



State Special Emergency Management Plan

Interim State Recovery Plan

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1 Overview

Glossary

Table 1 Terms

Term	In the context of this plan, this means ...
The Act	<i>Emergency Management Act 2006</i>
Affected Area Recovery Committee	A committee established after an emergency event to coordinate longer term recovery activities at the regional and/or local levels. These committees bring together members of the affected community, councils and relevant Tasmanian Government agencies to collaboratively plan, prioritise and coordinate regional and local recovery activities.
Coordination	The systematic acquisition and application of resources (workers, equipment, goods and services) during response/recovery. Coordination can operate vertically within an organisation (as a function of command), as well as across organisations (as a function of control).
Coordinating Agency	The identified government agency or agencies responsible for managing and coordinating the planning, delivery, monitoring and reporting for a group of recovery functions (recovery domain).
Council	A Tasmanian Local Government Authority
Debrief	A meeting of stakeholders to review the effectiveness of response or recovery operations.
Emergency	Further defined by the <i>Emergency Management Act 2006</i> , an emergency is: an event – or the threat of an event – that: endangers, destroys or threatens to endanger or destroy human life, property or the environment, or causes or threatens to cause injury or distress to persons; and requires a significant response from one or more of the statutory services.
Emergency management	Further defined by the <i>Emergency Management Act 2006</i> , emergency management encompasses the planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, overcome and recover from an emergency. Such measures include civil defence, research, training, policy and procedures.
Emergency management plan	<p>A document required by the <i>Emergency Management Act 2006</i> that describes governance and coordination arrangements and assigned responsibilities for: a geographic area; identified hazard; or function relevant to emergency management in Tasmania. This includes descriptions of processes for safe and effective operations in emergencies.</p> <p>Emergency management plans include the Tasmanian Emergency Management Plan, Regional Emergency Management Plans, State Special Emergency Management Plans and Associate Plans.</p>
Emergency power and special emergency power	A power specified in Schedule 1 or 2 of the <i>Emergency Management Act 2006</i> .
Evacuation centre	An identified location that provides temporary accommodation and basic services to meet the immediate personal needs of people affected by an emergency.
Local government	A generic reference to one or more of Tasmania's Local Government Authorities, alternatively referred to as a council or councils.

Municipal Committee	A Municipal Emergency Management Committee established under section 20 of the <i>Emergency Management Act 2006</i> .
Municipal Coordinator	A person appointed as a Municipal Emergency Management Coordinator under section 23 of the <i>Emergency Management Act 2006</i> .
Municipal Recovery Coordinator	A person identified by a council or municipal committee to coordinate, manage and advise on recovery arrangements at a municipal level.
Preparedness	Planned and coordinated measures that are necessary or desirable to ensure safe and effective response and recovery from emergencies.
Public communication	The processes and mechanisms used to deliver public information to members of the community before, during or after an emergency, either by or on behalf of emergency management authorities and government agencies.
Public information	Information about a hazard or emergency that is developed for public communication, either by or on behalf of emergency management authorities or government agencies, to help members of the community prepare for, respond to and recover from an emergency.
Rapid Impact Assessment	The process which captures awareness the nature and scale of the impact on people, community infrastructure, economic, and natural and built environments in order to take appropriate action in the initial aftermath of an emergency event.
Recovery	The process of dealing with the impacts of an emergency, with the aim of returning social, economic, infrastructure and natural environments to an effective level of functioning. ¹
Recovery domain	A thematic group of recovery functions. Alternatively known as a 'recovery environment' and in this Plan referring to Social, Economic, Infrastructure and Environmental domains'.
Recovery Domain Coordinator (Social/Economic/Infrastructure/Environmental)	A nominated State Service employee authorised to plan, lead and coordinate the delivery of recovery services (by domain) within a region for and on behalf of a Regional Controller and the Coordinating Agency.
Recovery function	A particular activity or group of activities that may be undertaken as part of recovery efforts. In this Plan recovery functions are grouped under five recovery domains (refer to section 8).
Recovery Taskforce	A temporary Tasmanian Government business unit established after a significant natural disaster or other emergency to support affected communities and coordinate a whole-of-government recovery effort.
Regional Committee	A Regional Emergency Management Committee established under section 14 of the <i>Emergency Management Act 2006</i> .
Regional Controller	A Regional Emergency Management Controller appointed under section 17 of the <i>Emergency Management Act 2006</i> .
Register.Find.Reunite	A national service operated by the Australian Red Cross that allows people to register, find and reunite with family, friends and loved ones during and after an emergency. Previously known as the National Registration and Inquiry System (NRIS).
Response	Coordinated actions taken to resolve and mitigate the impact of an emergency.
Responsible Agency	The identified organisation or agency responsible for the delivery, implementation or undertaking of activities associated with a specific recovery function. Responsible Agencies are usually the asset owner or the relevant government business unit.

¹ Note that this definition is different to the definition in the Tasmanian Emergency Management Plan version 8, but is the definition proposed for the TEMA.

response Management Authority	The agency or authority responsible for managing the emergency response to a particular hazard, as specified in the Tasmanian Emergency Management Plan.
Risk	A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.
Secondary Impact Assessment	The process that builds on the information gathered in situation reports and Rapid Impact Assessment to inform recovery efforts. Secondary Impact Assessment considers impacts to the social, economic, infrastructure and environmental domains following an emergency event.
State Emergency Management Committee	The State Emergency Management Committee established under section 7 of the <i>Emergency Management Act 2006</i> .
State Controller	The State Emergency Management Controller appointed under section 10 of the <i>Emergency Management Act 2006</i> .
Support Agency	A government or non-government organisation with complementary capabilities or resources that is nominated to assist and support the work of a Responsible Agency.
TasALERT	The Tasmanian Government's official emergency website that brings together information from emergency services and government agencies: www.tasalert.com .
Tasmanian Emergency Management Plan	Tasmania's emergency management plan under section 32 of the Act.
Validation	Activities that are conducted to assess or review the effectiveness of emergency management arrangements. Standard validation activities include exercises, operational debriefs, workshops and reviews.
Worker	A generic term used to describe people who perform defined functions for an organisation or system, including staff, volunteers, contractors and consultants.

Acronyms

Table 2 Acronyms

Acronym	Stands for:
AARC	Affected Area Recovery Committee
AEMO	Australian Energy Market Operator
AIIMS	Australasian Inter-Service Incident Management System
COAG	Council of Australian Governments
DHHS	Department of Health and Human Services
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
DPIPWE	Department of Primary Industries, Parks, Water and Environment
EMA	Emergency Management Australia
GIS	Geographic Information System
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-Government Organisation
OSEM	Office of Security and Emergency Management
PIU	Public Information Unit
RECC	Regional Emergency Coordination Centre
RMA	response Management Authority
SCC	State Control Centre
SEMC	State Emergency Management Committee
SES	State Emergency Service
State Growth	Department of State Growth
TASPOL	Tasmania Police
TEIS	Tasmanian Emergency Information Service
TEMP	Tasmanian Emergency Management Plan
THS	Tasmanian Health Service
Treasury	Tasmanian Department of Treasury and Finance
TRRA	Tasmanian Relief and Recovery Arrangements

2 Introduction

Authority

- 2.1 This Plan has been prepared as a State Special Emergency Management Plan, in accordance with section 35 of the *Emergency Management Act 2006* (the Act). It is maintained by the Department of Premier and Cabinet (DPAC) on behalf of the State Emergency Management Committee (SEMC).
- 2.2 This is an interim plan developed to document recovery arrangements that will apply under the current Act and Tasmanian Emergency Management Plan (TEMP). It is intended that this plan will be replaced with a revised version as soon as practical after planned amendments to the Act are passed and the new Tasmanian Emergency Management Arrangements (TEMA) are approved.

Aim

- 2.3 This Plan aims to ensure that Tasmania's state level recovery arrangements are clearly described, documented and communicated to all stakeholders. The Plan is intended to provide a broad scalable framework for recovery that can be tailored to the requirements of each emergency event.

Purpose

- 2.4 The purpose of this Plan is to:
 - Establish a state level governance framework, and management and coordination responsibilities for recovery;
 - Describe arrangements for transitioning from response to recovery, activating state level coordination structures and supporting local government and communities to manage longer term recovery;
 - Clarify roles and responsibilities across government and supporting organisations in relation to recovery in Tasmania; and
 - Ensure that all stakeholders involved in recovery can work together within a planned, coordinated and scalable framework.

Scope and application

- 2.5 Tasmania's Emergency Management Arrangements are based on an 'all hazards, all emergencies' approach. Consistent with this approach, this Plan is intended to apply to recovery from all hazards outlined in section 2 of the Tasmanian Emergency Management Plan (TEMP).
- 2.6 Recovery focuses on and is led by an affected community, and will often begin spontaneously after an emergency. Formal state government recovery efforts, as described in this Plan, aim to provide structures, resources and services to support communities to manage and coordinate their own recovery.
- 2.7 Every recovery process is different. Arrangements in this Plan are intended to be applied flexibly, and tailored to meet the circumstances and needs of affected communities. Government decisions following an emergency should consider alternative structures and innovative approaches when determining the most appropriate recovery arrangements.
- 2.8 This Plan is not intended to be an operational manual or procedure. Organisations with responsibilities for recovery functions under this Plan are expected to prepare and maintain their own operational arrangements for the implementation, delivery and management of those specific functions.

Context

- 2.9 **Recovery** is defined in this Plan as “the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning”.
- 2.10 **Recovery efforts** aim to support communities through the recovery process. This includes programs and services to help individuals and communities affected by an emergency to cope with the immediate aftermath, come to terms with the impacts, and adjust and grow in the changed environment.
- 2.11 **Recovery coordination and management** involves governance structures, planning processes and the management of resources to ensure recovery efforts meet community needs, are effective and efficient, and occur in a planned and coordinated way.

