazards approach and applies to disasters caused by nature, technological and biological hazards.

## Defining Recovery

9. Disaster recovery is one part of the emergency management Prevention, Preparedness, Response and Recovery (PPRR) model. The range of impacts of disasters on a community can be described across the social, built, economic and natural environments.
10. Disaster recovery is:  
*“...the process of returning an affected community to its proper level of functioning after an emergency”*. (SERM Act, Section 5(d)).
11. Effective recovery can be achieved by supporting affected communities in the reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing.
12. Recovery may provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies – contributing to a more resilient community.
13. Community recovery is best achieved within a holistic and integrated framework that encompasses the community, the four recovery environments and supports the development of community resilience, as depicted in figure 1 below.



Figure 1 - Integrated & Holistic Recovery (EMA Community Recovery Handbook 2011).

## National Principles for Disaster Recovery

14. Emergency Management Australia (EMA) has established six National Principles for Disaster Recovery which are incorporated into NSW recovery planning:

**I. Understanding the context** - Successful recovery is based on an understanding of the community context. Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected.

**II. Recognising complexity** - Successful recovery acknowledges the complex and dynamic nature of emergencies and communities. Recovery should recognise that:

- information on impacts is limited at first and changes over time;
- affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly;
- quick action to address immediate needs is both crucial and expected;
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions;
- emergencies create stressful environments where grief or blame may also affect those involved;
- the achievement of recovery is often long and challenging; and
- existing community knowledge and values may challenge the assumptions of those outside the community.

**III. Using community-led approaches** - Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

- centre on the community, to enable those affected by a disaster to actively participate in their own recovery;
- seek to address the needs of all affected communities;



- allow individuals, families and communities to manage their own recovery;
- consider the values, culture and priorities of all affected communities;
- use and develop community knowledge, leadership and resilience;
- recognise that communities may choose different paths to recovery;
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process.

**IV. Ensuring coordination of all activities** - Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs. Recovery should:

- be guided by those with experience and expertise, using skilled and trusted leadership;
- reflect well-developed planning and information gathering;
- demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption;
- be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness;
- be inclusive, using relationships created before and after the emergency;
- have clearly articulated and shared goals based on desired outcomes;
- have clear decision-making and reporting structures;
- be flexible, take into account changes in community needs or stakeholder expectations;
- incorporate the planned introduction to and transition from recovery-specific actions and services; and
- focus on all dimensions; seeking to collaborate and reconcile different interests and time frames.

**V. Employing effective communication** - Successful recovery is built on effective communication with affected communities and other stakeholders. Recovery should:

- ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent;

- recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time;
- ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels;
- establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- repeat key recovery messages because information is more likely to reach community members when they are receptive.

**VI. Acknowledging and building capacity** - Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery should:

- assess gaps between existing and required capability and capacity;
- support the development of self-reliance;
- quickly identify and mobilise community skills and resources;
- acknowledge that existing resources will be stretched, and that additional resources may be required;
- recognise that resources can be provided by a range of stakeholders;
- understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
- provide opportunities to share, transfer and develop knowledge, skills and training;
- understand when and how to disengage; and
- develop networks and partnerships (CDSMAC 2009).

## Section 2 – Planning for Recovery

### Administrative Structures

15. Comprehensive administrative structures exist at the national, state and local level of government to plan, prepare for and recover from emergencies.

#### National

16. The Australia-New Zealand Emergency Management Committee (ANZEMC) is the senior officials group supporting the Council of Australian Governments (COAG) Law, Crime and Community Safety Council on emergency management matters.
17. The COAG endorsed to the National Catastrophic Disaster Plan. This Plan describes the national coordination arrangements for supporting States and the Commonwealth Governments in responding to and recovering from catastrophic natural disasters in Australia.
18. The COAG has agreed to the 'Model arrangements for leadership during emergencies of national consequence'. These arrangements describe how Australian Heads of Government will work together in such an emergency and apply to any emergency that requires consideration of national level policy, strategy, public messaging and the deployment of inter-jurisdictional assistance. The 'Model arrangements for leadership during emergencies of national consequence' is an attachment to the National Catastrophic Disaster Plan and is available at [www.aph.gov.au](http://www.aph.gov.au).
19. ANZEMC promotes the implementation of the National Strategy for Disaster Resilience, which seeks to achieve a resilience-based approach to disaster management through collaborative partnerships, shared responsibility and communities empowered to act on the disaster risks that they face.

#### New South Wales

20. The State Emergency Management Committee was established under the SERM Act to ensure that New South Wales has a system to cope with emergencies which is robust, effective and flexible enough to deal with the range of hazards experienced in NSW.

21. The State Disaster Recovery Advisory Group (SDRAG) develops and provides advice to the SERCON and the SEMC on NSW recovery policies, arrangements and plans, including the NSW Recovery Plan.

### **Local**

22. The SERM Act recognises the involvement of local government in all stages of an emergency is critical (i.e. in prevention, preparation, response and recovery).
23. Where appropriate, the roles and functions of the SEMC are delegated regionally through Region Emergency Management Committees (REMC) and locally through the Local Emergency Management Committees (LEMC).
24. Local government plays a pivotal role in LEMC. The LEMC is responsible for carrying out the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Local Government Area (LGA). Noting the responsibility for planning by Combat Agencies.

### **Recovery Plans**

25. Effective recovery requires a thorough understanding of the community profile including the four recovery environments (refer to figure 1) in order to integrate response and recovery activities.
26. Emergency Management Committees at all levels; State, Regional and Local, are responsible for recovery planning.
27. Local Recovery Plans are to be prepared as part of the standard emergency planning process by the LEMC and or the REMC, building on the emergency risk management study for the local area.
28. Local Recovery Plans identify local recovery management structures, actions, roles and responsibilities and must be consistent with relevant State level plans. Local Recovery Plans and the outcomes of impact assessments form the basis for detailed Recovery Action Plans developed following an emergency.
29. The emergency risk management process is the basis for emergency planning in NSW and informs recovery planning at state, regional and local levels. (Refer to Australian

Government Attorney-General's Department National Emergency Risk Assessment Guidelines). Successful risk reduction may decrease the impact of events and the cost and time required for recovery. Prevention can reduce or avoid an event impact and minimise longer term recovery requirements.

