



Adverse Event Plan 2020

Hay

PREPARED BY THE RIVERINA AND MURRAY JOINT ORGANISATION
IN CONJUNCTION WITH HAY SHIRE COUNCIL

Contents

Contents	2
Part 1 – Administration	3
1.1 Authority	3
1.2 Purpose.....	3
1.3 Objectives.....	3
1.4 What is an Adverse Event? How do we define Recovery?	4
1.5 Scope of the Hay Shire Council Adverse Events Plan.....	6
1.6 Adverse Event Plan, Council Community Plans and Policies.....	7
Part 2 – Recovery	8
2.1 Stages of Recovery	8
Part 3 – Roles and Responsibilities.....	10
3.1 Role of Various Levels of Government in Recovery	10
3.2 Likely Community Impacts	12
3.3 What types of recovery work might Hay Shire Council undertake?	14
Part 4 – Communication in Recovery.....	14
Part 4 – Hay Shire Council Communication and Coordination	15
4.1 Communication and Coordination.....	15
Part 5 – Community and Regional Context.....	17
5.1 About Hay Shire Council.....	17
5.2 Regional Context	18
5.3 Cross Border Considerations.....	18
Part 6 – Action and Delivery.....	20
6.1 Summary	20
References.....	21
Acronyms.....	21

Test and Review Process:

Council intends to review this Plan every four (4) years, and may review following any:

- activation of any part of the Plan in response to an adverse event
- legislative changes affecting the Plan; and
- exercises conducted to test all or part of the Plan.

The first version of this plan was prepared in 2020 by the Riverina and Murray Joint Organisation (RAMJO) together with key Council staff as an internal document. The intention is that the attachments are utilised as a 'TOOLBOX' and are updated by Council on an as-needs basis.

Part 1 – Administration

1.1 Authority

The Hay Shire Council Adverse Events Plan has been prepared by the Riverina and Murray Joint Organisation in conjunction with Council in response to the requirements of the Federal Government's Drought Communities Programme. This plan was endorsed by Council on 27th October 2020.

1.2 Purpose

The purpose of the Hay Shire Council Adverse Events Plan is to provide guidance for Council in relation to recovery from adverse events that directly and indirectly affect Hay Shire Council and its community. In particular, Local Government plays a critical role in community planning, capacity and resilience building. This document aims to provide a practical approach for how Hay Shire Council might undertake recovery tasks within their existing responsibilities from a range of adverse events which might affect their community.

1.3 Objectives

The objectives of this plan are to:

- Identify the roles and responsibilities of Local Government as they relate to adverse event management, particularly recovery.
- Demonstrate a guided pathway to undertake recovery activities across a range of possible adverse events at the Local Government level, including but not limited to:
 - **Natural resource management:** water supply, ground cover, trees, erosion, levee banks, biodiversity
 - **Economic diversification and community resilience:** infrastructure planning, tourism investment, diversifying local industries
 - **Communication and coordination:** how and when to communicate and managing community messaging.
- Formalise the existing mechanisms in place within Hay Shire Council to build **community leadership** capability and **community resilience** to adapt and cope with chronic stresses and acute shocks caused by adverse events.
- Identify existing strategies and duties to be undertaken by Council and other relevant stakeholders, in order to prepare for, and recover from, adverse events that affect Hay Shire Council.
- Streamline the approach of Council to meet the needs of the community during recovery from adverse events.

1.4 What is an Adverse Event? How do we define Recovery?

An adverse event means an event or incident that has a negative impact on the wellbeing of the community. Generally, an adverse event causes serious disruption of the functioning of a community or a society by creating widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources.¹

In order to be an adverse event, an occurrence does not need to be declared a disaster by the State. Adverse events may include (but are not limited to):

- **Extreme weather:** heat wave, storms (hail, wind, downpour), drought, tornados
- **Natural:** floods, bushfire, structural fires, earthquake, riverbank collapse
- **Man-made:** power outage, pollution (air), contamination (food, water, soil), chemical spill,
- **Biological:** pandemic, epidemic, animal and plant disease, insect plague
- **Other:** regulation or policy change impacting one area disproportionately, civil unrest, terrorism

Disasters are generally declared by the State once an adverse event exceeds the ability for a localised response.

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.² Furthermore, the Australian Institute for Disaster Resilience define a **Disaster** as:

'A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.'

Disaster recovery is the coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of **emotional, social, economic and physical well-being**. Measures which support emergency-affected individuals and communities in the reconstruction of the physical infrastructure and restoration of **emotional, economic and physical well-being**.³

¹ (Humanitarian Health Action. Definitions: Emergencies, 2020)

² (Community Welfare Act 1987 No 52, 2015)

³ (Australian Institute for Disaster Resilience, 2020)

In terms of adverse event management, there are four (4) recognised stages of managing events: **prevention, preparedness, response** and **recovery**, also known as the **PPRR⁴** model.

- **Prevention** – actions taken to reduce or eliminate the likelihood of an incident. A risk management plan can help with understanding risks, their drivers, and steps to mitigate the risk.
- **Preparedness** - steps taken before an incident to ensure effective response and enhance the capacity of an agency to manage response and recovery. A business impact analysis is a useful tool in allowing organisations or prepare for likely response and recovery requirements.
- **Response** - contain, control and/or manage the immediate impacts of an incident. Most Councils will have operational plans which detail their obligations in responding to events which fall under the regulatory requirements (e.g. managing road safety by clearing trees, ensuring waste water facilities continue to operate, assisting in the management and recovery of council-owned environmental assets)
- **Recovery** - steps taken to minimise disruption and attempt to assist the community, businesses and government to return to a normalised state and restore wellbeing. This document details actions and steps that Hay Shire Council might consider in recovering from an event.

Sourced from the *NSW State Emergency and Rescue Management Act 1989 (SERM Act, Section 5(d))*,⁵ the NSW Recovery Plan 2016, defines recovery as ‘...the process of returning an affected community to its proper level of functioning after an emergency’.⁶ The plan identifies four community recovery environments; Built, Social, Natural and Economic.

‘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’.

(NSW Government, Resilience NSW, 2016, p. 3)



⁴ (NSW Government, Resilience NSW, 2016)

⁵ (State Emergency and Rescue Management Act 1989 No 165)

⁶ (NSW Government, Resilience NSW, 2016, p. 3)

1.5 Scope of the Hay Shire Council Adverse Events Plan

The plan describes the **key strategies and actions at local level** to plan for recovery from adverse events that directly and indirectly affect Hay Shire Council and its residents. These events may require action for which Hay Shire Council has full or partial responsibility, **or** where responsibility lies with another agency (eg. Rural Fire Service, Area Health Service) that may involve a commitment from Council.

This plan should not be confused with the Council 'Emergency Management Plan' or 'EMPLAN'.⁷ The EMPLAN provides Council, Government agencies and emergency services with vitally important information and has been produced in collaboration with our local emergency service leaders. Should you require it, the EMPLAN can be requested from Council, however, note that some operational information is kept confidential.

Furthermore, this Adverse Event Plan does not replace the formalised process and framework set out by Resilience NSW in the NSW Recovery Plan⁸ to assist Council to recover from a disaster/adverse event. The intention is to provide an overarching document and direction for Council to work with their available resources and recognise what Council can and cannot do for the community.

The intention is to align this plan with the existing Council, State and Commonwealth Government emergency management and disaster recovery information. Council recognises that there are alternative ways to address adverse event recovery planning. As noted above, this plan recognises that actions for adverse event and recovery planning can be divided into two streams, however many objectives and actions sit in both stages.

Vision

The intention of Hay Shire Council via this Adverse Events Plan is to create a platform from which to pivot to enact a timely, accurate and well considered recovery action plan, should the need arise. From this, we intend to enforce our strong rural community mindset and support local economy to ensure a sustainable and prosperous future.