Role of government

- 2.12 Local, state and national governments build recovery capacity and support recovery after emergencies by: providing resources, programs and services; coordinating efforts across government agencies and non-government organisations; addressing regulatory challenges; and restoring essential services.
- 2.13 Early and effective recovery efforts are critical to minimising long term consequences for community wellbeing, the economy and environment. Neglected or insufficient recovery support can lead to broader long term consequences for community wellbeing and cohesion, economic viability and ecological sustainability.
- 2.14 Coordination and planning is essential to successful recovery. Recovery efforts generally involve all levels of government, as well as non-government and community organisations. Poorly coordinated recovery efforts can result in over-servicing, unequal distribution of assistance or conflicting priorities, and make it difficult for the community to participate in planning and decision-making.
- 2.15 While governments play a role in supporting and coordinating recovery efforts, private individuals, businesses and organisations should manage their own risks. Government efforts should not be a replacement for community, individual and household preparedness or business continuity planning. Governments support recovery efforts but do not have a role in rebuilding or replacing private assets unless there is a broader identified community need.

Recovery objectives

- 2.16 The Tasmanian Government's objectives in recovery are to:
- Support the restoration of social, economic, infrastructure and natural environments to minimise long-term consequences for individual and community wellbeing, the economy and environment;
 - Facilitate community participation in recovery planning and decision-making;
 - Ensure that government and non-government support is targeted and appropriate;
 - Assist communities to rebuild in a way that enhances resilience across social, economic, infrastructure and environmental values and encourages risk management; and
 - Learn from experience and continually refine arrangements to enhance future recovery processes.

Principles and approach

- 2.17 The Tasmanian Government's approach aligns with and builds on the National Principles for Disaster Recovery, which provide a national framework for recovery management and coordination (refer to Appendix 1).

Community development

- 2.18 Recovery is most effective when communities are empowered to lead and manage recovery efforts. Leaders and governance structures often emerge naturally from within communities during emergencies. Government efforts should aim to work with existing community structures and emerging leaders rather than impose new structures.
- 2.19 Communities are best placed to prioritise and plan recovery activities at a local level. Affected people generally understand the most effective ways to achieve outcomes in their community. Government recovery efforts should aim to ensure participatory and community-driven planning processes guide recovery efforts.
- 2.20 Long term recovery efforts should recognise that the recovery process is part of the ongoing development, growth and renewal of communities. Recovery efforts should integrate and support community and regional development initiatives and strategies.

Local context and complexity

- 2.21 Tasmania is home to a diverse range of communities, each with its own characteristics and cultures. Recovery efforts should consider the way in which an emergency may interact with other stressors affecting the community, including social disadvantage and economic pressures, and how cultural and historical values may influence the community's priorities or the significance of particular impacts. Similarly, the needs of people with vulnerabilities or forms of disadvantage which may affect their ability to participate fully in the recovery process and/or access services must be recognised and addressed.

Adaptive coordination and management

- 2.22 Recovery efforts should be assessed and adjusted throughout the recovery period to meet evolving community needs. While some impacts are obvious immediately after an emergency, other impacts and needs will emerge over time.
- 2.23 Governance arrangements and approaches should be flexibly adapted, continually reconsidered and adapted to align with ongoing community needs.

Building resilience

- 2.24 Recovery efforts should aim to build a more resilient community. This may involve rebuilding assets and infrastructure to a higher standard and planning new buildings and settlements to reduce future disaster risk. Recovery efforts should consider and align with broader resilience strategies, such as the Sendai Framework for Disaster Risk Reduction.
- 2.25 Community focus on disaster risks after an emergency may provide opportunities to increase awareness and preparedness for future events. The recovery process may also create new community structures, leaders and social/cultural assets.
- 2.26 Recovery efforts may also undermine resilience. Poorly planned assistance measures may undermine or create disincentives for private risk management. Poor coordination and management may lead to perceptions of inequality in the distribution of assistance or exclusion from planning and decision-making, and potentially undermine community cohesion.

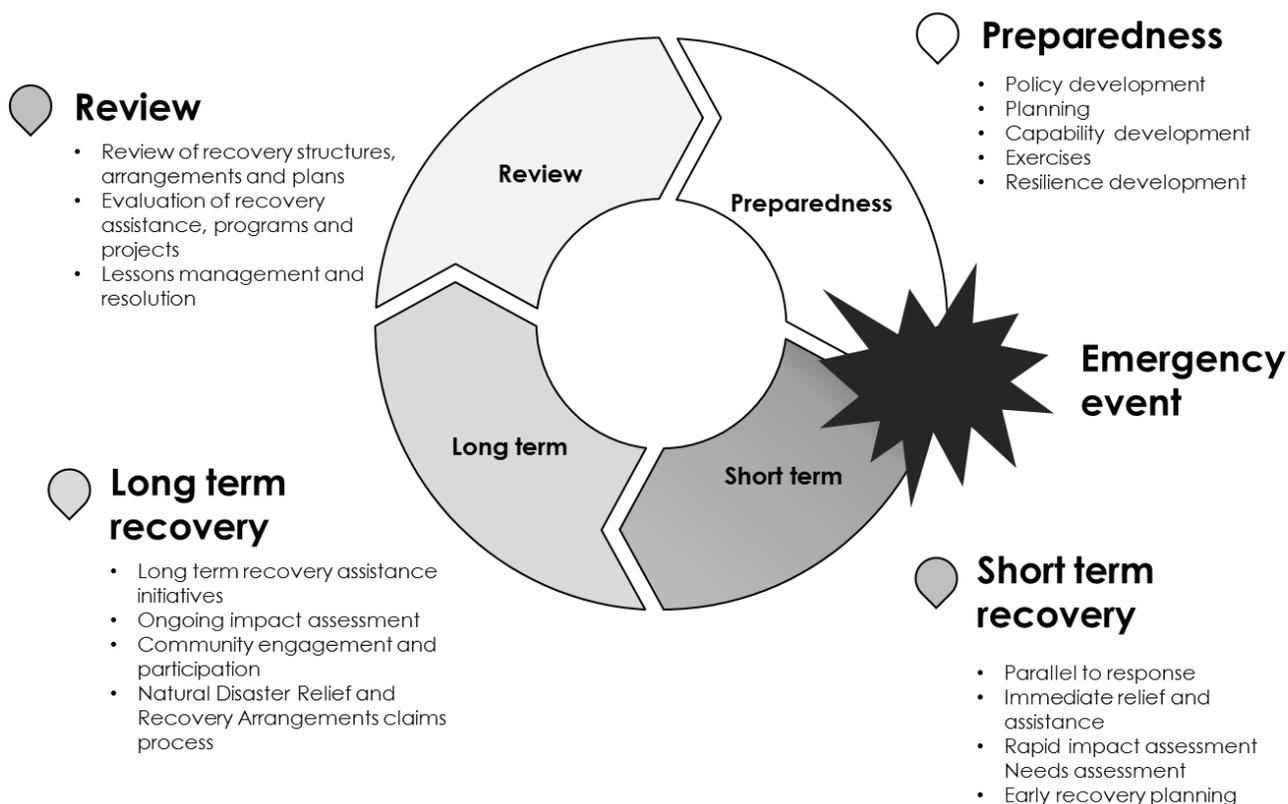
Recovery Phases

2.27 The recovery process begins during the emergency event, and continues for months, years or even decades.

2.28 Tasmania's recovery arrangements are structured across four phases shown in Figure 1 :

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

Figure 1 Recovery phases



3 Governance and management

Overview

3.1 This section summarises Tasmania's recovery governance and coordination arrangements. Underpinning legislation and related plans are listed in Section 11.

Governance framework

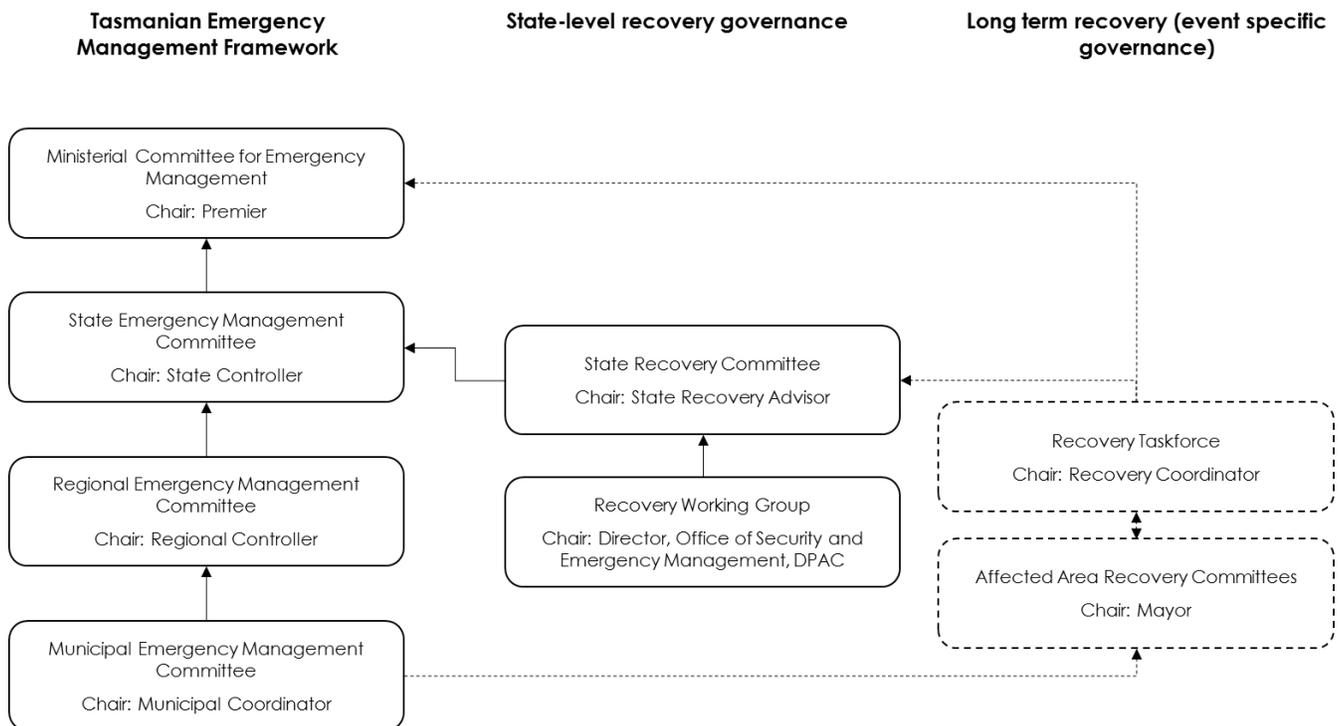
3.2 Recovery is coordinated through Tasmania's emergency management framework, which includes state, regional and municipal emergency management committees. These committees are supported by recovery sub-committees which plan for recovery and support short term recovery coordination during an emergency.