## **Financial Arrangements and Emergency Financial Assistance**

30. Expenditure of funds by agencies during emergency response or recovery operations is to be met in the first instance by the agency from within their usual operating budgets (or their usual arrangements with NSW Treasury). NSW Treasury may provide additional funding if the expenditure is of a magnitude that prevents the agencies, or functional areas, from continuing their usual operations for the remainder of the financial year. Departments cannot be guaranteed that funding will be provided (EMPLAN).
31. The Natural Disaster Relief and Recovery Arrangements (NDRRA) Determination is a Commonwealth Government instrument which provides a financial safety net to States and Territories, enabling expenditure above certain financial thresholds to be reimbursed if relevant criteria are met.
32. New South Wales expenditure must meet the eligibility criteria and exceed certain thresholds to be eligible for Commonwealth assistance under NDRRA. A Natural Disaster Declaration triggers the NDRRA and is made once the small disaster criterion is met. The small disaster criterion is a minimum of \$240,000 public infrastructure damage, response and recovery costs. The Office of Emergency Management provides advice to the NSW Treasury as to whether or not the threshold has been met and a natural disaster is able to be declared.
33. The Treasury may reimburse certain expenditures incurred during emergency response or recovery operations following natural disasters. These are generally limited to expenditures for services provided under the New South Wales Disaster Assistance Guidelines (NSW DAG).
34. The NSW DAG is supported by the NDRRA and includes state supporting arrangements administered directly through NSW Government Departments.
35. The NSW DAG has established a range of relief measures designed to address impacts on:
  - Individuals and households;

- Small businesses;
- Primary producers;
- Local Government; and
- Community organisations.

More information on assistance available under the NSW Disaster Assistance Guidelines can be found at [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## Training and Exercising

36. NSW recovery capability and plans are tested through operations, exercises and training. The outcomes of these activities are reviewed by the SERCON to ensure appropriate development and maintenance of recovery capabilities across NSW. However, it is the responsibility of each agency with a role in Recovery to ensure it has appropriately trained staff to execute its responsibilities during recovery operations.
37. The SEMC Emergency Management Exercise Working Group require recovery considerations form a component of all regional and state level multi-agency emergency management exercises, funded through the Working Group.
38. The Office of Emergency Management is a Registered Training Organisation that manages emergency management training and exercise programs throughout NSW.
39. The Office of Emergency Management offers a Disaster Recovery eLearning module which provides an overview of the Emergency Recovery process in NSW. This module builds upon the knowledge and understanding about Emergency Management Arrangements in NSW which is covered in the NSW Emergency Management Overview eLearning module.

To enrol in a course or find information on emergency management courses visit [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## Section 3 - Roles and Responsibilities in Recovery

40. Recovery activities often begin spontaneously within a community. Disaster recovery involves a variety of organisations and individuals across government, non-government and the community. Recovery operations aim, as far as possible, to assist the affected community to manage its own recovery, while recognising that there may be a need for external procedural, technical, physical and financial assistance.

### **State Emergency Recovery Controller and Deputy**

41. The SERCON is a statutory position appointed by the Minister and is responsible for controlling the recovery from an emergency in accordance with Section 20A of the SERM Act.
42. The SERCON is the Secretary of the Department of Justice.
43. The responsibilities of the SERCON are detailed in Section 20B of the SERM Act.
44. The Deputy State Emergency Management Controller (DSERCON) is held by an employee of the Department of Justice who is designated by the Secretary as the DSERCON.
45. If the SERCON is unavailable for any reason, the DSERCON has, during the period of unavailability, all the functions of the SERCON.

### **The Department of Justice, Office of Emergency Management**

46. The Department of Justice, Office of Emergency Management is responsible for providing support to the Minister and the SERCON by:
- Coordinating formal recovery processes including recovery operations. This may include coordination at the local, regional or state level;
  - Maintaining an operational picture and disseminating operational reports to key stakeholders;
  - Preparing progress and other reports associated with recovery operations;
  - Coordinating the analysis of impact assessment data and reports to inform recovery operational and non-operational planning;
  - Developing and maintaining recovery policies, plans and arrangements;

- Establishing the State Recovery Coordination Centre and Recovery Coordination Team(s);
- Providing recovery management and operational expertise to Local and Regional Recovery Committees; and
- Liaising with the Commonwealth Government including the Attorney General's Department (Emergency Management Australia).

## **State Emergency Operations Controller**

47. The State Emergency Operations Controller (SEOC) and SERCON will liaise where relevant during the response phase of an emergency regarding operational matters.
48. In addition, the SEOC:
  - Ensures Emergency Operation Centre Impact Assessments are completed following an emergency;
  - Coordinates assessments of the extent of damage in conjunction with the SERCON if the response is ongoing and a recovery operation is likely to be initiated.
  - Coordinates the development of a Response Summary Report for the SERCON as part of the formal handover from Response to Recovery.

## **NSW Government Agencies**

49. Recovery is a whole of government activity and may require participation and involvement of various Government agencies depending on the nature and impact of the event.
50. EMPLAN Part 4 outlines the roles and responsibilities of NSW Government agencies.
51. The SERCON may request NSW Government agencies to provide staff to assist in recovery operations.
52. The SERM Act identifies nine Functional Areas which may be called upon to coordinate the activities carried out to prevent, prepare for, respond to or recover from an emergency. The SERCON will coordinate recovery activities through the following Functional Areas:
  - Agricultural and animal services,
  - Telecommunications services,
  - Energy and utility services,



- Engineering services,
- Environmental services,
- Health services,
- Public information services,
- Transport services, and
- Welfare services.

## **Combat Agencies**

53. The Combat Agency, or lead agency, in an emergency, may provide information about any continuing response activities, guidance on mitigation strategies and general advice and assistance to the SERCON, local, regional or state recovery committee.
54. The Combat Agency, or lead agency, provides appropriate representation to local, regional or state recovery committees.

## **Local Council**

55. Local Council plays a key role in managing local recovery, providing services and assistance to the community and advice to State Government.
56. Local Council chairs the Local Recovery Committee, when a Recovery Coordinator is not appointed.
57. Local Council provides Executive Support to the Local or Regional Recovery Committee.
58. Local Council provides the Recovery Centre Manager and Administrative Support to the Recovery Centre, where established.
59. Local Council provides expertise and local knowledge to inform the Local Recovery Committee.

## **Community**

60. The National Principles for Disaster Recovery represent a range of aspects that are considered central to successful recovery, including using community-led approaches. It is

critical for communities to manage their own recovery to achieve the best possible outcomes.

61. Disaster affected communities spontaneously begin their own recovery processes. It is the role of formal recovery agencies to provide structured support, communication and coordination to assist these efforts.
62. Disaster affected people, households and communities understand their needs better than any of the professional, government, non-government or corporate supporters. They have the right to make their own choices about their own recovery. There is increasing recognition that the processes used by government and other key recovery agencies to interact with communities are critical and can impact either positively or negatively on the capacity of individuals and groups to manage their own recovery process.
63. Recovery agencies should support communities in driving their own recovery and building local capacities for recovery processes.
64. Supporting self-help and strengthening the resources, capacity and resiliency already present within individuals and communities are the keys to successful recovery. Empowering communities to create their own solutions can improve overall social cohesion, and this is critical to sustainable recovery outcomes.