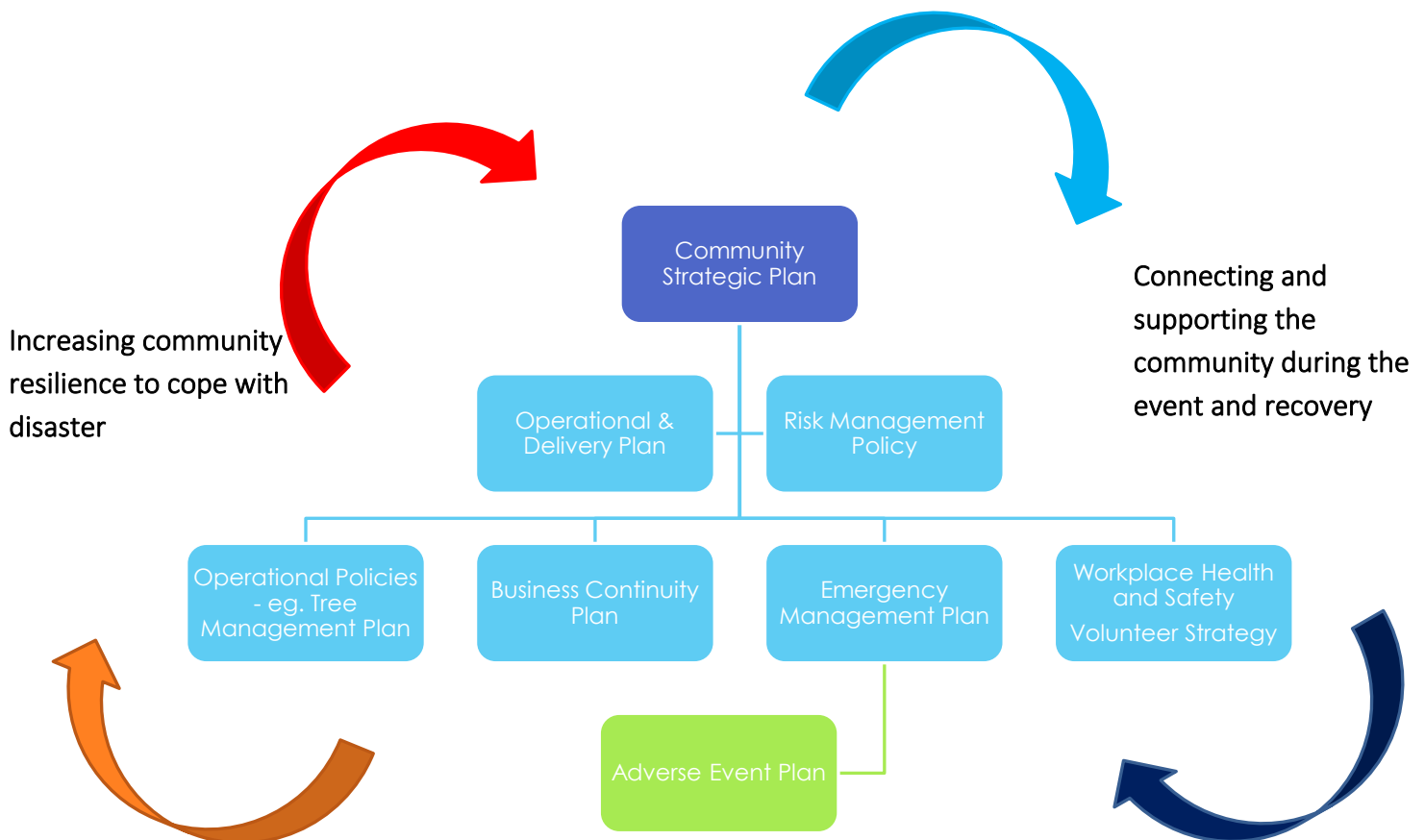
⁷ (Riverina Murray Regional Emergency Management Plan, 2019)

⁸ (NSW Recovery Plan, 2016)

1.6 Adverse Event Plan, Council Community Plans and Policies

This plan shall be considered in conjunction with other relevant plans and policies, including:

- 📍 Community Strategic Plan
- 📍 Operational and Delivery Plans
- 📍 Resourcing Plans
- 📍 Risk Management Policy and Supporting Plan
- 📍 Local/Council Emergency Management Plan
- 📍 Operational Policies including Work, Health and Safety
- 📍 Business Continuity Plan



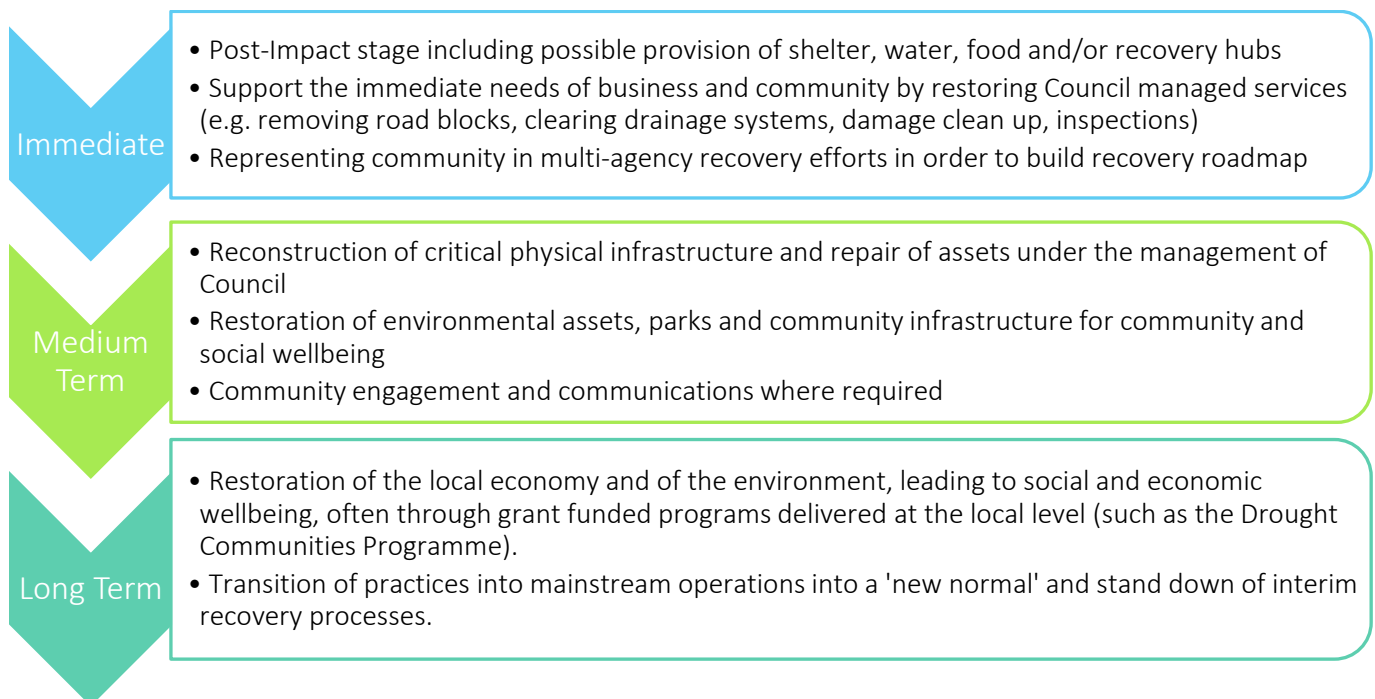
A comprehensive list of Hay Shire Council plans and resources is provided as 'Toolbox B – Council Plans'. The elements of preparedness and prevention are covered in many areas of emergency management. From a Council point of view, tools such as planning regulations, business continuity plans and risk management plans consider and make arrangements for prevention and preparedness. In terms of response, the activity is under the remit of the Regional / Local Emergency Planning Committee – where the Council is represented via the LEMO. Therefore, the focus of this plan is on recovery, and how it fits in with council leadership and operations.