3.3 After significant emergency events, additional governance and coordination structures (Affected Area Recovery Committees and a Recovery Taskforce) may be established to manage and coordinate recovery efforts.

3.4 Figure 2 provides an overview of Tasmania's recovery governance framework. This framework is further detailed in Regional and Municipal Emergency Management Plans.

3.5 Long term recovery governance depends on event-specific needs, described across three levels: locally coordinated (level 1); state supported (level 2); and state coordinated (level 3). Governance for each of these levels is outlined in section 6 of this Plan.

Figure 2 Recovery Governance Framework



Municipal

- 3.6 Municipal Committees, led by Municipal Coordinators, have initial responsibility for coordinating relief and recovery assistance to communities. This includes establishing and managing evacuation and recovery centres.
- 3.7 Councils may identify a Municipal Recovery Coordinator to manage and coordinate recovery in their municipal area. Municipal Committees are responsible for municipal level planning, capability development and reviews.

Regional

- 3.1 Regional Committees, led by Regional Controllers, have responsibility for coordinating relief and recovery assistance in emergencies which exceed municipal coordination capabilities. Regional Committees are responsible for regional level planning, capability development and reviews.
- 3.2 During emergencies, Regional Controllers are supported by Social, Economic, Infrastructure and Environment Recovery Coordinators appointed by Coordinating Agencies for each of the recovery domains (refer to section 8).
- 3.3 The Social, Economic, Infrastructure and Environment Recovery Coordinators are agency-based, appropriately positioned officers nominated to develop networks and partnerships with state, local and non-government organisations and community stakeholders relevant to their functional domain. During an emergency, the Coordinators are assigned to act for and on behalf of the Regional Controller to assess recovery requirements and coordinate services to provide for the recovery requirements of the affected community.

State

- 3.4 DPAC is the lead agency for recovery at the State level and is responsible for whole-of-government recovery planning and coordination.
- 3.5 The State Recovery Advisor² within DPAC chairs the State Recovery Committee, a sub-committee of the State Emergency Management Committee. The State Recovery Committee is responsible for state level preparations, plans and policies for recovery, and is supported by a Recovery Working Group.
- 3.6 The Deputy Secretary fulfilling the role of State Recovery Advisor supports the State Controller during an emergency response and oversees the transition to long-term recovery arrangements, including the establishment of a Recovery Taskforce and Affected Area Recovery Committees if required.
- 3.7 A Recovery Taskforce and Affected Area Recovery Committees may be established after significant emergencies to coordinate recovery efforts (refer to section 6). A Recovery Coordinator may be appointed by the Premier to lead a Recovery Taskforce.

National

- 3.8 The Australia-New Zealand Emergency Management Committee (ANZEMC) works to strengthen Australia's resilience by providing strategic leadership on nationwide emergency management policy and related capability and capacity development activities. ANZEMC includes government representatives from all Australian jurisdictions and the Australian Local Government Association. ANZEMC reports to the Council of Australian Governments (COAG).

² Proposed amendments to the Act include provisions for this role. In the interim, the State Controller has delegated recovery-related aspects of functions under section 11(1) (a) to (d) to the position of Deputy Secretary DPAC, with the intention that this position will fulfil the functions of State Recovery Advisor until the related amendments are made.

- 3.9 ANZEMC's Community Outcomes and Recovery Subcommittee (CORS) supports national recovery and community engagement planning, policy and projects. CORS includes government representatives from all Australian jurisdictions.
- 3.10 Other national recovery-related committees include the Social Recovery Reference Group (of CORS) and the Natural Disaster Relief and Recovery Arrangements Stakeholders Group.

Related policies and strategies

- 3.11 Policies and strategies related to recovery include:
- Local and regional development plans and strategies;
 - State level resilience strategies and emergency management policies, other State Special Emergency Management Plans and Associated Plans;
 - Tasmanian Government agencies' policies and plans for specific recovery functions (refer to section 8);
 - The *National Strategy for Disaster Resilience* and the international *Sendai Framework for Disaster Risk Reduction*; and
 - The *Tasmanian Relief and Recovery Arrangements* and the national *Natural Disaster Relief and Recovery Arrangements* (refer to section 4).

4 Preparedness

Overview

- 4.1 Preparing for recovery involves the development and maintenance of policies, planning, resources and systems (capabilities), training and exercising. Preparedness is a shared responsibility of communities, governments and non-government organisations. Plans at all levels should be consistent with the Act, TEMP and this Plan.

Responsibilities

- 4.2 Individuals and businesses are responsible for managing private risks and ensuring appropriate household and business contingency plans (including insurance) are in place.
- 4.3 Municipal Committees and councils are responsible for developing and maintaining plans and operational arrangements to deliver identified council functions (refer to section 8). This may include developing partnerships and arrangements with local community groups for the provision of relief and recovery assistance or services.
- 4.4 Regional Committees are responsible for developing and maintaining plans to inform and support the delivery and coordination of relief and recovery functions. Regional planning focuses on the coordination of immediate relief, support for evacuation and recovery centres, and consequence management. This may include developing partnerships and arrangements with state or regional organisations for the provision of supporting services.
- 4.5 The State Recovery Committee and State Recovery Advisor are responsible for state level, whole-of-government recovery policy, planning and preparedness. DPAC coordinates the work of the State Recovery Committee, which includes Tasmanian Government agencies with identified recovery roles.

State planning

- 4.6 DPAC maintains this State Recovery Plan as well as the Tasmanian Relief and Recovery Arrangements (TRRA).
- 4.7 Coordinating Agencies (refer to section 8) are responsible for coordinating specific recovery domains, including developing and maintaining plans that account for internal capabilities and establish delivery arrangements. This may include developing partnerships or arrangements with recovery partners for the delivery of specific recovery functions or services.
- 4.8 Non-government organisations (NGOs) are responsible for ensuring that appropriate business continuity plans are in place for functions critical to the ongoing wellbeing of the Tasmanian community. NGOs may also develop and maintain plans, resources and systems related to capabilities and services that support the delivery of recovery functions.
- 4.9 DPAC facilitates the Recovery Partners Network, which brings together non-government and community organisations, industry bodies and Tasmanian Government agencies to share information, increase collaboration and advise on recovery policy development and planning activities.

Training and exercising

- 4.10 All organisations should ensure their staff have the requisite skills and knowledge to deliver recovery functions, and regularly hold and participate in exercises to validate their plans and arrangements. Exercises should try to include recovery partners and other organisations where appropriate. Lessons learned should be reflected in revised plans and arrangements.

- 4.11 DPAC supports whole-of-government recovery preparedness by facilitating recovery exercises every 18 months outside of emergency activations. Exercises may include local government, municipal and regional committees and non-government organisations.
- 4.12 DPAC also facilitates regular training for staff on the Recovery Staffing Register who may be transferred to a Recovery Taskforce (refer to section 6).
- 4.13 The State Emergency Service (SES) supports the development of skills and competencies across all areas of emergency management by identifying shared training and skills development opportunities.

Financial assistance arrangements

Natural Disaster Relief and Recovery Arrangements (NDRRA)

- 4.14 NDRRA is the primary mechanism by which the Australian Government provides disaster relief and recovery funding to states and territories.
- 4.15 To be eligible for Australian Government assistance under NDRRA, Tasmania's whole-of-state expenditure must meet the eligibility criteria and exceed certain thresholds. NDRRA is not available to directly reimburse local government authorities for costs incurred but local government costs can be included in the State's claim.
- 4.16 A Community Recovery Fund may be activated when a community is severely impacted by an emergency and requires significant levels of support to restore social networks, functioning and community facilities.
- 4.17 DPAC is responsible for coordinating advice to the Premier regarding the activation of assistance and claims to the Australian Government under NDRRA.

Tasmanian Relief and Recovery Arrangements (TRRA)

- 4.18 TRRA is the primary mechanism through which the Tasmanian Government provides financial assistance to communities and local government for relief and recovery measures, encompassing:
 - Personal Hardship and Distress Assistance Policy;
 - Natural Disaster Relief to Local Government Policy; and
 - Community Recovery Policy.
- 4.19 DPAC is responsible for coordinating advice to the Premier regarding the activation of the assistance and claims to the Tasmanian Government under TRRA.

5 Short term recovery

Overview

- 5.1 This section describes arrangements for 'short term' recovery which occurs in parallel to the response phase. It outlines responsibilities for the coordination of immediate relief and assistance, impact and needs assessment and early recovery planning.
- 5.2 Short term recovery efforts aim to meet the essential needs of affected people, minimise consequences, assess the scale, severity and complexity of recovery needs, and plan for the transition to longer term arrangements.
- 5.3 Short term recovery is coordinated through emergency response governance and coordination structures, based on the Australasian Inter-Service Incident Management System (AIIIMS) or Incident Command and Control System Plus (ICCS Plus). Recovery efforts are coordinated in conjunction with the response activities of Municipal and/or Regional Emergency Coordination Centres and/or State Control Centre (SCC).

Coordination arrangements

- 5.4 Short term recovery may be coordinated at the municipal, regional or state level, depending on the type, scale and complexity of the emergency.
- 5.5 Arrangements for municipal and regional short term recovery coordination are outlined in the TEMP and detailed in Municipal and Regional Emergency Management Plans.

Escalation

- 5.6 Responsibilities for coordinating short term recovery may escalate from municipal to regional to state levels depending on the scale and complexity of the emergency event. If a Municipal Coordinator determines that recovery needs exceed municipal capabilities, they may either seek regional assistance or request the escalation of coordination responsibilities (refer to section 3.3 of the TEMP). Similarly if a Regional Controller determines that recovery needs exceed regional capabilities, they may seek state assistance or request the escalation of coordination responsibilities to the state level.
- 5.7 If the SCC is activated, the State Controller assumes responsibility for short term recovery and oversees the coordination of relief and recovery assistance through Regional and Municipal coordination structures and arrangements.