## Section 4 – Recovery Operations Management

### Overview

65. The objective of recovery management is to provide effective and efficient coordination and delivery of programs, services and activities to assist and hasten the recovery of affected individuals and communities.
66. Each emergency or disaster has specific recovery management requirements depending on the social, built, natural and economic impacts on the community.
67. Management of a recovery operation, including coordinating services, information and resources should, whenever possible, occur at the local level through the Local Recovery Committee with the provision of guidance and advice from the SERCON as needed.
68. When events overwhelm local capacity, the SERCON will coordinate recovery operations in consultation with the Local and Regional Emergency Management Committees and/or the Local/Regional Recovery Committee/s.
69. In these circumstances, the Local or Regional Recovery Committee will continue to play a critical role in recovery efforts as they possess key knowledge and understanding of the community.
70. Recovery is most effective when managed by either a recovery committee or recovery coordinator, supported by a recovery committee. Recovery committees and coordinators assess the consequences of an event and coordinate the rebuilding, restoration and rehabilitation of the social, built, economic and natural environments of the affected community.

### Recovery Operations Management Framework

71. The Recovery Operations Management Framework (the Framework) outlines how State Government led recovery operations are managed and coordinated.
72. The Framework is both scalable and flexible and the escalation of arrangements are guided by the severity of the event.
73. Figure 2, below shows the components of the Framework and their relationship to each other.

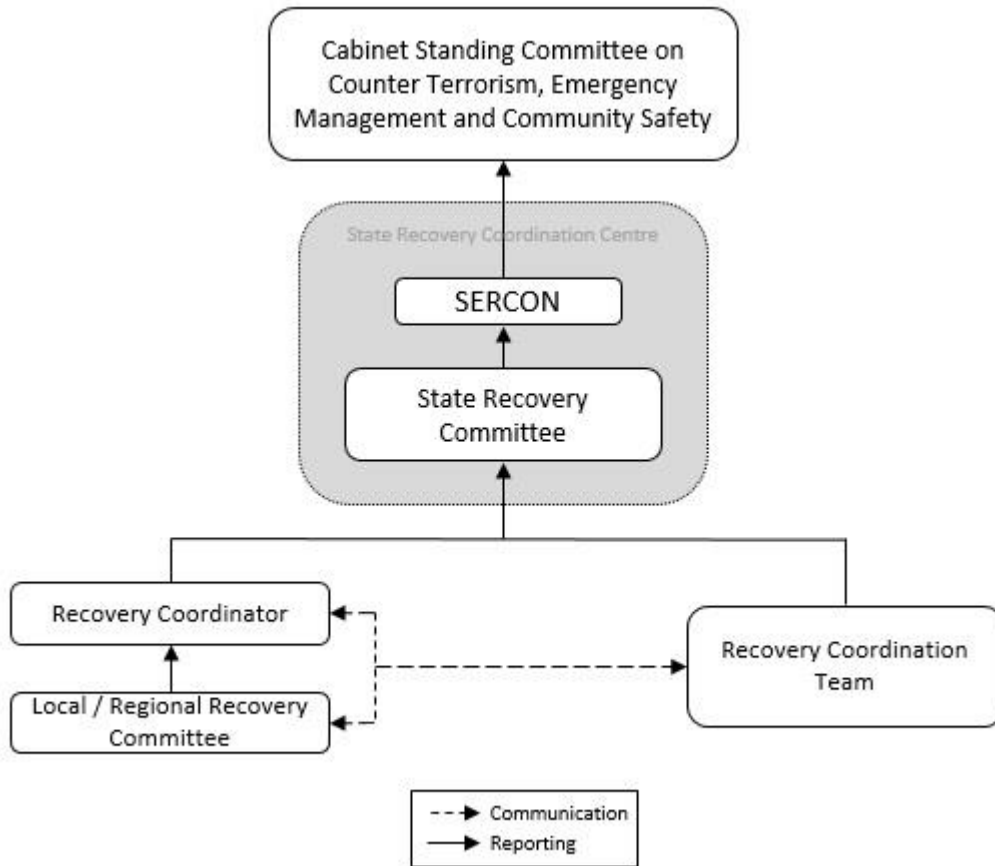


Figure 2 – Recovery Operations Management Framework

**Recovery Coordination Team**

- 74. The Recovery Coordination Team is led by the Recovery Operations Director appointed by the SERCON. It is staffed by Recovery Field Officers and may comprise representatives from Functional Areas, the relevant Combat Agency, Local Government and NGOs.
- 75. The Recovery Coordination Team coordinates the recovery operations of the State Government and provides advice, support, guidance and resources to assist the efforts of the Local Recovery Committee and the Local Council. This includes facilitating the establishment of the Recovery Centre and/or Mobile Recovery Services.
- 76. The SERCON directs the establishment of a Recovery Coordination Team in the affected region. This may be co-located with the Local Council or in another appropriate location.

**Local Recovery Committee**

- 77. Following an emergency, the LEMC will decide whether a Local Recovery Committee should be established to coordinate ongoing recovery issues.

78. This decision is informed by a combination of factors including the scale of the emergency, handover recommendations from the lead agency, impact assessment data, local knowledge, history and expertise and consultation and liaison with the SERCON.
79. The Recovery Coordinator, if appointed, chairs the Local Recovery Committee.
80. The Local Recovery Committee is the strategic decision making body for local recovery. It provides visible and strong leadership and has a key role in restoring confidence to the community. This is achieved by assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.
81. Other agencies, not specifically designated as members of Local and Regional Emergency Management Committees, may be part of a Local Recovery Committee. The Local Recovery Committee should include local representatives of participating agencies (government and non-government).
82. Where the Recovery Coordination Team/State Recovery Coordination Centre is activated, the Local Recovery Committee retains responsibility for strategic decision making regarding local recovery. It communicates regularly with the Recovery Coordination Team/State Recovery Coordination Centre on the Local Recovery Action Plan and activities, ensuring alignment with State activities.
83. The Local Recovery Committee will:
  - Represent the local Community;
  - Conduct and update Recovery Needs and Capacity Assessments;
  - Assess the need for a Recovery Centre and make recommendations to the SERCON;
  - Guide decisions about local priorities, resource allocation and management;
  - Develop and maintain a Recovery Action Plan;
  - Develop and maintain a Communications Plan;
  - Coordinate local recovery activities;
  - Liaise and coordinate local recovery activities with the Recovery Coordination Team/State Recovery Coordination Centre (if activated);
  - Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of recovery objectives and strategies and are informed of progress made;
  - Ensure the recovery is in line with the National Principles for Disaster Recovery; and
  - Provide the SERCON with an end of recovery report.