Part 2 – Recovery

2.1 Stages of Recovery

Recovery operations cannot always be planned in advance, and are not always able to be executed in a linear fashion. Recovery responsibilities are also often multi-faceted, with multiple parties responsible for their execution. This is further complicated depending on the type of recovery: immediate / short term, medium term, or and long-term recovery. Depending on the type of adverse event, and the impact at the local level, there are varying levels of tasks which Hay Shire Council may need to consider in collaboration with their Local Emergency Management Committee and leading response and recovery agencies, as specified in the supporting Emergency Management Plans.

From a Local Government point of view, in some instances the initial recovery action relates to understanding the local landscape and representing the needs of the community, both in the response and early recovery stages. The types of recovery tasks then differ depending on the event, and Hay Shire Council considers the following actions, depending on the stage of recovery, may be required:



In the case of drought, for example, it can often be difficult to pinpoint a time or individual incident where a response or recovery phase may commence. Indeed, the longer, slow developing adverse events certainly require a level of long-term commitment and a well-developed plan decisive action to lead the community through recovery. It is also often unclear when a disaster is not declared, who is responsible for managing the recovery.

Recovery takes places in two stages of the PPRR model, in both Preparedness and in Recovery. The two streams of recovery look very different, with one being process and planning related, and the other operational (albeit, during a response mode).



Preparedness

- Local Planning and Development
- Environmental Management (flood planning, biodiversity, crown lands, trees)
- Business Continuity Planning
- Training and operational capacity
- Identification of hazards, risks and operational capacity gaps
- Infrastructure planning, mitigation and asset management plans
- Information management



Recovery

- Normal roles and responsibilities in a recovery context (specific actions in **Toolbox C**)
- Local knowledge application in a recovery context
- Localised two-way communications (both to and from the community)
- Resource and information sharing via LEMCs
- Business and industry specific needs, e.g. infrastructure repair

Councils, particularly in more rural and regional areas, are not always equipped with resources, staff, machinery and funding to manage a recovery process alone. A well planned and executed recovery process often requires additional resources from the State or Commonwealth Government. ⁹

'All states have delegated to local governments significant responsibilities for aspects of managing natural disasters.'

However, the capability and capacity of local governments to do this work appears to depend on their relative size and the resources available to them and varies across Australia.

Notwithstanding this delegation, we would expect state governments to ensure that they retain oversight and understanding of the capabilities and capacity of local government to perform these responsibilities, and to provide support as necessary.'

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 6)

A list of Council recovery focussed actions can be found as Toolbox C - Actions which could be enacted both within existing Council resources, and also with additional funding or staff should adverse event recovery process be required.

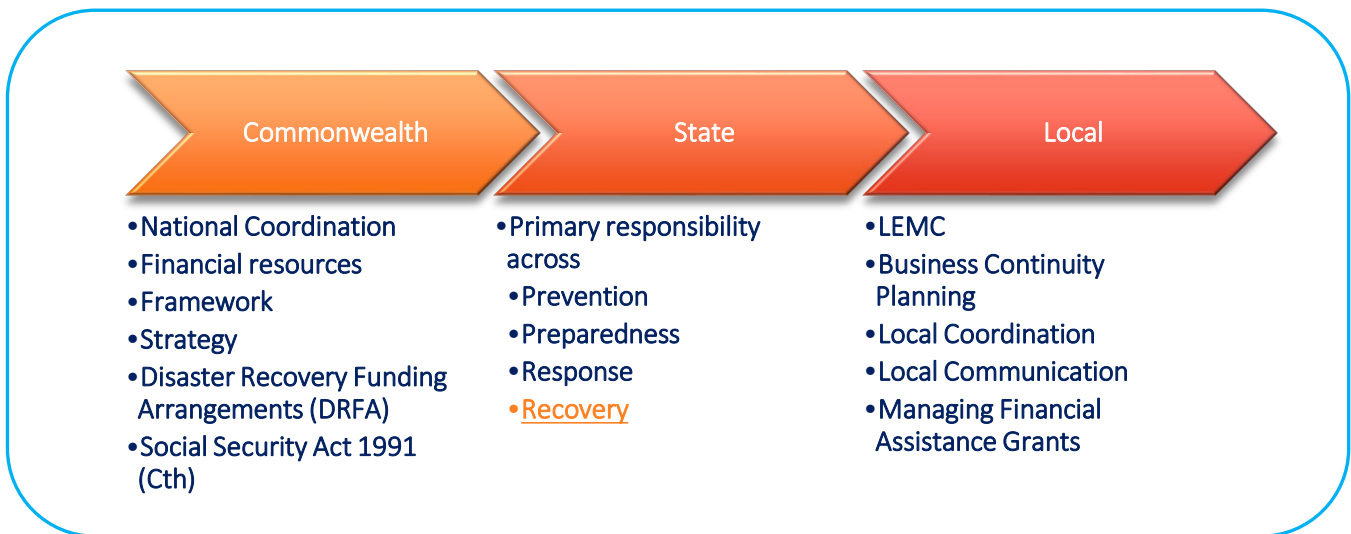
⁹ (Royal Commission into National Natural Disaster Arrangements, 2020)

Part 3 – Roles and Responsibilities

3.1 Role of Various Levels of Government in Recovery

The roles of various levels of Government in national emergency and disaster response are well established with national coordination and planning in place. The *2011 National Strategy for Disaster Resilience* ¹⁰ and the 2017 Australian Government Crisis Management Framework (AGCMF) ¹¹ set out overarching strategy and decision making framework for all kinds of crises events including the above **prevention, preparedness, response, recovery** model utilised by the NSW state government.

Primary Roles of Government in Recovery



Commonwealth Government

A recent (April 2020) assessment by the Department of Parliamentary Services stated ‘Each Australian state and territory has generic emergency and **disaster response legislation which authorises officials to declare emergencies in a variety of circumstances and make orders to deal with an emergency**. The Australian Government does not have specific legislative power to deal with emergencies and has not enacted equivalent generic legislation’. ¹²

Furthermore, the Department of Parliamentary Services stated ‘Under Australia’s federal system, with different powers residing in state, territory and Australian governments, **cooperative arrangements to deal with civil emergencies are not only desirable, but necessary, because no single government has the capacity or the authority to deal with all aspects of large emergencies**’. The state and territory governments have broader legislative and executive powers and the Australian Government has significantly more financial resources and capacity for coordination’. ¹³

¹⁰ (Australia's National Strategy for Disaster Resilience, 2011)

¹¹ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹² (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹³ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

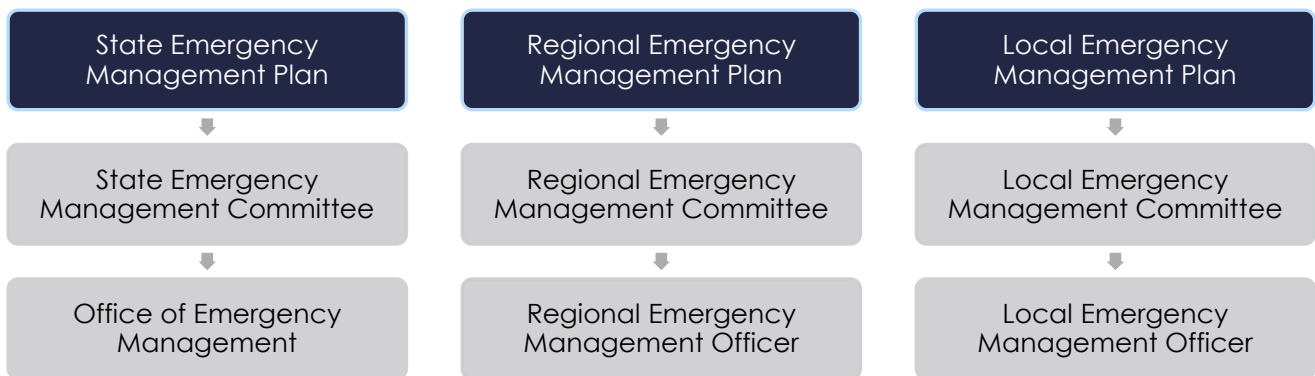
State Government

States and territories are the first responders to any incident that occurs within their jurisdiction. According to the Australian Government Crisis Management Framework (AGCMF):

States and territories have primary responsibility for the protection of life, property and the environment within the bounds of their jurisdiction. They control most functions essential for effective crisis prevention, preparedness, response and recovery. However, where crises involve actual or potential national consequences there may be a need for high level collaboration and coordination within and across all levels of government.¹⁴

Under the *NSW State Emergency and Rescue Management Act 1989*, there are varying levels of management and responsibility, from state to regional and local. The appropriate committees, have supporting risk assessments, plans, committees and officers to support them.