State coordination

- 5.8 The State Controller supports regional and municipal relief and recovery efforts and coordinates short term assistance during significant emergencies. The State Controller may activate the SCC to support the management of an emergency.
- 5.9 The State Recovery Advisor supports and advises the State Controller in relation to short term recovery coordination and long term recovery planning. The State Recovery Advisor may convene special meetings of the State Recovery Committee.
- 5.10 State level recovery assistance ranges from providing resources to support municipal or regional coordination, to the transfer of responsibility for recovery coordination to the State Controller. The State Controller may direct councils to implement arrangements described in municipal plans, including establishing and managing evacuation centres.
- 5.11 Assistance may be delivered through government or non-government organisations, depending on the suitability and availability of government support services and Coordinating Agency arrangements for the delivery of specific functions (refer to section 8).

- 5.12 The Interoperability Arrangements for the Sharing of Skilled Resources in Tasmania may be activated if whole-of-government resources are needed to support recovery activities in the first few days or weeks after an emergency.
- 5.13 Responsibilities for short term recovery functions are detailed in Section 8.

Evacuation centres

- 5.14 Evacuation centres provide temporary accommodation and basic services to meet the immediate personal needs of people affected by an emergency, such as food, water, basic living essentials and pet facilities, as well as sources of information, registration and personal support services.
- 5.15 Tasmania Police is responsible for coordinating evacuations (refer to All-Hazards Emergency Evacuations Framework).
- 5.16 Councils are responsible for establishing evacuation centres at the request of the Regional Controller or State Controller. Municipal Emergency Management Plans outline operational arrangements for establishing evacuation centres, including supporting arrangements with non-government and community organisations.

Recovery centres

- 5.17 Recovery centres provide a centralised location (one-stop-shop) where people affected by an emergency can access information, advice and support services including financial assistance, relocation accommodation, personal support, insurance enquiries and business support. Government and non-government organisations may be co-located at a recovery centre.
- 5.18 Recovery centres are established by councils (in consultation with the Regional Controller). In some cases the Regional Controller or State Controller may establish recovery centres, but where this occurs it should be in consultation with councils. There should be no more than one centre in each town or affected locality. In the longer term management of recovery centres may transition to a Recovery Taskforce, in consultation with the relevant councils.

Registration

- 5.19 The registration of people affected by emergencies assists in finding and reuniting family, friends and loved ones, informs missing persons investigations and the assessment of recovery needs, and reduces the load on emergency contact centres.
- 5.20 Councils have initial responsibility for coordinating processes to register people attending evacuation and recovery centres. In significant emergencies, registrations may be undertaken by NGOs, such as the Australian Red Cross, with oversight from the relevant evacuation centre manager. Australian Red Cross provides registration training to municipal personnel and has registration teams who may support council operations.
- 5.21 Council registration processes must follow any procedures or directions from the relevant Regional Controller, comply with confidentiality and security of personal information requirements, and be compatible with Register.Find.Reunite. Registration data collected by councils must be provided to Tasmanian Government agencies for recovery purposes.
- 5.22 The Register.Find.Reunite service may be activated by Tasmania Police at the request of a Regional Controller or the relevant Police Commander. In events involving large scale population dislocation or significant load on government call centres, Tasmania Police may request Australian Red Cross to activate online registration/enquiry options and/or a registration and enquiry call centre. If activated, Australian Red Cross may assist with registrations in evacuation and recovery centres as directed by the Regional Controller or Incident Controller in consultation with the Municipal Coordinator. Registration data

collected by Red Cross will be owned by Tasmania Police, who will provide data to the relevant councils and Tasmanian Government agencies for recovery purposes if requested.

Public Information

- 5.23 Tasmania's whole-of-government Public Information Unit (PIU) may be activated to coordinate non-operational public information and media enquiries during an emergency. The PIU is automatically activated if the SCC is activated, or if the Tasmanian Emergency Information Service (TEIS) is activated. Activation can also be requested by the response Management Authority through its Head of Agency or by a Regional Committee, through the co-chairs of SEMC.
- 5.24 The PIU has a dedicated recovery team tasked with coordinating recovery information and managing the development of documentation to guide the PIU from response to recovery. This includes writing a Recovery Communications Strategy.
- 5.25 The PIU recovery team is responsible for:
- Developing a short term recovery communications strategy;
 - Activating and managing the recovery website and social media accounts;
 - Activating recovery branded materials suitable for the emergency; and
 - Supporting the Recovery Advisor and liaising with the Recovery Support Team.
- 5.26 In recovery, information may be communicated through a range of channels. This includes:
- The RMA's website and social media;
 - TasRECOVERY and TasALERT websites and social media;
 - Radio, television and print media; and
 - Public meetings, evacuation and recovery centres and outreach visits.
- 5.27 The Tasmanian Emergency Information Service (TEIS) provides a single point of telephone contact for non-operational government information emergency response and recovery assistance through the hotline: 1800 567 567. DPAC is responsible for activating and managing the TEIS.

Financial management

- 5.28 Financial records are important for reporting expenditure and claiming financial assistance under the TRRA and NDRRA. Agencies and organisations are responsible for authorising expenditure in emergencies and recording emergency expenditure separately in accordance with internal procedures.
- 5.29 Councils and Tasmanian Government agencies must authorise expenditure in relation to functions they deliver. Special Treasurer's Instructions may be issued for expenditure following significant emergencies. Councils must authorise expenditure related to their functions, including expenditure related to evacuation centres and emergency works. Some costs may be eligible for reimbursement under the TRRA and NDRRA.
- 5.30 NGOs and third-party providers are responsible for ensuring service provision fees and/or cost recovery arrangements are agreed (in writing) with the relevant council or Tasmanian Government agency prior to the service being provided.

Early Recovery Planning

- 5.31 The State Recovery Advisor is responsible for advising the government on long term recovery arrangements.
- 5.32 The State Recovery Advisor works in consultation with Regional Controllers, response Management Authorities and Municipal Coordinators to:
- Analyse impacts and assess recovery needs;
 - Determine whether recovery needs can be met within local capability and capacity, or if ongoing state level assistance and/or coordination (Recovery Taskforce) is required; and
 - Prepare advice for the State Controller and Ministerial Committee for Emergency Management (Premier) on recommended long term recovery arrangements and an interim recovery plan.
- 5.33 Impact assessment arrangements are described in the State Special Emergency Management Plan for Impact Assessment.

Needs Assessment

- 5.34 Needs assessment involves the analysis of impact and damage assessments, and the characteristics and capabilities of the affected community, to evaluate anticipated recovery needs and determine an appropriate long term recovery approach.
- 5.35 Tasmania's recovery arrangements provide three broad approaches (levels) for recovery coordination: locally-coordinated (level 1), state-supported (level 2) and state-coordinated (level 3), as described in section 6.
- 5.36 The Needs Assessment Framework at Appendix 2 provides a guide for determining the long term recovery approach.

Debriefs

- 5.37 Appropriate debriefs must be conducted to ensure early identification of issues and enable recovery planners and managers to learn from experience and refine arrangements.
- 5.38 The recovery work environment can be stressful and often involves working with people experiencing trauma and distress. Debriefs should consider potential psychological impacts on recovery workers and managers and provide appropriate follow-up services.
- 5.39 Debriefs are coordinated by DPAC and Coordinating Agencies (state level), Regional Controllers (regional level) or the chairs of Municipal Committees (municipal level). Lessons and issues raised should be recorded and referred to the State Recovery Committee for resolution or escalation to SEMC.

6 Long term recovery

Overview

- 6.1 This section describes long term recovery arrangements. It outlines scalable arrangements for recovery planning and coordination through three levels: locally-coordinated (level 1); state-supported (level 2); and state-coordinated (level 3). Levels should be flexibly applied in response to anticipated recovery needs.
- 6.2 Long term recovery activities include community engagement, ongoing impact and needs assessment, restoration, rebuilding and renewal programs, and administration of financial assistance.
- 6.3 Recovery after significant emergencies requires coordinated management across governments and other recovery partners to meet community needs, minimise duplication and over-servicing, and provide consistency across public communication. Governance structures for long term recovery integrate program management and community development approaches, rather than AIIMS-based command and control structures.

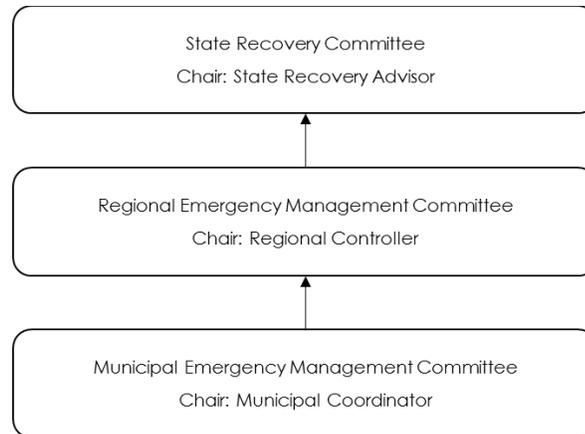
Transition to long term recovery

- 6.4 As an emergency response nears completion, recovery activities transition from short term response phase management and relief coordination to long term arrangements appropriate to the anticipated recovery needs.
- 6.5 The transition to long term recovery coordination must be planned, gradual and flexible. Formal transition of responsibility (e.g. from the State Controller to a Recovery Coordinator) ensures clear transfer of accountability. There may, however, be some overlap in the handover of some activities (e.g. recovery centres, TEIS, public communication) as long term recovery arrangements are established and able to take over.
- 6.6 In prolonged and widespread emergencies, transition to long term recovery arrangements may occur in one affected area while response is ongoing in other areas.

Level 1: Locally-coordinated recovery

- 6.7 Locally-coordinated recovery arrangements apply where medium to long term recovery needs are moderate and can be met within municipal capabilities. This level generally applies to emergencies which involve:
 - Emergency response coordination at the municipal level, possibly with some regional support;
 - A discrete affected area (one local government area or industry sector); and
 - Minimal ongoing recovery assistance from Tasmanian Government agencies.Further details are provided in Appendix 3 Long term recovery approaches.
- 6.8 Locally-coordinated recovery is managed and coordinated through a Municipal Committee, or as per arrangements in Municipal Emergency Management Plans. Where required, a Municipal Coordinator may seek support or raise emerging issues through a Regional Committee (refer to Figure 3).
- 6.9 Recovery assistance in locally-coordinated recovery primarily involves council resources and 'business as usual' services. Relevant Tasmanian Government agencies may provide additional assistance or advice, limited to small numbers of affected people, assets or businesses.