### **Regional Recovery Committee**

84. Should an emergency affect several LGAs, a Regional Emergency Management Committee (REMC) will meet to discuss recovery implications including the need for a Regional Recovery Committee.
85. The Recovery Coordinator, if appointed, chairs the Regional Recovery Committee.
86. The Combat Agency Controller and/or Regional Emergency Operations Controller (RECON) will attend recovery meetings to provide an overview of the situation.
87. Where a Regional Recovery Committee is established, the Recovery Coordination Team will provide support, guidance and resources to assist the implementation of recovery activities. The Recovery Coordination Team remains responsible for coordinating State recovery operations in the field.
88. The SERCON may send a representative to REMC meetings to provide expert recovery advice and guidance.
89. The Regional Recovery Committee will:
  - Coordinate a cohesive approach to recovery activities across multiple Local Government Areas;
  - Provide advice and guidance to assist locally-led recovery;
  - Support the recovery operations of the Recovery Coordination Team;
  - Guide decisions about priorities, resource allocation and management;
  - Develop and maintain a Recovery Action Plan;
  - Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of recovery objectives and strategies and informed of progress made;
  - Ensure the recovery is in line with the National Principles for Disaster Recovery; and
  - Provide the SERCON with an end of recovery report.

### **State Recovery Committee**

90. The State Recovery Committee provides strategic oversight and guidance to recovery efforts following disasters that overwhelm local and regional capacity. This may result from one, large scale event or through several emergencies that occur simultaneously.
91. The SERCON is the Chair of the State Recovery Committee.
92. The State Recovery Committee is responsible for:
  - Providing strategic direction in relation to disaster recovery;

- Overseeing reconstruction and recovery efforts; and
- Providing senior leadership to facilitate whole-of-government coordination.

### **State Recovery Coordinator**

93. Once the need for a formal recovery operation has been identified by the SERCON, the SERCON may recommend the appointment of a Recovery Coordinator and nominate an appropriate candidate to the Minister.
94. Recovery Coordinators are appointed to be the public face of the recovery operation providing guidance to the Local/Regional Recovery Committee. They also act as the conduit between the Local Recovery Committee, the community and the State Government.
95. The Recovery Coordinator reports to the SERCON.
96. The Recovery Coordinator's functions are to:
  - Establish and maintain effective relationship with Local Council;
  - Chair the Local or Regional Recovery Committee;
  - Oversee the conduct of Recovery Needs Assessments;
  - Support the Office of Emergency Management to maintain an operational picture of the emergency's impact and keep the Local/Regional Recovery Committee informed;
  - Communicate key messages in accordance with the agreed community engagement and communication plan;
  - Establish regular dialogue with key stakeholders to ensure their participation in, and awareness of, the intended recovery process;
  - Assist with facilitation and coordination of non-government and private sector organisations' services involved in the recovery process;
  - Identify areas where existing policy provisions are unlikely to be sufficient to achieve the required recovery level and provide advice to the SERCON; and
  - At the conclusion of the formal recovery phase, provide a report to the SERCON detailing actions taken, lessons identified and any recommendations.

### **State Recovery Coordination Centre**

97. The State Recovery Coordination Centre (SRCC) is established during the early phase of a recovery operation that requires significant support and exceeds local capacity.

98. The SRCC is established to support the SERCON to coordinate state-wide recovery planning and coordination.
99. The SRCC will provide resources for Functional Areas to ensure recovery activities across all areas are coordinated and integrated.
100. The SRCC establishes a state level capability to monitor and support local and regional recovery committees and ensure recovery operations are receiving appropriate levels of support.

### **Cabinet Standing Committee on Counter Terrorism, Emergency Management and Community Safety**

101. The role of the Committee is to assist Cabinet to maintain and develop the State's capacity to prevent, respond to, and recover from, acts of terrorism, emergencies, natural disasters and issues of community safety.
102. The Committee's agenda includes standing items on the security environment, national counter terrorism, emergency management activities (including preparations for, response to, and recovery from, natural disasters) and community safety issues.
103. Cabinet remains responsible for:
  - Setting priorities and approving the overarching policy framework for the Government;
  - Approving fiscal strategy, including determining the levels of funding available within the Budget for implementation of policy and strategic initiatives; and
  - Approving the preparation of legislation.



## Activation of Recovery Operations Management Framework

104. The following table provides guidance on the level of activation appropriate for the severity of an event. Note that this table provides points on a continuum and events may fall between the described levels of severity.

	State Assistance Required	Recovery Centre Required	Recovery Coordinator Required	Local or Regional Recovery Committee Convened	Surge Staff Required	State Recovery Committee Convened	State Recovery Coordination Centre Activated	Interstate or Commonwealth Assistance Required
Low	No	No	No	Likely Local	No	No	No	No
Medium	Yes	Likely	Likely	Local And Likely Regional	Likely	Likely	Unlikely	No
High	Yes	Yes Likely multiple	Yes	Local And Regional	Yes	Yes	Likely	Likely
Catastrophic	Yes	Yes Likely multiple	Yes Likely multiple	Local And Regional	Yes	Yes	Yes	Yes

**Table 1 –Recovery Operations Management Framework Activation Levels**

105. Based on the level of severity the following recovery service options and supporting arrangements will be activated.

### Low Severity Event

106. Recovery operations are locally led by the affected Local Council and relevant local agencies.

107. A Local Recovery Committee may be established to manage the recovery operation.

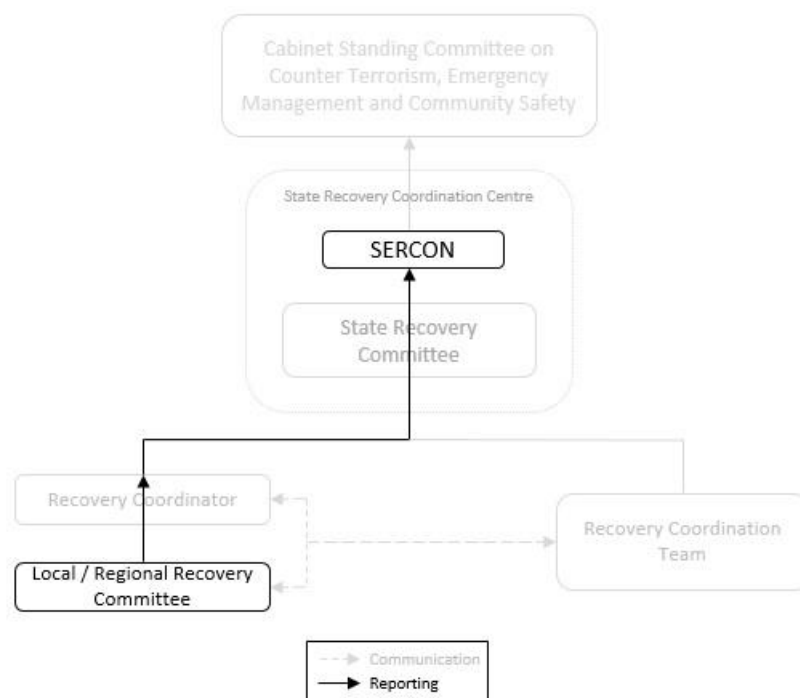
108. The Combat Agency Controller and Local Emergency Operations Controller (LEOCON) attend recovery meetings to provide an overview of the emergency response operation.