Structure of Varying Levels of Emergency Management in NSW



It is the role of the Local Emergency Management Officer which is held by a Council representative where the link between response and recovery activities are generally coordinated. This Adverse Event Plan is not a substitute for any of the formalised arrangements relating to response which are dictated in the relevant plans above. The NSW State Government Department Resilience NSW has produced a **Community Recovery Toolkit**¹⁵ to assist local councils and agencies involved in the provision of recovery services following a disaster. The Toolkit is made up of a series of guidelines that provide information and templates that can be tailored to a recovery operation. The information aims to establish guidelines for recovery management and raise awareness of the likely issues that will arise.

COUNCIL ADVERSE EVENT PLAN TOOLBOX
A list of State and Commonwealth resources are provided as:
'Toolbox A - Resources'

¹⁴ (National emergency and disaster response arrangements in Australia: a quick guide, 2020)

¹⁵ (Guidelines, Legislation and Policies; Community Recovery Toolkit, 2019)

Local Government

Within the Resilience NSW Recovery Plan 2016,¹⁶ the role of Local Government is explained as follows:



Local Government

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

There are a range of strategic and long-term issues in reducing disaster risk and managing recovery which require strong collaboration between communities, emergency management agencies and Council. The ongoing Integrated Planning and Reporting (IP&R) process that Council already provides for the collaboration on the management of disaster related risks and identifies the responsibilities of each relevant agency.



The IP&R process is particularly important in the development of long-term planning outcomes and strategies, and in the identification of key partners, for example; the Community Strategic Plan.

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 54)¹⁷

This Adverse Event Plan aims to identify likely community impacts and provides supporting tools for Councils to develop an individual recovery action plan which can be relevant to a particular event.



3.2 Likely Community Impacts

¹⁶ (NSW Recovery Plan, 2016, p. 13)

¹⁷ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)

Social

Social wellbeing indicators could include:

- Wealth
- Employment
- Amenity
- Health
- Social issues
- Social belonging
- Recreation and leisure

Built Environment

Built environment impacts that may require Local Government focussed recovery:

- Loss of essential services: power, water, food, fuel, sewerage, gas, communications, internet
- Loss of community infrastructure; for example, public buildings, schools, hospitals, iconic buildings
- Loss/damage/disruption of transport services (for example, roads, air, marine and rail transport infrastructure, facilities and assets), which in turn impacts the movement of people and goods
- Loss of property (residential, rural, industrial, public)
- Subsequent changes to planning and building regulations or planning scheme overlays as a consequence of the disaster

Economic

The effects of disaster on the economic environment can be classified in terms of direct and indirect impacts— that is, those that are tangible and can normally have a dollar value easily assigned, and those that are intangible.

Impacts on the economic environment may include:

- Loss of personal income
- Damage to business premises
- Loss of tourism activities
- Loss of workforce
- Loss of productive land

Environmental

Examples include air quality, water quality, land degradation and contamination and impacts on national parks and cultural and heritage sites.

Impacts on the natural environment that have flow-on effects to the community may occur in relation to:

- Air
- Water
- Land and soil
- Plants and animals

COUNCIL ADVERSE EVENT PLAN TOOLBOX

***A list of existing Council plans and strategies relating to Emergency Management, Strategic Planning and Business Continuity are provided as:
'Toolbox B - Council Resources'***

3.3 What types of recovery work might Hay Shire Council undertake?

There are many roles that Councils may have in the recovery phase of an adverse event, the following are capabilities which Council should consider:

Local Information and Communication	Built Environment & Infrastructure Recovery	Social Recovery
<p>Situational awareness together with information must be coordinated into communications accessible and appropriate for the needs of community.</p> <p>This includes mechanisms for sharing timely information from appropriate agencies, and systems of data interpretation (including geospatial information systems) in order for Council to make evidence / data based decisions.</p>	<p>The ability to restore and stabilise community and Council infrastructure, utilities and services including but not limited to:</p> <ul style="list-style-type: none"> + reconstruction or repair of Council assets + maintaining business-as-usual activities in non-affected areas + enabling effective response and recovery efforts + restoring business-as-usual services to affected areas. 	<p>The ability to provide assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event.</p> <p>This includes safety, security, shelter, and re-establishment of Council managed elements of society necessary for well-being.</p>
Natural Environment Recovery	Business Continuity Planning	Community Planning
<p>The ability to return Council managed natural environment, including but not limited to water, air, land, soil, plants and animals, back to an effective and safe level.</p>	<p>A plan and supporting procedures and information that is developed and formulated to ensure that Council is able to resume critical business activities should an event occur.</p>	<p>The ability to collaboratively plan for response and recovery through partnering with the community, and building capacity for local plan implementation and recovery management.</p> <p>It encompasses empowerment of local leaders and stakeholders to improve recovery and resilience outcomes for individuals and the communities.</p>

(Australian Disaster Preparedness Framework, 2018, pp. 11-13)¹⁸

An “all events” recovery plan is not possible, in that it cannot be known which assets, environs or economies will be impacted at any one time. However, a series of actions relating to predetermined responsibilities and likely community focussed recovery options has been drafted in Toolbox C.

COUNCIL ADVERSE EVENT PLAN TOOLBOX
*A list of actions Council may consider implementing are provided as:
 ‘Toolbox C – Actions’*

Part 4 – Hay Shire Council Communication and Coordination

4.1 Communication and Coordination

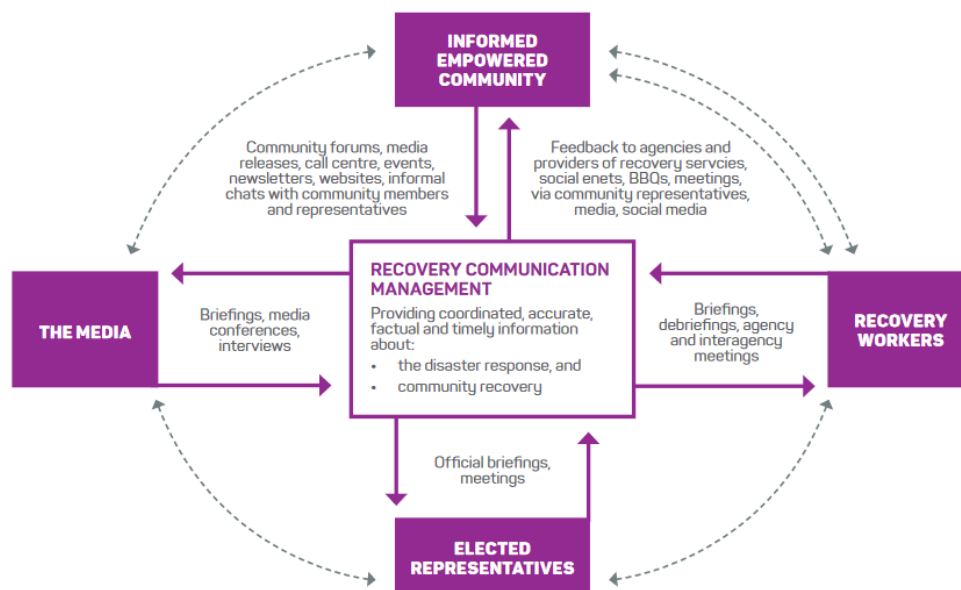
Communication in relation to any adverse events shall be in accordance with Council’s media policy and Communications Plan. Communication plays a critical role in empowering community lead recovery.