Figure 3 Level 1 coordination arrangements



Level 1 transition arrangements

- 6.10 Level 1 arrangements generally apply to smaller-scale emergencies that involve municipal level response. In this circumstance the Municipal Coordinator continues to have responsibility for long term recovery coordination. If short term recovery is coordinated at regional and state levels, transition to long term recovery is formalised through an exchange of letters between the relevant Regional Controller/State Controller and the Municipal Coordinator.
- 6.11 Responsibility for ongoing state level assistance transfers to the relevant Tasmanian Government agencies.

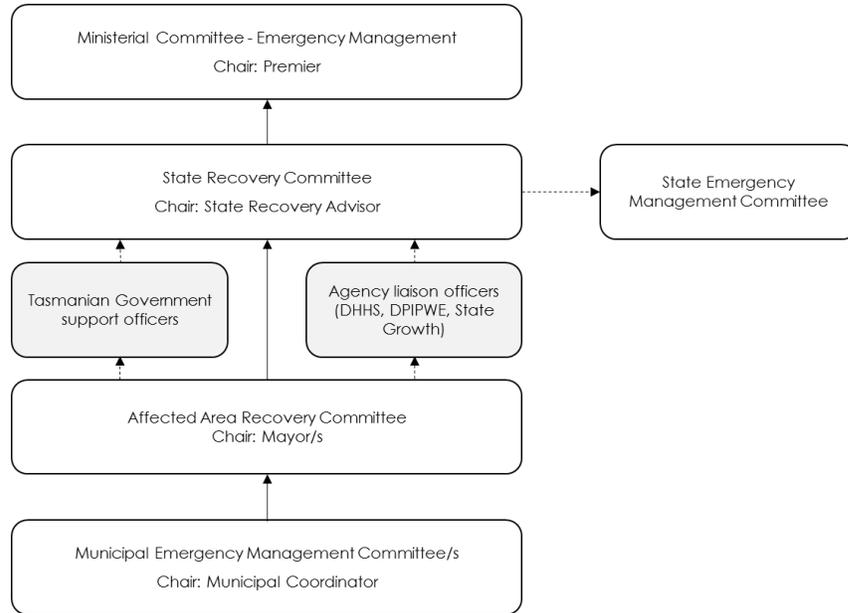
Level 2: State-supported recovery

- 6.12 State-supported recovery arrangements apply where medium to long term recovery requires coordination through an Affected Area Recovery Committee (AARC) with Tasmanian Government support. This level generally applies to emergencies which involve:
 - Emergency response coordination at the regional level;
 - Multiple or dispersed affected areas (including multiple local government areas);
 - Impacts across multiple domains and assistance from multiple government agencies; and
 - Financial assistance measures (TRRA, NDRRA and/or similar).

Further details are provided in Appendix 3: Long term recovery approaches.

- 6.13 State supported recovery is managed and coordinated through an AARC (refer to section 6). AARCs report to the Ministerial Committee for Emergency Management (MCEM) through the State Recovery Committee, with SEMC to be provided reports for information and situational awareness. An AARC chairperson (usually a council mayor) may seek additional support or raise emerging issues through the State Recovery Committee (refer to Figure 4).
- 6.14 Level 2 recovery efforts involve state level support from multiple Tasmanian Government agencies. Relevant agencies work with the AARC to coordinate recovery assistance or projects. A small number of Tasmanian Government officers may be temporarily appointed to support recovery efforts in partnership with local government.

Figure 4 Level 2 coordination arrangements



Level 2 transitional arrangements

- 6.15 If a Level 2 recovery approach is adopted, AARCs will be established in consultation with the relevant council/s. Transition to long term recovery is formalised through an exchange of letters between the relevant Regional Controller/State Controller and the AARC chairperson.
- 6.16 Responsibility for ongoing state level medium to long term recovery efforts transfers to the relevant Tasmanian Government agencies. If required, the State Recovery Advisor and/or State Controller may recommend the appointment of a small number of Tasmanian Government officers to support community engagement, planning, coordination and TRRA/NDRRA.

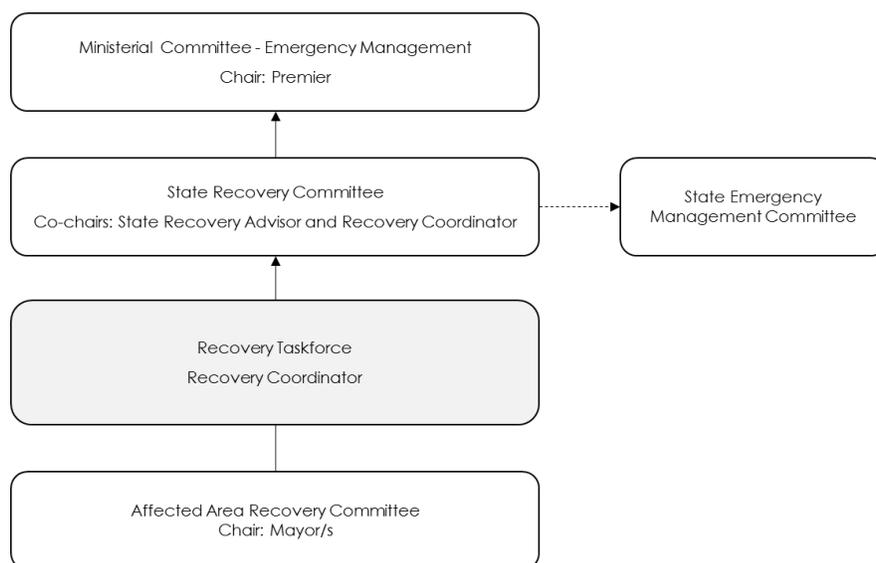
Level 3: State-coordinated recovery

- 6.17 State-coordinated recovery arrangements apply where medium to long term recovery needs require coordination through a state level Recovery Taskforce under the leadership of a Recovery Coordinator (refer to figure 5). A Recovery Taskforce works with AARCs to develop long term recovery plans, and coordinate assistance and capability across Tasmanian Government agencies.
- 6.18 A Recovery Taskforce and Recovery Coordinator are appointed for a minimum of six months, with provisions to extend as required.
- 6.19 This level generally applies to emergencies which involve:
 - Emergency response coordination at state or regional levels;
 - Multiple and/or widespread affected areas (multiple local government or regions);
 - Significant and complex impacts across multiple recovery domains which require extensive support from multiple Tasmanian Government agencies for a prolonged period (months to years);
 - Financial assistance measures (TRRA, NDRRA and/or similar); and
 - The need for extensive community engagement and participation in recovery planning and coordination.

Further details are provided in Appendix 3: Long term recovery approaches.

- 6.20 AARCs guide recovery planning and coordinate activities at the local level and include representatives from affected communities. AARCs may seek support or raise emerging issues with the State Recovery Committee through the Recovery Taskforce. The State Recovery Committee reports to MCEM, with SEMC to be provided reports for information and situational awareness.
- 6.21 Active Partners Reference Groups may be established under a Recovery Taskforce to coordinate the efforts of non-government and community organisations, industry bodies, and businesses that are providing substantial and ongoing recovery support.
- 6.22 If required, a Recovery Coordinator may establish a Recovery Advisory Board, comprising community, industry and non-government leaders or experts to advise and assist the Recovery Coordinator.

Figure 5 Level 3 coordination arrangements



Level 3 transition arrangements

- 6.23 If a Level 3 recovery approach is adopted, the Premier (or MCEM chairperson) appoints a Recovery Coordinator to coordinate medium to long term state level recovery efforts.
- 6.24 Responsibility for coordinating recovery and relief assistance transitions to the Recovery Coordinator on receipt of a handover from the State Controller (and/or Regional Controllers as appropriate) and written confirmation of the transition (exchange of letters) between the Recovery Coordinator and the State Controller.

State Recovery Coordinator

- 6.1 A State Recovery Coordinator may be appointed by the government to engage with the affected community and provide strategic leadership and direction to recovery efforts related to a specific emergency event.
- 6.2 The State Recovery Coordinator co-chairs the State Recovery Committee for the duration of their appointment and reports to the Secretary of DPAC and Premier.
- 6.3 The State Controller may authorise the State Recovery Coordinator to exercise or authorise emergency powers under the Act.

Recovery Taskforce

- 6.4 A Recovery Taskforce is established as a temporary division within DPAC.
- 6.5 A Recovery Taskforce supports the Recovery Coordinator and AARCs to plan and coordinate recovery activities, establishes and operates recovery centres, administers government assistance measures, and ensures coordination of recovery efforts across government agencies and with other recovery partners.
- 6.6 As formal government recovery efforts draw to a close, the programs and services managed by a Recovery Taskforce will transition to business as usual arrangements. The decision to disband a Recovery Taskforce and close any Taskforce-managed recovery centres will be made by the MCEM on advice from the Recovery Coordinator and in consultation with AARCs.
- 6.7 The Recovery Taskforce should plan for a gradual transition to closure in consultation with AARCs, affected local governments and other community groups. AARCs may continue to coordinate local recovery activities after the Recovery Taskforce is closed.

Affected Area Recovery Committees

- 6.8 AARCs may be established to coordinate recovery activities at the regional and local level. AARCs may be established locally (for one local government area) or regionally (for multiple local government areas), depending on the geography and nature of impacts.
- 6.9 AARCs should be established in partnership with the affected community. Existing or emerging community led committees may be used instead of, or work with AARCs where appropriate. Careful consideration of community representation is important to ensure all affected groups and sub-committees are included in recovery planning and coordination through AARCs.
- 6.10 AARCs are chaired by the relevant Mayor/s, Municipal Coordinator, or by another regional/local representative as agreed by the relevant local government/s and Regional Controller. Members of AARCs include representatives from the affected communities, local government (Municipal Coordinator and/or Municipal Recovery Coordinator), Tasmanian government agencies and other organisations with a significant recovery role.
- 6.11 If a Recovery Taskforce is established (level 3 arrangements), the Recovery Taskforce will provide the AARC with executive and secretariat support. If a Recovery Taskforce is not established (level 2 arrangements) the AARC will be supported by local government and DPAC officers.