109. State agencies may assist recovery operations, using existing local resources. State agency activities are handled through business-as-usual channels.

110. The SERCON may appoint an officer to:

- Attend the LEMC and / or Local Recovery Committee meetings; and
- Provide expert recovery advice and guidance to support locally-led recovery efforts.

111. Figure 3 depicts these arrangements.



**Figure 3 - Coordination and Reporting Arrangements for a Low Severity Event**

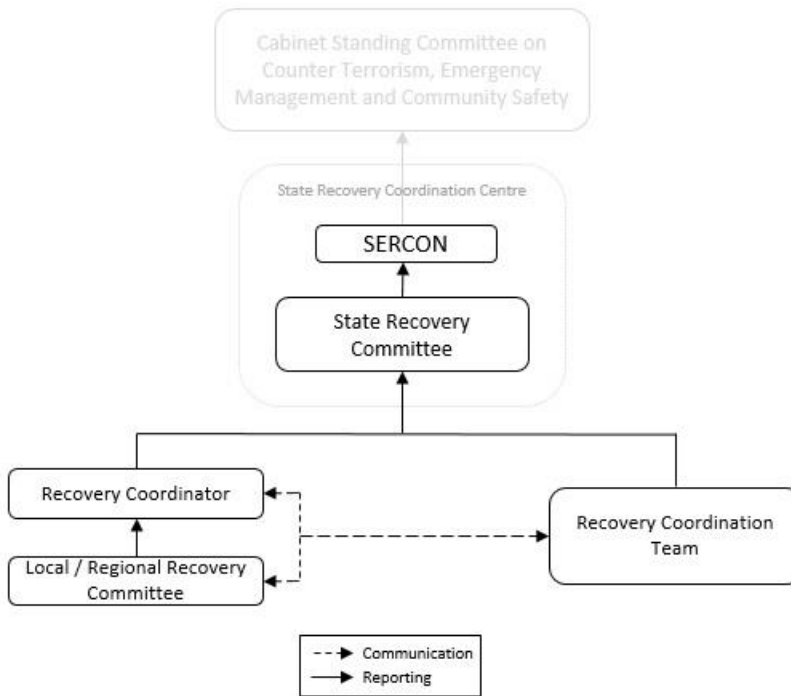
### Medium Severity Event

112. The affected Local Council requires assistance from the State to provide resourcing, support and advice regarding recovery operations.

113. A Recovery Centre or other recovery service model is likely to be required to provide services to affected communities.

114. Surge staff are likely to be required.

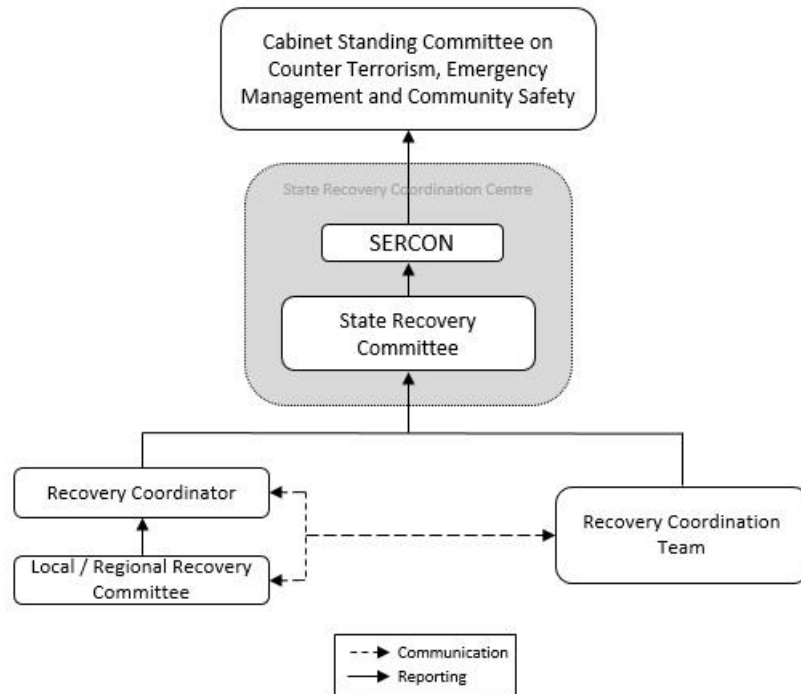
- 115. A Local or Regional Recovery Committee will be established.
- 116. A Recovery Coordination Team deploys to the field to support, advise and guide local recovery efforts and to coordinate recovery operations.
- 117. Additional State agencies are engaged in recovery operations and will deploy additional personnel and resources to manage recovery activities.
- 118. The SERCON may recommend to the Minister the appointment of a Recovery Coordinator.
- 119. The SERCON may convene the State Recovery Committee.
- 120. Figure 4 depicts these arrangements.



**Figure 4 - Coordination and Reporting Arrangements for a Medium Severity Event**

### **High Severity Event**

121. A major event or multiple events affecting several Local Government Areas requiring a State led and coordinated recovery operation.
122. One or multiple Recovery Centre(s) established to provide services to affected communities.
123. Multiple Local or Regional Recovery Committees established.
124. The Recovery Coordination Team deploys to the field to support, advise and guide local recovery efforts and coordinate recovery operations.
125. One or multiple Recovery Coordinator(s) appointed to provide leadership and the public face of the recovery effort.
126. The State Recovery Coordination Centre is activated and the SERCON convenes the State Recovery Committee.
127. The Cabinet Standing Committee doesn't have a specific role in the coordination of recovery operations however, would provide a mechanism for Ministerial level information coordination and oversight of any policy implications of the recovery from a high severity event.
128. Figure 5 below depicts these arrangements.



**Figure 5 - Coordination and Reporting Arrangements for a High Severity Event**

### **Catastrophic Severity Event**

129. Should an event reach catastrophic severity, the State Government will implement enhanced recovery arrangements beyond this Framework.

## Section 5 – Recovery Operations

### Local Recovery Toolkit

130. The Local Recovery Toolkit (the toolkit) is a collection of resources that has been developed to assist local councils, community service organisations and individuals involved in the provision of recovery services following an emergency, perhaps for the first time and under the pressure of time constraints.
131. The aim of the Toolkit is to strengthen recovery capability in NSW. As such, the Toolkit has been developed to be flexible and responsive to meet current and changing community needs.
132. The Toolkit is made up of a series of guidelines that provide information, tools and templates on a particular topic. Each guideline is designed to be read independently.

