




**State Special Emergency Management Plan**

**State Recovery Plan**

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<b>Issue:</b>	Issue 5
<b>Review Authority:</b>	This plan is maintained by the Department of Premier and Cabinet (DPAC), on behalf of the State Emergency Management Committee (SEMC).
<b>Approval Authority:</b>	Commissioner of Tasmania Police State Emergency Management Controller
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# 1 Overview

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## Glossary

Table 1 – Terms used in this Plan

Term	In the context of this plan, this means ...
<b>The Act</b>	<i>Emergency Management Act 2006</i>
<b>Affected Area Recovery Committee</b>	A committee established under section 24E of the <i>Emergency Management Act 2006</i> 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.
<b>Assistance animal</b>	An animal accredited or trained to assist a person with a disability undertake daily tasks and / or to alleviate the effect of the disability.
<b>Catastrophic emergency</b>	An emergency that is beyond our current arrangements, thinking, experience and imagination – i.e. an event that has overwhelmed our technical, non-technical and social systems and resources, and has degraded or disabled governance structures and strategic and operational decision-making functions. <sup>1</sup>
<b>Community Recovery Committee</b>	Committees established under Section 24E of the <i>Emergency Management Act 2006</i> to guide or coordinate recovery activities at the local or regional level following an emergency event. May be established in the form of an Affected Area Recovery Committee or other type of committee as determined by the affected community.
<b>Coordination</b>	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).
<b>Coordinating Agency</b>	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).
<b>Council</b>	A Tasmanian Local Government Authority.
<b>Debrief</b>	A meeting of stakeholders to review the effectiveness of response or recovery operations.
<b>Emergency</b>	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.
<b>Emergency management</b>	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, resist, adapt to, overcome and recover from an emergency. Such measures include civil defence, research, training, policy and procedures.

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<sup>1</sup> Australian Disaster Preparedness Framework 2018

<b>Emergency management plan</b>	<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 Arrangements, Regional Emergency Management Plans, State Special Emergency Management Plans and Associate Plans.</p>
<b>Evacuation centre</b>	An identified location or facility that provides information and temporary shelter and basic services to meet the immediate personal needs of people affected by an emergency.
<b>Household pet</b>	A domesticated animal that is traditionally kept inside the home for companionship rather than for utility or commercial purposes. This does not include livestock (e.g. horses, chickens).
<b>Local government</b>	A generic reference to one or more of Tasmania's Local Government Authorities. Alternatively referred to as a council or councils.
<b>Municipal Committee</b>	A Municipal Emergency Management Committee established under section 20 of the <i>Emergency Management Act 2006</i> .
<b>Municipal Coordinator</b>	A person appointed as a Municipal Emergency Management Coordinator under section 23 of the <i>Emergency Management Act 2006</i> .
<b>Municipal Recovery Coordinator</b>	A person appointed to coordinate, manage and advise on recovery arrangements at a municipal level under section 24G of the <i>Emergency Management Act 2006</i> .
<b>National Emergency Management Agency (AU)</b>	Provides national leadership and coordination of resilience initiatives and disaster response activities, and assists communities impacted by disasters by facilitating access to Australian Government financial and non-financial support measures.
<b>National Emergency Declaration</b>	A declaration made by the Governor-General under the <i>National Emergency Declaration Act 2020</i> on the recommendation of the Prime Minister if an emergency of nationally significant harm is underway in one or more jurisdictions.
<b>Preparedness</b>	Planned and coordinated measures that are necessary or desirable to ensure safe and effective response and recovery from emergencies.
<b>Public communication</b>	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.
<b>Public information</b>	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.
<b>Rapid Impact Assessment</b>	The process which captures awareness of 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.
<b>Recovery</b>	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. <sup>2</sup>
<b>Recovery domain</b>	A thematic group of recovery functions. Alternatively known as a 'recovery environment' and in this Plan referring to Social, Economic, Infrastructure and Environmental domains.