Catastrophic event arrangements

- 6.12 The recovery following a catastrophic emergency may require the appointment of a Minister and establishment of a statutory authority to coordinate recovery efforts.
- 6.13 Examples of when catastrophic event arrangements may be required include if:
 - Government recovery program and projects are likely to continue for more than two years;
 - Damage, household displacement and community disruption is of a large scale (i.e. hundreds to thousands of homes destroyed, widespread systems failure or governance breakdown);
 - A community or locality will need to be relocated or resettled elsewhere; and/or
 - Poor or delayed recovery has the potential to destabilise the state economy or severely damage the government's policy priorities.

7 Review

- 7.1 Recovery is a complex process and a challenging coordination task which governments are only required to support at irregular intervals. Past events provide valuable lessons to inform government planning for future events.
- 7.2 Debriefs and internal reviews should be conducted following an emergency to identify lessons and opportunities for improvement. All organisations involved in recovery are responsible for debriefing staff and reviewing their plans and arrangements.
- 7.3 Debriefs will be coordinated by DPAC (if recovery was coordinated at the State level), Regional Emergency Management Controllers (if recovery was coordinated at the regional level) or the chairs of Municipal Emergency Management Coordinators (if recovery was coordinated at the municipal level).
- 7.4 Recovery efforts, including assistance measures, significant projects and programs, and community engagement processes, should be evaluated to ensure effectiveness and understand broader long term outcomes.
- 7.5 Lessons, learnings and recommendations should be recorded and referred to the State Recovery Committee for consideration and/or resolution. Lessons should be integrated into plans and arrangements as appropriate. The Tasmanian *Managing Exercises* handbook provides useful guidance and templates to support evaluations and debriefs.

8 Functional responsibilities

Overview

- 8.1 Recovery is a shared responsibility across the community and government. To enable appropriate coordination and management, the Tasmanian Government works across five domains: social recovery, economic recovery, infrastructure recovery, environmental recovery and cross-domain. While a Coordinating Agency leads each of the domains, the significant interdependencies between domains means they should not be managed in isolation.

Social Recovery

- 8.2 Emergency-affected people may experience trauma, distress or grief associated with direct personal experiences during the emergency, social, emotional, physical and psychological losses and disruptions. Providing mental health and personal support and essential living needs is critical to minimising long term consequences and enabling affected people to manage their own recovery and re-establish themselves.
- 8.3 Social recovery functions include activities to assess social impact, and ensure safety, security and shelter, connections, remembrance, health and psychological wellbeing.
- 8.4 While the impacts of an emergency may be initially challenging and negative, the recovery process can also provide positive opportunities to build social capital, enhance community cohesion and develop active community organisations and leaders.
- 8.5 The Department of Health and Human Services (DHHS) and Tasmanian Health Service (THS) are Coordinating Agencies for social recovery. Social recovery arrangements are described in the DHHS and THS Social Recovery Arrangements.

Economic Recovery

- 8.6 Economic recovery is essential to ongoing community viability. While emergencies may have direct impacts in a discrete geographic area or industry sector, the flow on effects may have indirect impacts extending across a region, state or community through transport corridors, supply chains and other dependent industries.
- 8.7 Economic recovery functions include actions to assess economic impact, develop and deliver relief and recovery measures and facilitate economic advice and financial assistance to businesses.
- 8.8 The Department of State Growth (State Growth) is the Coordinating Agency for economic recovery. The agency's statewide network of Enterprise Centres support economic recovery through the provision of advice to small businesses.

Infrastructure Recovery

- 8.9 The nature and extent of infrastructure damage varies significantly between emergencies, and includes damage to roads and bridges, public assets such as schools and hospitals, electricity networks, water and sewage treatment plants, gas and petroleum facilities, airports, ports and rail networks and telecommunications.
- 8.10 Infrastructure recovery functions include activities to restore utility and transport services, and repair critical infrastructure assets.
- 8.11 Damage is typically experienced by a broad range of asset owners, including Tasmanian Government agencies, councils, government business enterprises, commercial operators and private individuals, who are responsible for restoring and rebuilding the assets they own.

- 8.12 Recovery does not always involve restoring an asset to its pre-event state. Full restoration of an asset or service is not always viable, in which case effective and open community consultation is critical. Where possible, building more resilient, safer assets that consider current and projected hazard risks may reduce the impact of future emergencies.
- 8.13 State Growth is the Coordinating Agency for infrastructure recovery.

Environmental Recovery

- 8.14 Environmental recovery primarily focuses on the restoration of the natural environment. In Tasmania, environmental recovery is broadly defined and includes related portfolio areas such as parks and reserves, agriculture and other primary producers.
- 8.15 Environmental recovery functions include activities to protect natural and cultural assets and values, support primary producers, and manage waste, pollution and biosecurity.
- 8.16 The Department of Primary Industries, Parks, Water and the Environment (DPIPWE) is the Coordinating Agency for environmental recovery. Arrangements for environmental rehabilitation are coordinated by DPIPWE, in consultation with property owners and managers, affected councils and the community.

Cross-domain

- 8.17 Tasmania's fifth functional domain includes whole-of-government functions which cut across the social, economic, infrastructure and environmental domains. Cross-domain activities include coordinating spontaneous volunteers and donated goods, public appeals, public communication, registrations and enquiries, and liaison with the insurance industry.
- 8.18 The Department of Premier and Cabinet (DPAC) is the Coordinating Agency for cross-domain recovery functions.

Functional responsibilities

- 8.19 Table 3 outlines Coordinating Agencies for each of the five domains, as well as the agencies responsible for the delivery of functions under each domain (Responsible Agencies).
- 8.20 Functions within domains are allocated primarily on the basis of portfolio responsibilities. Given linkages between and across the five domains, coordination and collaboration is critical.

Coordinating Agencies

- 8.21 Under this Plan Coordinating Agencies have a number of responsibilities in relation to functions within their domain, including:
- Providing a nominated employee (Economic/Social/Environment/Infrastructure Recovery Coordinator) who is authorised to plan, lead and coordinate the delivery of recovery services within a region for and on behalf of a Regional Controller and the Coordinating Agency;
 - Provide a Liaison Officer to work with a Recovery Taskforce;
 - Developing and maintaining recovery plans that account for capabilities and delivery arrangements;
 - Coordinating the progressive collection of impact and damage assessments by Responsible Agencies;
 - Contributing to the development of needs assessments for their domain;
 - Managing and coordinating the delivery of recovery functions, including managing partnerships and service agreements with recovery partners;

- Monitoring and reporting on the progress of recovery activities and programs;
- Supporting the transition of recovery services and programs to mainstream community delivery / ongoing services; and
- Contributing to whole-of-government reviews and the review of internal arrangements after events.

8.22 A specified agency or organisation is responsible for delivering or fulfilling each of the functions, and may be assisted by Supporting Agencies.

8.23 Unanticipated functions will be allocated to relevant portfolio agencies by the State Recovery Committee or, where responsibility is unclear, by SEMC.

Responsible and Supporting Agencies

8.24 Under this Plan Responsible Agencies are responsible for:

- Preparing and maintaining arrangements and capabilities for the delivery of the function;
- Undertaking activities and/or providing services related to the function;
- Providing advice on recovery needs and estimated costs;
- Authorising expenditure and maintaining financial records for TRRA and NDRRA purposes; and
- Preparing, maintaining, and implementing data collection plans for the function.

8.25 Supporting agencies may provide advice or assist the relevant Responsible Agency in planning and delivering functions.

8.26 Coordinating and Responsible Agencies may establish formal arrangements (contracts or memoranda of understanding) to enable the delivery of a function.

Table 3 Recovery functions and responsibilities

Category	Responsibility	Support
Short term recovery management and coordination		
Municipal	Municipal Coordinator	Councils may identify Municipal Recovery Coordinators to manage recovery responsibilities in their municipal area. .
Regional	Regional Controller	Tasmanian Government agencies coordinating recovery domains nominate Social, Economic, Infrastructure and Environmental Recovery Coordinators to support the Regional Controller
State	State Controller	The State Controller is supported by the State Recovery Advisor, Office of Security and Emergency Management (OSEM) and/or Recovery Taskforce (DPAC), Coordinating Agencies, and recovery partners.
Long term recovery management and coordination		
Level 1	Municipal Committee	Supported by councils and local support services
Level 2	AARCs	Supported by councils Tasmanian Government agencies and recovery partners
Level 3	Recovery Taskforce AARCs	Supported by councils, Tasmanian Government agencies and recovery partners

Table 4 Social recovery domain

Social		
Coordinating Agency	Department of Health and Human Services and Tasmanian Health Service	
Function	Responsible Agency	Support Agency
Evacuation and recovery centres <ul style="list-style-type: none"> ▪ Establish temporary shelter options for displaced persons ▪ Establish recovery centres to provide information and access to services 	Councils	THS NGOs DPAC (Recovery Taskforce)
Emergency catering <ul style="list-style-type: none"> ▪ Provide food and water to affected and displaced persons 	THS Councils	NGOs
Emergency accommodation <ul style="list-style-type: none"> ▪ Provide accommodation options for displaced persons 	DHHS	Councils NGOs Regional tourism organisations
Mental health and personal support, including pastoral care and outreach services <ul style="list-style-type: none"> ▪ Coordinate and manage services to meet the psychosocial needs of affected populations ▪ Provide bereavement support for communities ▪ Assess and provide for medium to long term psychosocial needs 	THS	DOE NGOs
Care for children <ul style="list-style-type: none"> ▪ Provide support and care for children 	DHHS	DOE NGOs
Financial assistance for personal hardship and distress <ul style="list-style-type: none"> ▪ Deliver the Personal Hardship and Distress Assistance Policy of the TRRA 	DHHS	DPAC (OSEM)
Technical advice (as required): <ul style="list-style-type: none"> ▪ Drinking and waste water management ▪ Hygiene, sanitation, and infection control ▪ Food safety (handling and storage) ▪ Air quality ▪ Protection against hazardous materials/substances 	DHHS	Councils DOJ (WorkSafe) DPIPWE (Environment Protection Authority)