To obtain a copy of the Local Recovery Toolkit visit [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

### Impact Assessment Data Sharing Arrangements

133. The Impact Assessment Data Sharing Arrangements (the Arrangements) outline a whole-of-government approach to data collection, sharing and analysis for emergencies.
134. The Arrangements set out methodology for sharing the Geographical Information System (GIS) based impact data during events. It also provides guidelines on the activation of the Arrangements.
135. The sharing and analysis of impact assessment data will:
- Provide government agencies with a clear understanding of impacts to inform their operational response;
  - Inform recovery planning;
  - Provide evidence for Natural Disaster Relief and Recovery Arrangements funding applications; and
  - Inform the Recovery Needs and Capacity Assessment.

## Transition from Response to Recovery

136. The recovery process begins at impact. It operates in parallel to the response phase and continues after the response phase is complete. The Combat Agency retains responsibility as the lead agency until the formal handover to the SERCON.
137. The SERCON may, in consultation with the Combat Agency Controller and/or Emergency Operations Controller (EOCON), deploy a Recovery Liaison Officer to the most appropriate Emergency Operations Centre.
138. The EOCON is to provide information on the response operation to the Recovery Liaison Officer. This data, including damage and impact assessments, is used as a basis for planning recovery. The EOCON should consult with the REMO, Functional Areas and combat agency to develop the Impact Assessment.
139. As the response concludes, a transition to recovery will occur. In events of Medium Severity and higher this process is formally planned and conducted.
140. The SEOCON will develop a Response Summary Report for the SERCON that outlines:
  - Resources allocated to the emergency response and associated exit strategies;
  - An impact assessment of the emergency, focusing on the four environments;
  - Any areas or situations with the potential to re-escalate the emergency;
  - Agreed milestones and timings for the conclusion of response and transition to the SERCON; and
  - Any actions that are incomplete or outstanding.
141. The transition from response leadership by the SEOCON to the recovery leadership by the SERCON only occurs once the SEOCON and SERCON have endorsed the Response Summary Report.
142. The SEOCON will provide the SERCON with a detailed handover brief and associated data at the transition of management responsibility.
143. The SERCON, the SEOCON and relevant Combat Agency Controller will ensure that senior representatives from the Combat Agency are assigned as Liaison Officers to the Local Recovery Committee and Recovery Coordination Team/State Recovery Coordination Centre and participate in all recovery operations.

## Public Information

144. Public information strategies will be developed following an emergency, as part of the recovery planning process. These public information strategies will support the effective management, coordination and release of key messages that are timely and accurate.
145. The NSW Public Information Services Functional Area Supporting Plan enables the effective management, coordination and release of information to the public assisting in longer-term recovery.
146. All agencies responding to an emergency are entitled to release information without the express approval of the Public Information Services Functional Area Coordinator (PIFAC). However, it is the responsibility of all agencies to ensure that the information they intend to release is not in conflict with messages being generated by the PIFAC. This may require responding agencies to consult with PIFAC prior to releasing such messages.
147. The Local Recovery Committee is to ensure that public communication provides accurate and credible information regarding the types of services available to the community and the means of accessing those services.

More information on Communicating in Recovery, including templates, can be found in the Local Recovery Toolkit – Guideline 4: Communicating in Recovery, available at [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## Recovery Action Plan

148. A Recovery Action Plan provides direction and operational actions required to facilitate a successful recovery, it is unique to each event and guided by the needs of the community.
149. One of the first actions for Local Recovery Committees is to develop a Recovery Action Plan. A Recovery Action Plan is a living document and is revised and updated as the recovery continues.
150. The Recovery Action Plan:
  - Is informed by Impact Assessments and Needs and Capacity Assessments and leads to the development of specific recovery activities that have measureable outcomes and associated timeframes;



- Considers the impact of the event, the location, community demographics and the vulnerabilities of the community and pre-existing community social networks;
- Provides a balance between fostering community resilience and maintaining the provision of community-based services that support recovery; and
- Is typically an internal working document rather than a public document.

More information on Recovery Action Plans, including templates, can be found in the Local Recovery Toolkit – Guideline 3: Recovery Action Plans, available at [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## Recovery Needs and Capacity Assessments

151. Recovery Needs and Capacity Assessments deal with the type, amount and priorities of assistance needed by an affected community after an emergency and the Community's capacity to fulfil these needs. Its purpose is to identify:
- Needs of the affected community and provide an indication of the level of urgency; and
  - The capacity of the community to meet the identified needs from within the community and those that can only be met with outside assistance.
152. A Recovery Needs and Capacity Assessment builds on the information provided in impact assessments and provides valuable information to inform the Recovery Action Plan including areas of the community that require immediate attention and what resources are available.
153. The Local Recovery Committee is responsible for undertaking and updating the Recovery Needs and Capacity Assessment.

## Local Community Consultation Group

154. The SERCON or Local Recovery Committee may establish Local Community Consultation Groups to enable members of the local community, including people affected by the event and representatives from local organisations, to provide input to the recovery process.
155. Local Community Consultation Groups should be facilitated and supported by the Recovery Coordinator or a member of the Local Recovery Committee.

156. The Local Community Consultation Group:

- Represents the community in the recovery process;
- Facilitates dialogue between the Local Recovery Committee/Recovery Coordinator and the community;
- Regularly advises on issues of concern;
- Works with the Local Recovery Committee/Recovery Coordinator and task groups to tackle specific issues; and
- Assists coordination of recovery initiatives undertaken in the community.

## Recovery Centres

157. Recovery Centres are one-stop-shops for the provision of Local, State and Commonwealth Government and non-government services to people affected by emergencies. Recovery Centres support the recovery process of disaster affected communities by:

- Providing a safe place for those affected by the disaster to meet and discuss their experience;
- Providing direct provision of government and non-government information and services in one easy to access location;
- Expediting the administration of government processes and services; and
- Engaging recovery workers who understand the context of the emergency and the effects on individuals and communities.

158. Depending on the emergency, services may include:

- Financial support for individuals, primary producers and small businesses;
- Mental health and counselling support services;
- Local government services;
- Legal and advocacy services;
- Disaster-specific advice, for example safe clean up, managing health concerns; and
- Insurance advice.

159. The Local Recovery Committee in consultation with the Office for Emergency Management will assess the need for a Recovery Centre and recommend to the SERCON.

160. Upon authorisation by the SERCON, Recovery Centres are established by Engineering Services Functional Area and the Office of Emergency Management.
161. Recovery Centres are just one option to deliver recovery services to the Community. Alternate options to deliver recovery services to the community include establishing information points, mobile recovery services or outreach strategies.

More information on Recovery Centres, including templates, can be found in the Local Recovery Toolkit – Guideline 2: Managing Recovery Centres, available at [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## **Outreach**

162. Outreach programs provide personal support and recovery information to impacted households and assist in identifying people who require additional assistance in their recovery.
163. Outreach should generally commence as soon as access is available to affected areas.
164. The need for Outreach is determined for each event and coordinated through the Welfare Services Functional Area. It is delivered by the Australian Red Cross with the assistance of other agencies as required.
165. The Australian Red Cross provides personal support services to disaster affected people including care and comfort, information, referral and interpersonal help through measures such as Psychological First Aid and outreach.