<sup>2</sup> Australian Disaster Recovery Framework 2022

<b>Recovery Working Group</b>	A Group established in accordance with Section 9(2)(b) of the <i>Emergency Management Act 2006</i> to support the State Recovery Committee to carry out its responsibilities in relation to state level preparations, plans and policies for recovery. The Recovery Working Group may transition to a Recovery Coordination Group in an emergency setting to plan and coordinate state-level, whole-of-government recovery activities.
<b>Agency Liaison Officer</b>	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 in consultation with the relevant Coordinating Agency.
<b>Recovery function</b>	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 9).
<b>Recovery Taskforce</b>	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. In this plan 'Recovery Taskforce' also refers to a smaller Recovery Unit that may be established as an alternative to a Recovery Taskforce.
<b>Regional Committee</b>	A Regional Emergency Management Committee established under section 14 of the <i>Emergency Management Act 2006</i> .
<b>Regional Controller</b>	A Regional Emergency Management Controller appointed under section 17 of the <i>Emergency Management Act 2006</i> .
<b>Regional Recovery Officer</b>	Regionally-based employees of the Department of Premier and Cabinet who work with local governments to undertake recovery planning and preparedness, build recovery capability, chair Regional Social Recovery Committees, and support local and regional relief and recovery activities during an emergency through these Committees as appropriate.
<b>Regional Social Recovery Committee</b>	Sub-committees of Regional Emergency Management Committees established under section 16 (2) of the <i>Emergency Management Act 2006</i> and responsible for developing and maintaining capability and preparedness to support the coordinated delivery of relief and short-term recovery functions at the regional level during and after emergencies.
<b>Register.Find.Reunite</b>	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.
<b>Response</b>	Coordinated actions taken to resolve and mitigate the impact of an emergency.
<b>Responsible Agency</b>	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.
<b>Response Management Authority</b>	The agency or authority responsible for managing the emergency response to a particular hazard, as specified in the Tasmanian Emergency Management Arrangements.
<b>Risk</b>	A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.
<b>Secondary Impact Assessment</b>	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.



<b>Slow onset hazard</b>	A hazard listed in the Tasmanian Emergency Management Arrangements that may escalate slowly, have delayed or protracted impacts, and take time to resolve
<b>State Controller</b>	The State Emergency Management Controller appointed under Section 10 of the <i>Emergency Management Act 2006</i> .
<b>State Emergency Management Committee</b>	The State Emergency Management Committee established under Section 7 of the <i>Emergency Management Act 2006</i> .
<b>State Recovery Committee</b>	A sub-committee of the State Emergency Management Committee responsible for state-level recovery preparedness, planning and coordination of whole-of-government recovery activities following an emergency.
<b>Support Agency</b>	A government or non-government organisation with complementary capabilities or resources that is nominated to assist and support the work of a Responsible Agency.
<b>TasALERT</b>	The Tasmanian Government's official emergency website that brings together information from emergency services and government agencies: <a href="http://www.tasalert.com">www.tasalert.com</a> .
<b>TasRECOVERY</b>	A component of the TasALERT platform providing targeted recovery information during and after an emergency.
<b>Tasmanian Emergency Management Arrangements</b>	Tasmania's emergency management arrangements under section 32 of the <i>Emergency Management Act 2006</i> .
<b>Validation</b>	Activities that are conducted to assess or review the effectiveness of emergency management arrangements. Standard validation activities include exercises, operational debriefs, workshops and reviews.
<b>Worker</b>	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**

<b>Acronym</b>	<b>Stands for:</b>
<b>AARC</b>	Affected Area Recovery Committee
<b>AIIMS</b>	Australasian Inter-Service Incident Management System
<b>ANZEMC</b>	Australia-New Zealand Emergency Management Committee
<b>CORS</b>	Community Outcomes and Recovery Subcommittee
<b>CRC</b>	Community Recovery Committee
<b>DECYP</b>	Department for Education, Children and Young People
<b>DOJ</b>	Department of Justice
<b>DPAC</b>	Department of Premier and Cabinet
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>DoH</b>	Department of Health
<b>ES-GIS</b>	Emergency Services - Geographic Information System
<b>EPA</b>	Environment Protection Authority
<b>ICA</b>	Insurance Council of Australia
<b>NED</b>	National Emergency Declaration
<b>NGO</b>	Non-Government Organisation
<b>NEMA (AU)</b>	National Emergency Management Agency (Australia)
<b>NRE-Tas</b>	Natural Resources and Environment Tasmania (Department of)
<b>PIU</b>	Public Information Unit
<b>RMA</b>	Response Management Authority
<b>RRT</b>	Resilience and Recovery Tasmania
<b>RSRC</b>	Regional Social Recovery Committee
<b>SCC</b>	State Control Centre
<b>SEMC</b>	State Emergency Management Committee
<b>SES</b>	State Emergency Service
<b>SRC</b>	State Recovery Committee
<b>State Growth</b>	Department of State Growth
<b>TasEMT</b>	Tasmanian Emergency Management Training
<b>TASPOL</b>	Tasmania Police
<b>TEIS</b>	Tasmanian Emergency Information Service
<b>TEMA</b>	Tasmanian Emergency Management Arrangements
<b>TRRA</b>	Tasmanian Relief and Recovery Arrangements

## 2 Introduction

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### Authority

- 2.1. This Plan has been prepared as a State 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).