Communications should:

- 📍 begin as early as possible in an emergency or adverse event
- 📍 include an event-specific website and/or other medium that show all available information and is updated regularly
- 📍 specifically address the needs and concerns of local communities
- 📍 be expressed in clear, consistent, plain English
- 📍 be tailored to local communities and delivered to the various groups within communities
- 📍 be provided in easy to understand formats with the aid of visual comparisons
- 📍 include practical information and advice

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 46)¹⁹

Council will use a variety of communication media to provide the community with relevant information in relation to adverse events including print, radio and social media. A well informed community is a critical aspect in terms of Council managing expectations of timeframes, costs and impacts along the road to recovery. The diagram below demonstrates the relationship of stakeholders and information flow necessary during the recovery phase.



¹⁹ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)

Communication Mediums

Facebook



ABC Radio



Local Radio



Hay Shire
COUNCIL

The Riverine
Grazier
02 69 931002

WIN
Prime

Smart Phone Apps²⁰

Fires Near Me



SES FloodSafe &
StormSafe



NSW Live Traffic



COUNCIL ADVERSE EVENT PLAN TOOLBOX

*A generic communication tool from Resilience NSW is provided as
'Toolbox D - Communication Tool'*

²⁰ (Resilience NSW, Smart Phone Apps, 2017)

Part 5 – Community and Regional Context

5.1 About Hay Shire Council

population



geography



Industry



Built assets



Natural



Community



Detailed information can be found in the Council Local EMP Plan
or Council Website or Community Profile ID



5.2 Regional Context



Hay Shire Council is one of 11 Councils that make up the Riverina and Murray Joint Organisation.

Regional context is important to take into consideration because our neighbors are likely also experiencing the same things we are. The ability to tap into each other's resources and ideas is an essential to creating resilience and coordinating recovery from an adverse event.

The impact of drought is an on-going adverse event that has severely impacted many of the communities represented here.

Source: Riverina and Murray Joint Organisation (RAMJO)

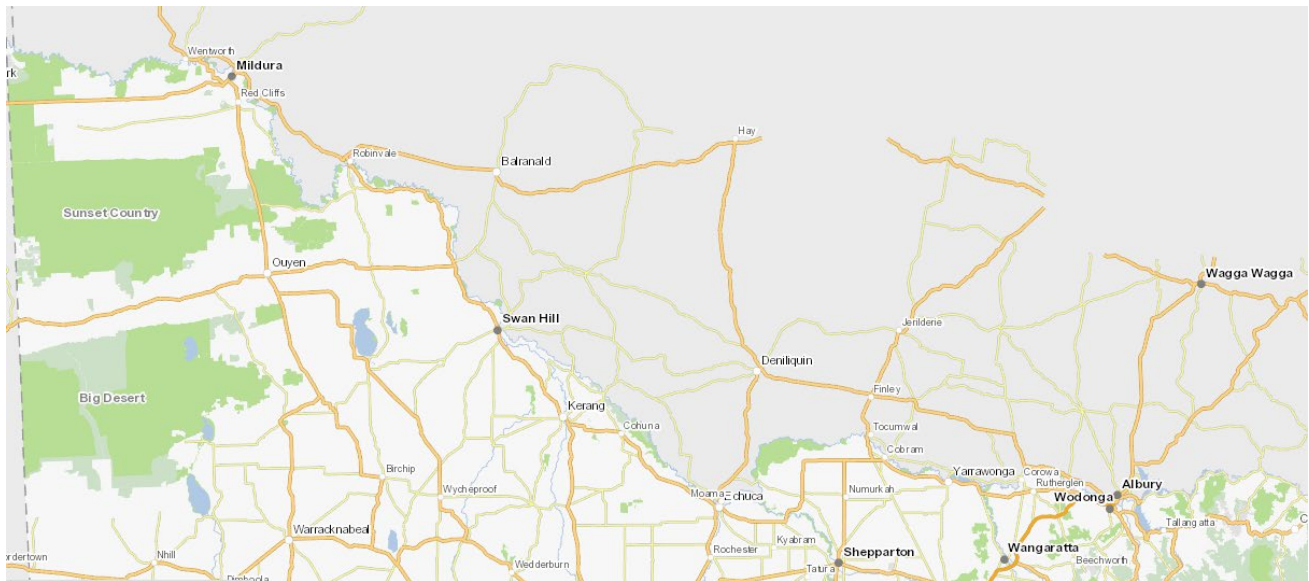
5.3 Cross Border Considerations

Communications interoperability and coordination of recovery activities are a fundamental challenge to all emergency response agencies, but border regions face additional technical, operational and legal obstacles. The Hay Shire Council makes up part of the NSW/VIC cross border community, which offers an increased level of complexity when managing responsibility and authority of agencies in the coordination of recovery. From a border community perspective, state boundaries are often insignificant in the day-to-day lives of these individuals, with residents regularly crossing the border for employment, education, health and recreation purposes.

On a State-by-State basis, there is no formal mechanism for cross border management of recovery at the local or State level. Therefore, in the context of Hay Shire Council, the following options **could** be considered:

- Create an informal "Recovery Communications Tree", to call upon in terms of recovery, and depending on the adverse events, including:
 - 📍 Neighbouring Councils (including cross border)
 - 📍 Local Community Groups (Lions, Rotary, CWA, sporting groups)
 - 📍 Local business and industry support groups (Business Chambers, Chamber of Commerce, Industry Groups)
 - 📍 Where relevant, State and Commonwealth Government entities at the regional level, in conjunction with the LEMC

- Create a cross border recovery committee on an 'as needs' basis, depending on the affected communities, and coordinated by a lead Council. The committee would appoint a chair and maintain outcome focussed actions, and could also advocate for funding in relation to recovery.
- Undertake identified training opportunities to establish networks and build knowledge cross border and with surrounding communities.
- Consider developing a 'resource sharing plan' and a supporting Memorandum of Understanding, to consider sharing heavy machinery, skilled staff, IT and other resources to act cohesively during an adverse event which could impact cross border communities.



<https://mapshare.vic.gov.au/vicplan/>

'Coordination and resource sharing between local governments often rely on regional arrangements and, in some cases, informal understandings.

Current processes to facilitate sharing resources between local governments during natural disasters appear beneficial, and warrant greater support.'

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 7)

Part 6 – Action and Delivery

6.1 Summary





Adverse events affect businesses and community wellbeing.²¹ In Hay Shire Council region, this includes impacts to the productivity and profitability of agricultural industry and secondary employment, tourism, environment, transport, essential services and community psychosocial wellbeing.

Local Government is the level of government with the closest relationship to community, and the strongest knowledge of the impacts and possible needs. The Hay Shire Council Adverse Events Plan is intended to assist the Council to build an event specific roadmap towards recovery.

The first step in a Local Government led recovery phase is to develop a task-oriented **community recovery action plan** to detail priorities, resources allocation and timeframes to return the community to normality. This should be done via the appropriate level committee and should be dynamic, depending on the event and its impact. It should also include local leaders, groups and other stakeholders where possible. A recovery action plan should provide operational actions required to facilitate a successful recovery at all levels.²²

The support of Federal and State Governments is essential to this process, as Local Councils do not have the capacity to respond to the full extent required to prepare their communities for future adverse events.