## **Donated Goods**

166. Disasters often generate significant unsolicited donated goods requiring extensive logistical management. Essential workers may be taken away from their core business to sort and match goods to individuals and families and distribute and dispose of goods. In addition, the secure storage required for goods can be expensive to maintain and difficult to find in locations where infrastructure has been severely impacted, and/or is need for other services. Donated goods can also disadvantage local businesses as they reduce the need to purchase locally.

167. Donations of money are more useful than goods as they provide choice and independence to affected communities. The key message is that cash donations are preferred because they can be targeted to meet immediate needs.
168. Cash donations can also circulate in the affected community, stimulating faster recovery for the local economy.
169. Through public messaging the Local Recovery Committee and other agencies involved in the recovery effort are advised to actively discourage the receipt of donated goods.

## **Transition to Ongoing Recovery**

170. Withdrawal of formal recovery service provision requires a handover to agencies who usually have responsibility for those activities, under normal circumstances. A transition strategy is a systematic plan to achieve the withdrawal of formal recovery arrangements. This strategy is documented in the Recovery Action Plan.
171. The Recovery Action Plan establishes a timeframe for transition.
172. The transition from formal recovery structures is staged and conducted in consultation with the Local Council and Local Recovery Committee and in conjunction with an appropriate communications strategy.
173. Responsibility for leading ongoing local recovery rests with the Local/Regional Recovery Committee.
174. Where events require additional State support to the ongoing recovery process, this is formalised through the establishment of a Memorandum of Understanding (MOU) between the State Government and the Local Council(s). The MOU will outline:
  - Any ongoing funding agreements;
  - Roles and responsibilities in relation to ongoing recovery funding;
  - Timeframes and milestones;
  - Reporting requirements; and
  - Ongoing State Government engagement and consultation.

More information on the Transition Strategy, including templates, can be found in the Local Recovery Toolkit – Guideline 3: Recovery Action Plans, available at [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au)

## **Operational Debriefs and Reporting**

175. Agencies with a role in recovery conduct operational debriefs following the conclusion of recovery operations. This provides an opportunity to identify aspects of good practice that should be maintained and areas that need to be improved.
176. The Recovery Coordinator is responsible for ensuring debriefs of the Local/Regional Recovery Committee are facilitated in consultation with the SERCON.
177. The Recovery Coordinators Report will include recommendations based on lessons identified from debriefs.
178. The SERCON is responsible for coordinating debriefs for the Recovery Coordination Team, State Recovery Coordination Centre and State Recovery Committee.
179. These debriefs will be used to inform future policy development.

## Definitions

### **Agency**

means a government agency or a non-government agency (Source: NSW EMPLAN).

### **Combat Agency**

means the agency identified in EMPLAN as the agency primarily responsible for controlling the response to a particular emergency (Source: NSW EMPLAN).

### **Control**

means the overall direction of the activities, agencies or individuals concerned. (Source: SERM Act). Control operates horizontally across all agencies / organisations, functions and individuals. Situations are controlled (Source: NSW EMPLAN).

### **Coordination**

means the bringing together of agencies and individuals to ensure effective emergency or rescue management, but does not include the control of agencies and individuals by direction (Source: NSW EMPLAN).

### **Deputy State Emergency Recovery Controller (DSERCON)**

a statutory position appointed by the Minister for Police. If the State Emergency Recovery Controller is unavailable for any reason, the Deputy State Emergency Recovery Controller has, during the period of unavailability, all the functions of the State Emergency Recovery Controller (Source: SERM Act, Section 20A).

### **Disaster**

means an occurrence, whether or not due to natural causes, that causes loss of life, injury, distress or danger to persons, or loss of, or damage to, property (Source: NSW EMPLAN).

### **Disaster Recovery**

“The coordinated process of supporting disaster affected communities in the reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing” (Source: Australian Emergency Manual, Disaster Recovery EMA 2004).

## **EMPLAN**

means the New South Wales State Emergency Management Plan. The object of EMPLAN is to ensure the coordinated response to emergencies by all agencies having responsibilities and functions in emergencies (Source: NSW EMPLAN).

## **Emergency**

means an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which:

- a. endangers, or threatens to endanger, the safety or health of persons or animals in the State; or
- b. destroys or damages, or threatens to destroy or damage, any property in the State, being an emergency which requires a significant and co-ordinated response.

For the purposes of the definition of emergency, property in the State includes any part of the environment of the State. Accordingly, a reference in the Act to:

- a. threats or danger to property includes a reference to threats or danger to the environment; and
- b. the protection of property includes a reference to the protection of the environment (Source: NSW EMPLAN).

## **Emergency Management Committee**

means a committee constituted under the State Emergency and Rescue Management Act, 1989 (as amended), at local, region or state level, responsible for preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies for which it is constituted.

## **Emergency Operations Centre (EOC)**

means a centre established at State, Region or Local level as a centre of communication and as a centre for the coordination of operations and support during an emergency (Source: NSW EMPLAN).

## **Functional Area**

means a category of services involved in the preparations for an emergency and provision of services, including the following:

- Agriculture and Animal Services;
- Telecommunication Services;
- Energy and Utility Services;
- Engineering Services;
- Environmental Services;
- Health Services;

- Public Information Services;
- Transport Services; and
- Welfare Services

### **Functional Area Coordinator**

in this plan means the nominated coordinator of a Functional Area, tasked to coordinate the provision of Functional Area support and resources for emergency response and recovery operations, who, by agreement of Participating and Supporting Organisations within the Functional Area, has the authority to commit the resources of those organisations.

### **Hazard**

in this plan means a potential or existing condition that may cause harm to people or damage to property or the environment (Source: NSW EMPLAN).

### **Impact Assessment**

a continuous and dynamic process of ongoing information collection and assessment. It is coordinated by the EOCON, with Combat Agency and Functional Areas contributing to the data collection process.

### **Liaison Officer (LO)**

in this plan means a person, nominated or appointed by an organisation or functional area, to represent that organisation or functional area at a control centre, emergency operations centre, coordination centre or site control point, a liaison officer maintains communications with and conveys directions/requests to their organisation or functional area, and provides advice on the status, capabilities, actions and requirements of their organisation or functional area (Source: NSW EMPLAN).

### **Local Community Consultation Group**

a group of local community members, including people affected by an event and representatives of local organisations, who meet and provide input and guidance to recovery committees.

### **Local Emergency Management Committee (LEMC)**

means the committee constituted under the State Emergency and Rescue Management Act, 1989 (as amended), for each local government area, and is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area (Local EMPLAN) for which it is



constituted. In the exercise of its functions, any such Committee is responsible to the relevant Regional Emergency Management Committee (Source: NSW EMPLAN).