Table 5 Economic recovery domain

Economic		
Coordinating Agency	Department of State Growth	
Function	Responsible Agency	Support Agency
Support for business and industry <ul style="list-style-type: none"> ▪ Promote and distribute information to assist the business community to build resilience and prepare to support their own recovery (e.g. business continuity plans) ▪ Assist impacted businesses to access information and advice ▪ Provide advice on re-establishment or alternative strategies 	State Growth (Business and Trade Tasmania)	DPAC (Tasmanian Climate Change Office)
Economic and industry-specific programs: <ul style="list-style-type: none"> ▪ Assess and identify business and economic needs ▪ Deliver targeted programs and financial assistance strategies as required 	State Growth (Business and Trade Tasmania)	Industry bodies Regional Tourism organisations Regional Development organisations
Financial assistance measures for small businesses <ul style="list-style-type: none"> ▪ Assess and provide small business assistance under the Community Recovery Policy of the TRRA 	State Growth (Business and Trade Tasmania)	DPAC (OSEM)

Table 6 Infrastructure recovery domain

Infrastructure		
Coordinating Agency	Department of State Growth	
Function	Responsible Agency	Support Agency
Roads and bridges <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake stabilisation and remediation works ▪ Undertake and facilitate the restoration of critical infrastructure ▪ Rebuild and restore infrastructure to be sustainable and more resilient to future events 	Asset owners (as applicable): State Growth (State Roads) Councils Parks and Wildlife Service (PWS) Sustainable Timber Tasmania TasRail (Rail bridges) Hydro Tasmania	State Growth (State Roads)
Other community infrastructure and recreational facilities <ul style="list-style-type: none"> ▪ Undertake and facilitate the restoration of infrastructure and facilities 	Asset owners (as applicable): Councils Parks and Wildlife Service (PWS) Sustainable Timber Tasmania	

Ports, airports and rail <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	TasPorts TasRail Airport infrastructure owners	State Growth (Infrastructure Policy)
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Infrastructure		
Function	Responsible Agency	Support Agency
Electricity supply and generation <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	Hydro Tasmania TasNetworks	State Growth (Energy Policy) Australian Energy Market Operator
Natural gas <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	TasGas	State Growth (Energy Policy)
Liquid fuel supply <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	Liquid fuel suppliers	State Growth (Energy Policy)
Transport services <ul style="list-style-type: none"> ▪ Assist response Management Authority in identifying appropriate transport options for emergency supplies and evacuations ▪ Assess disruptions and facilitate the restoration of public transport services and freight flows 	State Growth (Transport Services) Metro Tasmania TasRail (freight)	Commercial freight and transport providers
Telecommunications network supply <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	Telstra NBN Co Other network owners/managers	DPAC
Water supply and wastewater treatment <ul style="list-style-type: none"> ▪ Undertake technical assessments, assess and prioritise restoration needs ▪ Undertake and facilitate the restoration of critical infrastructure 	TasWater Councils	DHHS DPIPWE (EPA) DPIPWE (Dam Safety)
Other infrastructure <ul style="list-style-type: none"> • Undertake and facilitate the restoration of infrastructure and facilities <ul style="list-style-type: none"> ○ Public schools and LINCs ○ Hospitals and health centres ○ Irrigation infrastructure ○ Dams ○ Other infrastructure 	Department of Education THS TasIrrigation DPIPWE (Dam Safety) Asset owner	DHHS

Table 7 Environment recovery domain

Environment		
Coordinating Agency	Department of Primary Industries, Parks, Water and Environment	
Function	Responsible Agency	Support Agency
Environmental health and pollution <ul style="list-style-type: none"> ▪ Conduct monitoring and surveillance activities ▪ Render (disperse/dilute/neutralise) the hazardous material safe ▪ Decontaminate affected people, places and equipment 	Councils DPIPWE (EPA) Asset owner	DOJ (WorkSafe) DHHS
Crown land, National Park and landscape rehabilitation <ul style="list-style-type: none"> ▪ Coordinate and undertake natural environment rehabilitation works 	DPIPWE (PWS) DPIPWE (Natural and Cultural Heritage)	DPIPWE (PWS Wildcare) NGOs
Aboriginal, natural and cultural heritage <ul style="list-style-type: none"> ▪ Undertake assessment of risk posed to natural and cultural heritage places in affected areas ▪ Coordinate and undertake Aboriginal, natural and cultural heritage rehabilitation works, in consultation with affected communities ▪ Undertake recovery monitoring of Aboriginal, natural and cultural heritage places 	DPIPWE (Natural and Cultural Heritage) DPIPWE (Aboriginal Heritage Tasmania)	Tasmanian Aboriginal Land and Sea Council
Animal welfare, feed and fodder <ul style="list-style-type: none"> ▪ Coordinate assistance for pets and companion animals ▪ Coordinate services to treat and care for affected wildlife ▪ Coordinate and manage services to meet the immediate needs of affected livestock 	DPIPWE (Natural and Cultural Heritage) DPIPWE (AgriGrowth Tasmania) DPIPWE (Biosecurity Tasmania) Councils	Community groups NGOs
Assistance measures for primary producers <ul style="list-style-type: none"> ▪ Assess and provide primary producer assistance under the TRRA Community Recovery Policy ▪ Provide advice and other non-financial support to primary producers 	DPIPWE (AgriGrowth Tasmania) Industry bodies NGOS	DPAC (OSEM)
Waste management and carcass removal <ul style="list-style-type: none"> ▪ Dispose of contaminated waste ▪ Coordinate the removal of livestock carcasses 	Councils DPIPWE (EPA)	
Biosecurity and invasive species <ul style="list-style-type: none"> ▪ Conduct monitoring and surveillance activities ▪ Coordinate the delivery of diagnostic services ▪ Restrict the movement of hazardous organisms 	DPIPWE (Biosecurity Tasmania)	

Table 8 Cross-domain

Cross-domain		
Coordinating Agency	Department of Premier and Cabinet	
Function	Responsible Agency	Support Agency
Large-scale demolition and clean-up <ul style="list-style-type: none"> ▪ Assess demolition and clean-up requirements and determine the need for a coordinated approach ▪ Coordinate large-scale demolition and clean-up programs 	DPAC (OSEM)	Councils DPIPWE (EPA) DOJ (WorkSafe)
Government liaison with the insurance industry <ul style="list-style-type: none"> ▪ Coordinate insurance information and advice 	DPAC (OSEM)	Insurance Council of Australia Insurers
Registration and enquiry <ul style="list-style-type: none"> ▪ Facilitate the reunification of family and friends separated during an emergency ▪ Collect data to inform missing persons investigations and recovery planning 	TASPOL Councils	NGOs
Public memorials <ul style="list-style-type: none"> ▪ Coordinate arrangements to manage spontaneous memorials 	DPAC (OSEM) Councils	TASPOL THS NGOs
Public donations – material goods <ul style="list-style-type: none"> ▪ Coordinate and distribute donated material goods 	DPAC (OSEM)	NGOs
Spontaneous volunteers and offers of assistance <ul style="list-style-type: none"> ▪ Registration, training and coordination of volunteers offering assistance ▪ Coordination and management of corporate and business offers of assistance 	DPAC (OSEM)	NGOs
Public appeals <ul style="list-style-type: none"> ▪ Collection and administration of financial donations on behalf of affected communities 	NGOs Financial institutions	DPAC (OSEM)
Land information and data services <ul style="list-style-type: none"> ▪ Provide web, mobile and desktop mapping infrastructure (subject to licensing) for data collection and the Recovery Taskforce across all domains ▪ Coordinate the provision of remotely sensed imagery ▪ Conduct property reinstatement (survey and valuation) 	DPAC/DPIPWE (Land Tasmania) DPIPWE (Land Tasmania) DPIPWE (Land Tasmania)	DPAC (Recovery Taskforce)
Impact and damage assessments <ul style="list-style-type: none"> ▪ Coordination and compilation of whole-of-government impact and damage assessments ▪ Analysis of impacts and preparation of secondary impact and damage reports 	DPAC (Recovery Taskforce)	Relevant Coordinating Agency DPAC (OSEM) DPIPWE (ES-GIS)

<p>Internal and external communication about recovery efforts:</p> <ul style="list-style-type: none"> ▪ Coordination and management of TasALERT and TasRECOVERY websites and social media ▪ Coordination and management of TEIS 	<p>DPAC (PIU) DPAC (OSEM) DPAC (Service Tasmania)</p>	<p>Community groups NGOs</p>
<p>Tasmanian Relief and Recovery Arrangements (TRRA)</p> <ul style="list-style-type: none"> ▪ Overall administration, maintenance and coordination of TRRA policies ▪ Assess and deliver assistance provided under TRRA Local Government Policy ▪ Assess and provide assistance under TRRA Not-for-Profit Policy 	<p>DPAC (OSEM) DPAC (Communities, Sport and Recreation)</p>	<p>Councils</p>
<p>Natural Disaster Relief and Recovery Arrangements (NDRRA)</p> <ul style="list-style-type: none"> ▪ Collating eligible costs for emergency events and submitting NDRRA claims to the Australian Government 	<p>DPAC (OSEM)</p>	<p>Councils Treasury Tasmanian Audit Office</p>

9 Plan Administration

- 9.1 This section outlines arrangements for communicating, distributing, validating, exercising and reviewing this plan.

Communication and distribution

- 9.2 This plan will be published on the State Emergency Service website and on the TasRECOVERY website (during an emergency and recovery operation).

- 9.3 Print copies will be provided to:

- State Recovery Committee;
- State Recovery Working Group;
- Regional Committees;
- Municipal Coordinators; and
- Recovery Partners Network members and other key stakeholders.

Validation and exercising

- 9.4 Arrangements in this plan will be validated within the two-year review cycle by:

- conducting a recovery discussion exercise every 18 months (outside emergency activations);
- participating, where possible, in other regional, state and national exercises;
- conducting/participating in relevant emergency debriefs; and
- reviews and evaluations undertaken after emergency events.

- 9.5 The outcomes of reviews and exercising of this plan are reported to the State Recovery Committee and State Emergency Management Committee.