The supporting toolboxes will enable Hay Shire Council to undertake this task in a dynamic, timely manner, and importantly, identifies where additional State and Commonwealth Government resources would be required:

-  Toolbox A: Resources
-  Toolbox B: Council Plans
-  Toolbox C: Adverse Event Actions
-  Toolbox D: Communication Tool

²¹ (Australian Government Drought Response, Resilience and Preparedness Plan, 2019)

²² (Royal Commission into National Natural Disaster Arrangements, 2020)

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Acronyms

LEMC - Local Emergency Management Committee

RAMJO – Riverina and Murray Joint Organisation

Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

Department	Publication	Intent/Information	Website	Emergency Management Framework Phases that apply
Resilience NSW (Emergency NSW)	Community Recovery Toolkit	The Community Recovery Toolkit has been developed to assist local councils and agencies involved in the provision of recovery services following a disaster.	https://www.emergency.nsw.gov.au/Pages/publications/guidelines-legislation-policies/recovery/community-recovery-toolkit.aspx	Recovery
Resilience NSW (Emergency NSW)	Riverina Murray EMPLAN Emergency Management Plan March 2019	Details arrangements for, prevention of, preparation for, response to and recovery from emergencies within the Emergency Management Region covered by this plan.	https://www.emergency.nsw.gov.au/Pages/about-us/emergency-management-regions/riverina-murray.aspx https://www.emergency.nsw.gov.au/Documents/plans/regional/Regional-Riverina_Murray_REMPPLAN.pdf	Prevention Preparedness Response Recovery
NSW Office of Emergency Management, Department of Justice	NSW Recovery Plan November 2016	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	https://www.emergency.nsw.gov.au/Documents/plans/supporting-plans/Supporting-Plan-Recovery-2016.pdf	Recovery
NSW Office of Emergency Management, Department of Justice	Emergency Management Arrangements for NSW January 2016 Version 1.3	Provides information on the arrangements of Emergency Management Arrangements for New South Wales	https://www.emergency.nsw.gov.au/Documents/publications/Emergency-Management-Arrangements-For-NSW.pdf	Prevention Preparedness Response Recovery

Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

NSW Office of Emergency Management, Department of Justice	NSW State Emergency Management Plan December 2018	The State Emergency Management Plan (EMPLAN) describes the New South Wales approach to emergency management, the governance and coordination arrangements and roles and responsibilities of agencies.	https://www.emergency.nsw.gov.au/Documents/publications/20181207-NSW-state-emergency-management-plan.pdf	<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
NSW Department of Primary Industries	Drought Recovery Guide Fourth Edition – Feb 2020	Practical guide and advice for farmers and regional communities	https://www.dpi.nsw.gov.au/climate-and-emergencies/droughthub/drought-recovery/drought-recovery-guide www.droughthub.nsw.gov.au	<div>Preparedness</div> <div>Recovery</div>
NSW Parliament	Community Welfare Act 1987 No 52	Legislation	https://legacy.legislation.nsw.gov.au/~pdf/view/act/1989/164/whole	
VIC Emergency	Victorian Emergency Management Software	Software	https://emergency.vic.gov.au/respond/	<div>Response</div>
NSW Office of Local Government	Councillor Induction and Professional Development Guidelines	Amendments made to the Local Government Act 1993 in August 2016 saw the inclusion in the prescribed role of councillors under section 232 a responsibility “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.	https://www.olg.nsw.gov.au/councils/councillors/councillor-induction-and-professional-development-guidelines/	<div>Preparedness</div>
Commonwealth Department of Infrastructure, Transport, Regional Development & Communications	Drought Communities Programme	The Drought Communities Programme (DCP) supports communities in the most drought-affected regions of Australia.	https://www.regional.gov.au/regional/programs/drought-communities.aspx	<div>Preparedness</div> <div>Response</div> <div>Recovery</div>

Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

Australian Institute for Disaster Resilience	Australian Emergency Management Arrangements 2019	Australian Disaster Resilience Handbook Collection	https://www.aidr.org.au/media/1764/aidr_handbookcollection_austalian-emergency-management-arrangement_web_2019-08-22_v11.pdf	<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
Australian Institute for Disaster Resilience	Community Recovery Handbook 2	This handbook aims to provide a comprehensive guide to community recovery in Australia. It is intended for use by planners, managers and those involved in working with communities to design and deliver recovery processes, services, programs and activities	https://knowledge.aidr.org.au/resources/handbook-community-recovery/ https://knowledge.aidr.org.au/media/5634/community-recovery-handbook.pdf	<div>Preparedness</div> <div>Recovery</div>
Commonwealth Department of Home Affairs	Emergency Management	Home Affairs lead the Australian Government disaster and emergency management response. Home Affairs work to build a disaster resilient Australia that prevents, prepares, responds and recovers from disasters and emergencies.	https://www.homeaffairs.gov.au/about-us/our-portfolios/emergency-management	<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
Commonwealth Department of Home Affairs	COMDISPLAN 2017 Australian Government Disaster Response Plan	COMDISPLAN outlines the coordination arrangements for the provision of Australian Government non-financial assistance in the event of a disaster or emergency within Australia or its offshore territories.	https://www.homeaffairs.gov.au/emergency/files/plan-disaster-response.pdf	<div>Preparedness</div> <div>Response</div> <div>Recovery</div>

Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

Add another resource				<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
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Council Plans | Toolbox B

Existing Council Plans and Frameworks

Local Emergency Plan	Risk, Hazard & Asset Management	Employee related	Community related	Community Engagement & Communications	Strategic & Operational Plans	Fiscal and Governance
Hay Local EMPLAN 2019	Drought Management Plan 2018	Workforce Management Plan 2018 - 2022	Pensioner and Hardship Assistance Policy 2014	Community Engagement Strategy 2019	Community Strategic Plan 2017 – 2027	Long Term Financial Plan 2020-2020
Local Sub Plans	Business Continuity Plan	Hay Shire Council internal Policies	Hay Inclusion Action Plan	Community Engagement Strategy and Community Participation Plan 2019	2017-2021 Delivery Program	Long Term Financial Plan 2018-2028 and financials
Hay Flood Emergency Sub Plan	Disaster Recovery Plan	Position Descriptions	Open Spaces Strategy		2020-2021 Operational Plan	Fees & Charges - Revenue Policy 2020-21
Hay Bush Fire Risk Management Plan	Asset Management Strategy	Work Health and Safety Policy	Bike Plan June 2016	Media Communications 2014		Investment Policy
Hay Sewage Treatment Plant: Pollution Incident Response Management Plan			Public Art Strategy			Business Ethics Policy
Hay Sewer Treatment Plant						
Emergency Response Plan (Major Plant Failure)						

<https://www.hay.nsw.gov.au/Inside-Hay-Shire-Council/Council-Plans-and-Strategies>

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

‘Council Adverse Event Plan: Toolbox C – Adverse Event Actions’ identifies key objectives for Hay Shire Council to prepare for and action prior to an adverse event and during the response and recovery phases of an adverse event.

The table format has been adapted from the Resilience NSW Framework (Refer Council Adverse Event Plan Toolbox A - Resources).

THE HAY SHIRE COUNCIL ADVERSE EVENT PLAN SHOULD BE UTILISED WITH REFERENCE TO:



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Social Community Leadership Capability and Community Resilience							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
Existing Focus: Training	Council staff undergo job specific training and preparation to assist in managing the impacts of adverse events	Council staff undergo job and work area specific training to assist and protect the community in adverse events (such as clearing fallen trees from roads as a result of storms, and managing road access during flood events and traffic incidents).	Staff Training Policy WHS Policy Tree Management Policy Flood Management Policy	All appropriate areas of Council as identified in policies	Rolling timeframe for current Council training as per normal.	Currently identified and funded training is ongoing.	<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
Existing Focus: Leadership Capacity	Build community leadership capacity and skills to increase resilience during adverse events Council leaders and elected Members are adequately resourced and capable to provide leadership during adverse events. Council supports continued advocacy by Mayor, Councillors and the General Manager towards Federal and State Government members of parliament in the interests of the Hay Shire Council Community	Support formal leadership training and education of Mayor, Councillors and Management Identify relevant long term training opportunities for Councillors, General Managers and Senior Council staff in mental health awareness, mental health first aid, advocacy and community relationship building. Identify funding streams for training opportunities for leaders and elected members. Schedule on-going training and education (particularly for the Business Continuity Team)	Existing training register that covers elected member and Council management mandatory training requirements as per NSW legislation. External funding for identified training programs Additional funding for administrator to review and update training registers. Training resources, trainer and training location	Council Human Resources Department State Government (LGNSW) Office of Local Government	On-going Timeframes for new training opportunities are funding and resource dependant	On-going Stalled: Training gap analysis and new training requires external funding	<div>Preparedness</div> <div>Recovery</div>