**Local Emergency Operations Controller (LEOCON)**

means a Police Officer appointed by the Regional Emergency Operations Controller as the Local Emergency Operations Controller for the Local Government Area (Source: NSW EMPLAN).

**Local Government Area (LGA)**

means an area within the meaning of the Local Government Act 1993 and includes a combined local government area as referred to in the State Emergency and Rescue Management Act, 1989 (as amended).

**Minister**

means the Minister for Police.

**Office of Emergency Management**

provides operational support and advice during emergency response and recovery to the State Emergency Recovery Controller and State Emergency Operations Controller, particularly operational support to local, region and state level recovery committees. It also provides policy, administrative and operational support to the State Emergency Management Committee and its various Functional Area committees, along with the State Rescue Board and its sub-committees.

**Mitigation**

means measures taken in advance of, or after, a disaster aimed at decreasing or eliminating its impact on society and environment (Source: NSW EMPLAN).

**National Principles for Disaster Recovery**

a series of key concepts, accompanied by a complementary phrase and a series of key considerations for successful recovery (Source: Australian Emergency Manual, Disaster Recovery EMA 2004).

**Natural Disaster**

a natural disaster is a serious disruption to a community or region caused by the impact of a naturally occurring rapid onset event that threatens or causes death, injury or damage to property or the environment and which requires significant and coordinated multi-agency and community response. Such serious disruption can be caused by any

one, or a combination of, the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado (Source: NSW EMPLAN).

### **Natural Disaster Relief and Recovery Arrangements (NDRRA)**

The Australian Government provides funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs based on the terms and conditions in the NDRRA Determination 2007.

### **Needs and Capacity Assessment**

an assessment of the community's needs as a result of an event including impacts, community demography, available resources and the Community's capacity to address these needs.

### **Non-Government Agency**

means a voluntary organisation or any other private individual or body, other than a government agency (Source: NSW EMPLAN).

### **Preparation**

in relation to an emergency includes arrangements or plans to deal with an emergency or the effects of an emergency (Source: NSW EMPLAN).

### **Prevention**

in relation to an emergency includes the identification of hazards, the assessment of threats to life and property and the taking of measures to reduce potential loss to life or property (Source: NSW EMPLAN)

### **Region**

the State is divided into Regions as determined by the Minister by order published in the Gazette. Any such order may describe the boundaries of a region by reference to local government areas, maps or otherwise (Source: NSW EMPLAN).

### **Regional Emergency Management Committee (REMC)**

means the committee constituted under the *State Emergency and Rescue Management Act, 1989* (as amended), which at Regional level is responsible for preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Region (Region EMPLAN) for which it is constituted. In the exercise of

its functions, any such Committee is responsible to the State Emergency Management Committee (Source: NSW EMPLAN).

**Regional Emergency Operations Controller (REOCON)**

means the Region Commander of Police appointed by the Commissioner of Police, as the Regional Emergency Operations Controller for the Emergency Management Region.

**Recovery**

in relation to an emergency means the process of returning an affected community to its proper level of functioning after an emergency (Source: NSW EMPLAN).

**Recovery Action Plan**

a plan developed to provide the strategic direction and operational actions required to facilitate a successful recovery at local, region and/or state level.

**Recovery Centre**

one-stop-shops that centralise Local, State and Commonwealth Government and non-government services to people affected by disasters.

**Recovery Committee**

the strategic decision making body for recovery providing visible and strong leadership, with a key role in restoring confidence to the community through assessing the consequences of the emergency, and coordinating activities to rebuilding, restoring and rehabilitating the affected community.

**Recovery Coordinator**

the public face of the recovery operation, providing leadership to the Local/Regional Recovery Committee and coordinating the recovery effort in accordance with agreed recovery plans.

**Recovery Plan**

the plan outlining the strategic intent, responsibilities, authorities and mechanisms for disaster recovery in NSW. This Plan.

**Relief**

the provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to emergency relief or recovery centres (Source: NSW EMPLAN).

**Response**

in relation to an emergency includes the process of combating an emergency and of providing immediate relief for persons affected by an emergency (Source: NSW EMPLAN).

**Risk**

a concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment (Source: NSW EMPLAN).

**State Disaster Recovery Advisory Group (SDRAG)**

develops and provides advice to the State Emergency Recovery Controller (SERCON) on NSW recovery policies, arrangements and plans.

**State Emergency Management Committee (SEMC)**

means the committee constituted under the State Emergency and Rescue Management Act, 1989 (as amended), as the principal committee established under this Act for the purposes of emergency management throughout the State, and, in particular, is responsible for emergency planning at State level (Source: NSW EMPLAN).

**State Emergency Operations Controller (SEOCN)**

means the person appointed by the Governor, on the recommendation of the Minister, responsible, in the event of an emergency which affects more than one Region, for controlling the allocation of resources in response to the emergency. The State Emergency Operations Controller is to establish and control a State Emergency Operations Centre (Source: NSW EMPLAN).

**State Emergency Recovery Controller (SERCON)**

a statutory position appointed by the Minister for Emergency Services and is responsible for controlling the recovery from the emergency in accordance with Section 20B of the State Emergency and Rescue Management Act 1989.

**State Emergency and Rescue Management Act 1989 (SERM Act)**

is the underlying legislation for emergency management in NSW. It specifies responsibilities of the Minister and requirements of the EMPLAN.

**Supporting Plan**

in this plan means a plan prepared by an agency / organisation or functional area, which describes the support which is to be provided to the controlling or coordinating authority

during emergency operations. It is an action plan which describes how the agency / organisation or functional area is to be coordinated in order to fulfil the roles and responsibilities allocated (Source: NSW EMPLAN).

**Vulnerability**

the degree of susceptibility and resilience of the community and environment to hazards (Source: NSW EMPLAN).

## **Annexure 1: State Recovery Committee Membership & Terms of Reference**

### **Purpose**

The State Recovery Committee is established under s406 of the EMPLAN. It provides strategic oversight and guidance to recovery efforts following disasters that overwhelm local and regional capacity.

The State Recovery Committee is responsible for:

- Providing strategic direction in relation to disaster recovery;
- Overseeing reconstruction and recovery efforts;
- Providing senior leadership to facilitate whole-of-government coordination; and
- Monitoring and reporting to the Premier, Minister and Cabinet on the progress of recovery.

### **Membership**

The SERCON is the Chair of the State Recovery Committee. The State Recovery Committee comprises the Secretaries of:

- NSW Department of Education;
- NSW Family and Community Services;
- NSW Finance, Service and Innovation
- NSW Health;
- NSW Planning and Environment;
- NSW Department of Premier and Cabinet;
- NSW Treasury;
- NSW Department of Industry; and
- Transport for NSW.

Agency representatives, Local Government representation and Functional Area Coordinators, may be invited by the Committee Chair.

### **Frequency of Meetings and Secretariat**

The Committee will convene as directed by the SERCON.

The Office of Emergency Management provides secretariat services to the Committee.