Review requirements and Issue History

- 9.6 This plan is maintained by the Office of Security and Emergency Management, DPAC on behalf of the State Recovery Advisor. Feedback should be provided to:

- Email: sem@dpac.tas.gov.au
- Post: Department of Premier and Cabinet, GPO Box 123, HOBART TASMANIA 7001
- Phone: 03 6232 7979

- 9.7 This is an interim plan that will be replaced with a revised version as soon as practical after planned amendments to the Act are passed and the new Tasmanian Emergency Management Arrangements (TEMA) are approved.

- 9.8 Section 35 of the Act requires that this plan is reviewed at least once every two years after approval by the State Controller. It will also be reviewed after any significant emergency that requires the establishment of a Recovery Taskforce, or as recommended by the State Recovery Committee.

- 9.9 This issue entirely supersedes the previous issue of this plan. Superseded issues should be destroyed, or clearly marked as superseded and removed from general circulation.

Issue	Approved	Comments/summary of main changes
1	2012	Initial issue
2	2018	Significant redraft after <i>Review of Tasmania's Structural Recovery Arrangements</i> .

Consultation for this Issue

The review of this issue of this plan was coordinated by OSEM (DPAC) on behalf of SEMC. This issue was rewritten as part of the implementation of new recovery arrangements and the main round of consultation occurred in March-April 2018, with comments invited from:

- SEMC members and observers;
- Councils (through the Local Government Association of Tasmania);
- Recovery Partners Network members, including NGOs, community organisations and industry bodies; and
- Utilities, Government business enterprises and state-owned companies, including TasWater, TasGas, TasNetworks, Sustainable Timber Tasmania, TasPorts, Tasmania Irrigation and Hydro Tasmania, Telstra and NBN Co.

10 Appendices

Appendix 1. National Principles for Disaster Recovery

- 10.1 Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.
- 10.2 Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can 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.
- 10.3 Successful recovery relies on:
 - Understanding the context: successful recovery is based on an understanding of the community context;
 - Recognising complexity: successful recovery acknowledges the complex and dynamic nature of emergencies and communities;
 - Using community-led approaches: successful recovery is responsive and flexible, engaging communities and empowering them to move forward;
 - Ensuring coordination of all activities: successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs;
 - Employing effective communications: successful recovery is built on effective communications with affected communities and other stakeholders; and
 - Acknowledging and building capacity: successful recovery recognises, supports and builds on community, individual and organisational capacity.

Appendix 2. Needs assessment framework

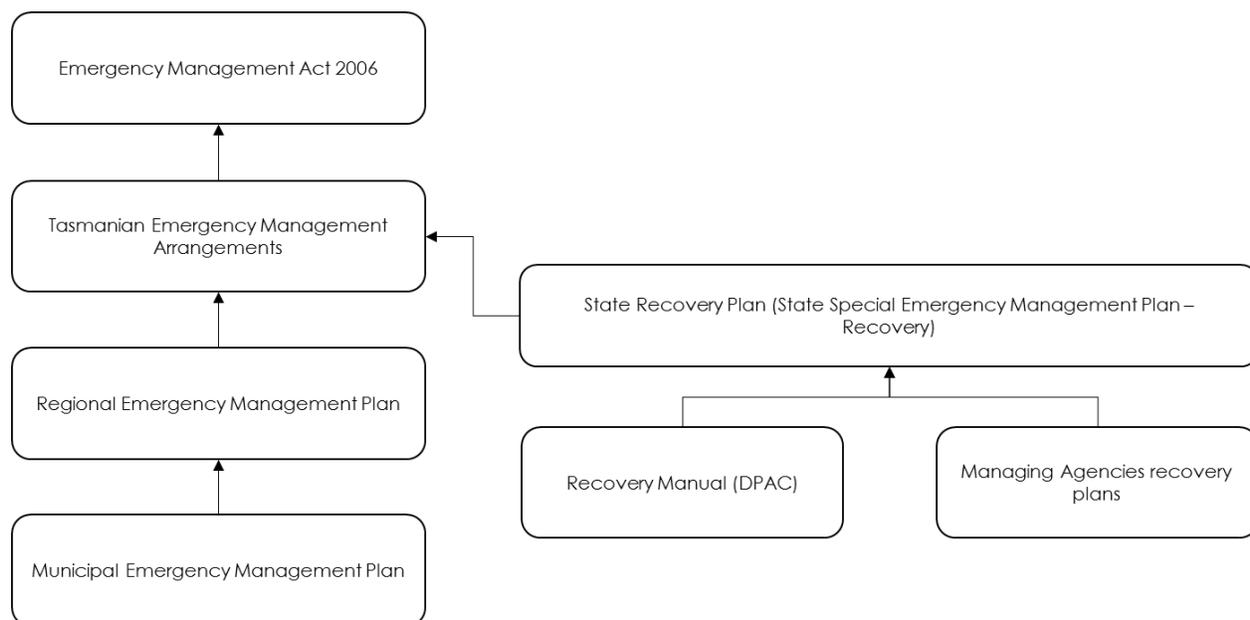
	Scale		Severity				Complexity	Capability and capacity	Vulnerability
	Affected area	Costs	Social	Economic	Infrastructure	Environmental			
Locally-coordinated recovery (Level 1)	Impacts in one council area	NDRRA unlikely to be triggered	<ul style="list-style-type: none"> • Demand for psychological support managed at a local level • Impacts can be overcome with existing services 	<ul style="list-style-type: none"> • Limited impacts (ie one industry) • Short to medium-term economic disruption 	<ul style="list-style-type: none"> • Limited impacts that can be managed within normal operational arrangements 	<ul style="list-style-type: none"> • Limited impacts that can be managed with existing local resources 	<p>Significant impacts in one or more domains</p> <p>Low political sensitivity</p>	Council and community capability sufficient with minimal state level support	Needs to vulnerable groups can be met by existing local resources
State-supported local recovery (Level 2)	Impacts across multiple council areas	NDRRA may or may not be triggered (may only be Personal Hardship and Distress)	<ul style="list-style-type: none"> • Demand for psychological support managed at a regional level • Limited damage to homes and few displaced people • Additional services and assistance required over 6-12 months 	<ul style="list-style-type: none"> • Moderate impacts (more than one industry or critical industry) • Medium to long term disruption • Need for some economic assistance 	<ul style="list-style-type: none"> • Some damage to state infrastructure 	<ul style="list-style-type: none"> • Significant damage or contamination • Additional resources and assistance required • Medium to long term recovery programs required 	<p>Significant impacts in multiple domains</p> <p>Medium political sensitivity</p>	<p>Council and community capability sufficient to manage and coordinate</p> <p>State level recovery support required for specific functions</p>	<p>Moderate levels of socioeconomic disadvantage</p> <p>Some affected people from vulnerable groups</p>
State-coordinated recovery (Level 3)	Impacts across multiple regions	<p>NDRRA will be triggered</p> <p>Tasmanian Government Catastrophe Insurance triggered</p> <p>ICA-declared catastrophe</p>	<ul style="list-style-type: none"> • Significant fatalities and injury • Demand for psychological support managed at a state level • Homes destroyed or uninhabitable and numerous displaced people • Significant and long term additional services and assistance required over 6-24 months 	<ul style="list-style-type: none"> • Significant impacts across multiple key industries • Long term disruption • Need for coordinated and strategic economic recovery assistance 	<ul style="list-style-type: none"> • Significant and/or widespread damage to state infrastructure • Requires a coordinated approach to restoring infrastructure 	<ul style="list-style-type: none"> • Very significant damage or contamination • Extensive impacts to primary industries • Coordinated clean up and rehabilitation required • Long term recovery response and programs required 	<p>Significant impacts across all domains</p> <p>Risks to long term community viability</p> <p>High political sensitivity</p>	<p>Council and community capability insufficient - state needs to manage and coordinate recovery</p> <p>State level coordination of functions and programs across State Service agencies</p>	<p>High levels of socio-economic disadvantage</p> <p>Significant affected people from vulnerable groups</p> <p>Special considerations for recovery approach</p>

Appendix 3. Long term recovery approaches

Level 1	Level 2	Level 3
Emergency of local significance	Emergency of regional significance	Emergency of state significance
<p>Long term recovery needs are moderate and can be met by a local recovery response delivered within municipal capability and managed by a Municipal Committee</p>	<p>Long term recovery needs require coordination through an AARC and significant Tasmanian Government support</p>	<p>Long term recovery needs require coordination through an AARC and state level Recovery Taskforce under the leadership of a Recovery Coordinator</p> <p>Significant Tasmanian Government assistance and capabilities are required to support recovery</p>
<ul style="list-style-type: none"> • Moderate longer-term recovery assistance required • Discrete affected area (generally one council) • Community and council capability sufficient with minimal state level support (i.e. to restore state roads, Crown land, assistance for single industry sector, additional social services and support for relatively small number of affected people) 	<ul style="list-style-type: none"> • Multiple or significant affected areas • Impacts across multiple recovery domains • Require state level recovery support from multiple agencies/functions • TRRA/NDRRA may be triggered (at least personal hardship and distress measures) • AARC required to support community participation and coordinate recovery activities across government organisations 	<ul style="list-style-type: none"> • Multiple and/or widespread affected areas • Significant and complex impacts across multiple recovery domains • Extensive Tasmanian Government support from multiple agencies • TRRA/NDRRA triggered (including Category B and Category C measures) • Recovery Coordinator required to lead recovery efforts • One or several AARCs required to support community participation and planning, and coordinate recovery activities across LGAs and State Government agencies • Recovery Taskforce required for whole-of-government coordination

11 Associated Documents

Figure 6 Plan Hierarchy



Legislation

	Title	Agency
State	Emergency Management Act 2018	SES

Plans/Agreements

	Title	Custodian
National	Guidelines for Interstate Assistance (Community Recovery) 2015	
State	Tasmanian Emergency Management Plan (Version 8)	SES
	Recovery Manual	DPAC
	DPIPWE Emergency Management Plan	DPIPWE
	DHHS and THS Social Recovery Arrangements	DHHS/THS
Regional	Regional Emergency Management Plans (North-West, Northern, Southern)	Regional Committees
Municipal	Municipal Emergency Management Plans	Municipal Committees

Other Related Documents

	Title	Enquiries
National	National Strategy for Disaster Resilience	EMA
	Natural Disaster Relief and Recovery Arrangements	EMA
State	Tasmanian Relief and Recovery Arrangements	DPAC (OSEM)
	All-Hazards Emergency Evacuations Framework	TASPOL