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Existing Focus: Regional and Cross Border Connections	Strengthen Regional Relationships Create formal MOU's with neighbouring Councils for use during adverse events. (eg. Sharing of plant/equipment, human resources).	Support the strong connection with the Riverina and Murray Joint Organisation and Member Councils, Cross Border Councils and neighbouring Councils.	On-going and longer term commitment to the Membership of the Joint Organisation On-going commitment to regional working groups.	Councillors/General Managers RAMJO Sub-Committees Council Staff Cross Border Committees	On-going	On-going	<div>Preparedness</div> <div>Response</div> <div>Recovery</div>
Existing Focus: Communication with communities, farmers, industry, government and non-government agencies	Inform communities, farmers, industry, government and non-government agencies For all parties: a) To be prepared to b) To find (or provide) relevant, accurate and time sensitive information c) To be supported (or provide support) in recovery	Promote the education of emergency management within the community through an on-going and planned education program. Promote the delivery of local project, programs and services to the community through a range of media sources, particularly through social media Connect local people to relevant services through the Hay Shire Community Centre/Library/Council Office and provide contact details for relevant organisation and service details through Councils social media and website	Council EMPLAN Council Communication & Emergency management team members Council Media and Communication Policies Existing Council media and communications staff to be involved in collation of information for release (and sharing).	Council Staff (& Community Centre Staff/Volunteers)	On-going	On-going	<div>Preparedness</div> <div>Response</div> <div>Recovery</div>
Future Funding Reliant Focus: Building Community Capacity We are a connected friendly active and inclusive community.	Build community capacity and skills to increase resilience during adverse events	Support capacity and resilience of individuals to support others through mental health training and counselling services	External funding for training programs. Additional funding for administrative FTE to review available opportunities to work with existing providers.	Council Staff	Funding dependant for gap analysis and new training.	Training gap analysis and new training requires external funding.	<div>Preparedness</div> <div>Response</div> <div>Recovery</div>

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Future Funding Reliant Focus: Building Community Capacity</p> <p>Create growth industries</p> <p>Identify opportunities to grow the agriculture sector</p>	<p>Increase employment opportunities within the Hay Shire Council region</p>	<p>Identify existing linkages with local business and opportunities for shared resources (Including secondment opportunities within State or Commonwealth Government agencies).</p>	<p>Community Strategic Plan 2017 – 2027</p> <p>Workforce Management Plan</p>	<p>Council Staff</p>	<p>Funding and resource dependant</p>	<p>Funding and resource dependant</p>	<div>Prevention</div> <div>Preparedness</div> <div>Response</div> <div>Recovery</div>
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Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Built Infrastructure & Asset Resource Management:							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p> <p>Continue to seek investment in our community from State and Federal Government</p>	<p>The roads, assets and resources owned by Council are well maintained to mitigate damage and manage the impacts of adverse events on facilities</p>	<p>Continue to source funding for upgrading and maintaining Council facilities including roads, bridges, water infrastructure and buildings in accordance with Council's maintenance schedules to manage impacts of minor adverse events, including minor storm events through drainage work maintenance</p> <p>Respond to major repairs incidents in accordance with Council works procedures, including road and building repairs</p>	<p>Council Maintenance Schedules</p> <p>Flood Management Policy</p> <p>Roads Maintenance Policy</p> <p>Asset Management Policy</p> <p>Business Continuity Plan</p> <p>Refer Toolbox A – Council Plans</p>	<p>Council Staff</p> <p>(or as delegated to Council Road Maintenance Contractors)</p>	<p>Rolling timeframe for current Council maintenance as per normal.</p> <p>Refer RAMJO PIPE Software for updated project timeframe</p> <p>Refer Council Asset Management software</p>	<p>Refer RAMJO Pipe Software for updated project status.</p> <p>Refer Final Reports Commonwealth Community Drought Programme (when available).</p> <p>Refer Hay Shire Council Annual Reports</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>
<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p>	<p>Maintain proper asset register and insure assets to replacement value</p>	<p>Undertake building and facility audits and asset register compliance audits</p> <p>Review Insurance cover levels on an annual basis</p>	<p>Business Continuity Plan</p> <p>Council Asset Register</p> <p>Council Insurance Schedules</p>	<p>Council Staff</p>	<p>On-going with annual review</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Recovery</p>

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p> <p>Existing Focus: Economic resilience and creating employment opportunities.</p> <p>We have employment and opportunities for our people</p>	<p>Maintain regional infrastructure plans and have project documentation ready for projects that may attract funding for the facilitation of recovery from an adverse event.</p> <p>(eg. To allow fast-tracking to planned projects for economic stimulus or to increase employment in region)</p>	<p>Enter all 'shovel ready' and project overview data in RAMJO PIPE Software (to be 'grant ready').</p> <p>Provide updates to the RAMJO Regional Freight Transport Plan when required</p>	<p>Access to PIPE Software</p> <p>Resources to maintain regular data input into PIPE Software to ensure update to date information is available at short notice and accurate.</p> <p>Resources to maintain regular data input for the Regional Freight Plan to ensure update to date information is available.</p>	<p>Council Staff (or as delegated to RAMJO Sub-Committee)</p>	<p>On-going with annual review</p>	<p>On-going</p>	<p>Preparedness</p> <p>Recovery</p>
<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p>	<p>Maintain compliance of plan review schedules of key operational plans including;</p> <ul style="list-style-type: none"> a) Business Continuity Plan b) Risk & Hazard Assessments c) Infrastructure Response Plans (Refer Toolbox A) 	<p>Clearly defines roles and responsibilities within Council Plans.</p> <p>Identify and keep record of resources required to maintain business critical activities.</p> <p>Implement staff and leadership training initiatives as identified on pg.2-4 and within specific role descriptions.</p>	<p>Refer Toolbox A – Council Plans</p> <p>Workforce Management Plan</p>	<p>Council Staff</p>	<p>On-going with annual review</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Economic Economic diversification and community resilience							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
Existing Focus: Economic resilience (internal Council) Actively identify promote and enhance tourism initiatives	Building community economic resilience	Support the Economic Development Manager (or similar position) to actively pursue new economic opportunities for Hay Shire Council that will strengthen the local economy Enter all 'shovel ready' and project overview data in RAMJO PIPE Software (to be 'grant ready').	Access to RAMJO PIPE Software Resources to maintain regular data input into PIPE Software to ensure update to date information is available at short notice and accurate. Tourism or similar Strategy Economic Development Strategy	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness Recovery
Existing Focus: Economic resilience (community)	Building community economic resilience	Actively pursue grant opportunities that benefit the Hay Shire Council Community in the long term	Access to RAMJO PIPE Software				Preparedness Recovery
Existing Focus: Economic resilience (Council services)	Building community economic resilience	Support a proactive Council that is innovative and progressive in responding to opportunities to diversify the local economy and improve the provision of local infrastructure, facilities and services.	Grant funding for Council events and infrastructure improvements. Resources to gather data and apply for grant applications. Innovative and progressive leadership capacity	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness Recovery

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Existing Focus: Boost demand for products and services from Hay	Promote existing small business economic resilience through campaigns	Support the buy local and buy from the bush campaigns to support local businesses Eg – ReBoot Hay project www.reboothay.com.au/	Community Engagement Strategy and Community Participation Plan 2019 Media Communications 2014	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness Recovery
Existing Focus: Support education and training initiatives	Diversify / cross functional teams.	Diversifying Hay Shire Council's economic base to minimise impacts of adverse events	Community Strategic Plan 2017 – 2027 MOU's with Neighbouring Councils and/or with local organisations	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness Recovery
Existing Focus: Economic resilience (community)	Building community economic resilience: Improving planning and decision making and awareness of support.	Support awareness of, and encourage access to, the Rural Financial Counselling Service Support awareness of available Government assistance, including the farm household allowance	Media Communications 2014	Council Staff (Media/ Communications) (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness Recovery
Existing Focus: Economic resilience (community)	Building community economic resilience	Promote communication with local financial institutions and accounting firms to provide advice and work cooperatively with clients during times of adverse events	Media Communications 2014	Council Staff	On-going	On-going	Preparedness Recovery
Existing Focus: Economic resilience (community)	Building community economic resilience	Provision of Council policy that allows for deferral of Council rates with no penalty for those landholders experiencing genuine hardship as a result of an adverse event, who have a good rates payment history.	Pensioner and Hardship Assistance Policy 2014	Council Staff	On-going (as needs basis)	On-going	Preparedness Recovery

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Natural Natural Asset Resource Management:							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
Existing Focus: Environmental Sustainability Our community values its natural and built environments to support a sustainable environment	Stewardship of important natural resources To promote agricultural research farm, delivering agricultural innovation to enhance knowledge of farmers and farm services professionals to deliver increased crop, pasture and livestock yields, which in turn benefits the economy.	Continue to support the collaboration partners identified in the Community Strategic Plan, and with RAMJO including involvement with the 'One Basin Cooperative Research Centre' bid.	Community Strategic Plan 2017-2027 www.onebasin.com.au/ Toolbox A – Council Plans	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Prevention Preparedness Recovery
Our community is clean and healthy	Stewardship of important natural resources	Actively manage water assets within Hay Shire Council including use of recycled water for irrigation purposes Undertake energy use assessments and formulate an Energy Plan for Hay Shire Council.	Council Maintenance Schedules Flood Management Policy Roads Maintenance Policy Asset Management Policy Business Continuity Plan Refer Toolbox A – Council Plans	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Prevention Preparedness Response Recovery
We create a sustainable environment for future generations	Stewardship of important natural resources	Support and encourage workshops and seminars organised by Government agencies, including Local Land Services to assist farmer and farm businesses, including feed and pest management	Community Strategic Plan 2017-2027	Council Staff Grant funded project staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Prevention Preparedness Response
Educate and demonstrate to the community sustainable practices	Stewardship of important natural resources Parks open space and natural environments are well maintained	Provide suitable accessible transport alternatives including cycle ways and walking tracks	Community Strategic Plan 2017-2027 Hay Inclusion Action Plan	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going	On-going	Preparedness

Communication Toolbox

<insert project/event name>

<insert date>

1. Introduction

Describe the disaster and recovery effort, analyse the situation and explain why strategic communication is required.

2. Objectives

The objectives of communication depend on the stage of recovery that the community has reached. However, the objectives should always include raising or maintaining the profile of the recovery effort and assisting the community towards recovery.

List three to five communication objectives. Each objective must be measurable and will be referenced in Section 11 Evaluation.

Examples:

- (1) Ensure affected people know where to get help.
- (2) Increase knowledge and understanding of the recovery effort.
- (3) Facilitate two-way communication and feedback.

3. Target audiences

Your audience is who you are communicating with. Categorise your audiences into primary and secondary audiences. Primary would include those with whom you need to actively communicate and who you may require to take action. Secondary audiences are those who you potentially need to keep informed.

Primary

<Insert>

Secondary

<Insert>

4. Stakeholders

Stakeholders are those who have a stake in the disaster recovery operation. They may not necessarily be a target audience but they have a legitimate interest in helping the community get back on its feet.

5. Communication needs analysis

Conduct a communication needs analysis using the template provided. Address the requirements of each audience by considering the 'who, what, when, where, why and how' of your communication approach.



Template

Download the [Communication needs analysis](#) template

6. Exclusions

Define what is out of scope for the communication representative.

7. Issues

Describe any issues that will need to be addressed through communication. An issue is a present problem which needs attention. An issue is different to a risk in that it has already happened.

- Are there disgruntled stakeholders who require consultation and engagement?
- Has there been negative media coverage which needs to be mitigated?

8. Key messages

Key messages are the core messages that you want your audience(s) to hear and remember. They should be used consistently, and some may be used to anticipate and address concerns.

- *List up to seven key messages.*
-

9. Channels

Describe your channels and why you have chosen them. Channel selection should meet the needs of your audience(s) and facilitate two-way communication. Consider who should send communication via these channels.

Channel	Why
Recovery newsletter	Affected community has lost power and internet. Newsletters can be handed out at hay distribution points.

10. Communication risk analysis

Describe any risks that need to be addressed through communication. A risk is a potential future event that may impact on the recovery effort. The risks listed here should be communication risks.

Communication risk	Mitigation
Unclear communication contributes to anxiety	Using plain English and communicating face to face as much as possible to address concerns on the spot.

11. Evaluation

Evaluation of communication activities should occur to ensure this strategy is meeting its objectives to:

1. List the communication objectives from Section 2 Objectives.

Describe how you will evaluate the effectiveness of this strategy e.g. positive anecdotal feedback from the community apparent in survey results / focus groups.

12. Communication schedule

The analysis conducted so far should now enable you to develop the communication schedule, also known as a communication plan, action plan or implementation plan. Activities should be built around the recovery effort and what the community needs at the time. Choose the most appropriate method and channel, keeping in mind that face to face is the most effective way to communicate. Consider the objective(s), timeliness and frequency of your message.



Template

Download the [Communication schedule](#) template

13. Budget

Itemise communication activities and associated costs.

14. Attachments

- a) Communication needs analysis
- b) Communication schedule

Communication needs analysis

Audience	Description	Desired response (if any)	Communication need(s)	Content	Channel	Frequency	Comments
Stakeholder group: <i>Your audiences may be categorised into stakeholder groups. Insert your stakeholder group in the field provided. Example entries have been provided.</i>							
<i>State who you are speaking to</i>	<i>Describe this audience</i>	<i>Describe how you would like this audience to behave</i>	<i>Describe the communication requirements of this audience</i>	<i>Describe the information that this audience will need</i>	<i>List the communication channels recommended</i>	<i>State the frequency of communication</i>	<i>Provide any other commentary e.g. are there communication challenges, or other particulars to note about this audience?</i>
Affected community							
Farmers	Primary producers experiencing loss of property, livestock, equipment etc	Feel safe Feel supported	Information on where to get help Information on the recovery effort	Fodder donations Livestock advice Financial support Insurance support	Recovery newsletter Public meetings Hotline	Weekly newsletter Weekly public meetings 24/7 hotline	
Land holders	Residents experiencing damage to or loss of property	Feel safe Feel supported	Information on where to get help Information on the recovery effort	Housing BlazeAid Clean up information Financial support Insurance support	Recovery newsletter Public meetings Hotline	Weekly newsletter Weekly public meetings 24/7 hotline	Anecdotal feedback shows that residents feel they are not getting enough information – ensure newsletters and event invitations are distributed through all relevant Councils, websites, social media and via sms.
insert others							

Communication Tool | Toolbox D





Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
Helping Council staff to prepare targeted communications in a coordinated manner

Public							
General community	Wider community not necessarily affected but interested in recovery effort	Be informed	Information on the recovery effort	What is happening now What will happen next Facts and figures	Local news outlets	As required	
Media	Radio, TV, newspaper, digital and other news outlets	Be informed	Information on the recovery effort	What is happening now What will happen next Facts and figures	Media release Media inquiries	As required	
<insert others as required>							

Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
Helping Council staff to prepare targeted communications in a coordinated manner

Communication schedule

Ref	Activity	Objective	Target Audience	Channel	Deadline	Responsible	Status	Date Submitted	Date issued	Action required	Last Approver	Waiting on	Comments
1	Recovery newsletter issue 1	Ensure affected people know where to get help Increase knowledge and understanding of the recovery effort Facilitate two-way communication and feedback	Affected community	Printed newsletter to be handed out at public meeting	04-Apr	Jill Smith	Completed	1-Apr	4-Apr	none	Hay Shire Council	n/a	
2													
3													
4													
5													
6													
7													
			On Track		Needs attention			Urgent		Completed			