### Aim

- 2.2. 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

- 2.3. 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

- 2.4. 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 the Tasmanian Emergency Management Arrangements (TEMA).
- 2.5. Recovery focuses on and is led by an affected community, and occurs in parallel to the response phase. 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.
- 2.6. 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.
- 2.7. Government decisions during and 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, which can be included as Appendices to this Plan.

## 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 during and 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 achieving outcomes for community wellbeing, the economy and environment. Neglected needs 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, individuals, businesses and organisations should manage their own risks. Government recovery efforts should not be a replacement for community, individual and household preparedness or business continuity planning. The degree to which the State Government will support clean-up, restoration or replacement of private assets is based on the 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 recognise 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.
- 2.22. 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

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

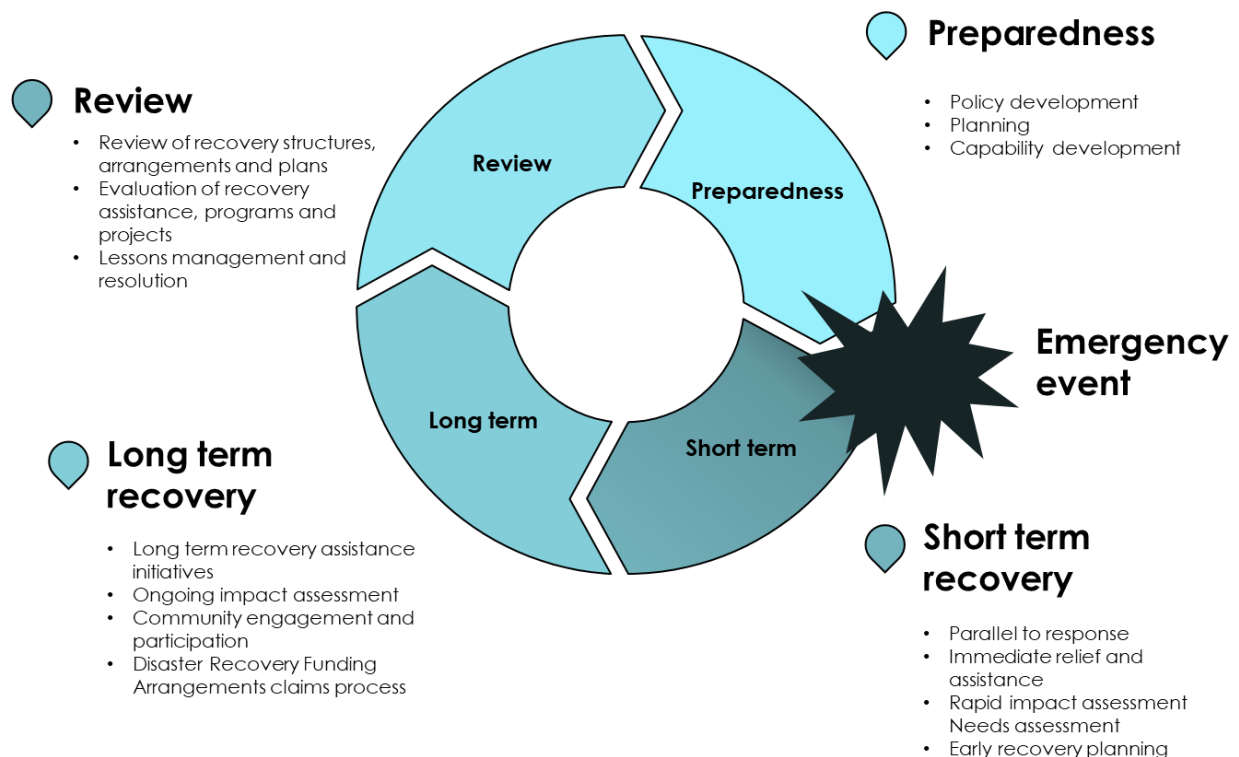
## Building resilience

- 2.25. 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* and the *Tasmanian Disaster Resilience Strategy 2020-2025*.
- 2.26. 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.
- 2.27. 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

- 2.28. The recovery process begins during the emergency event, and continues for months, years or even decades.
- 2.29. 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 – Phases of recovery**



# 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 12.

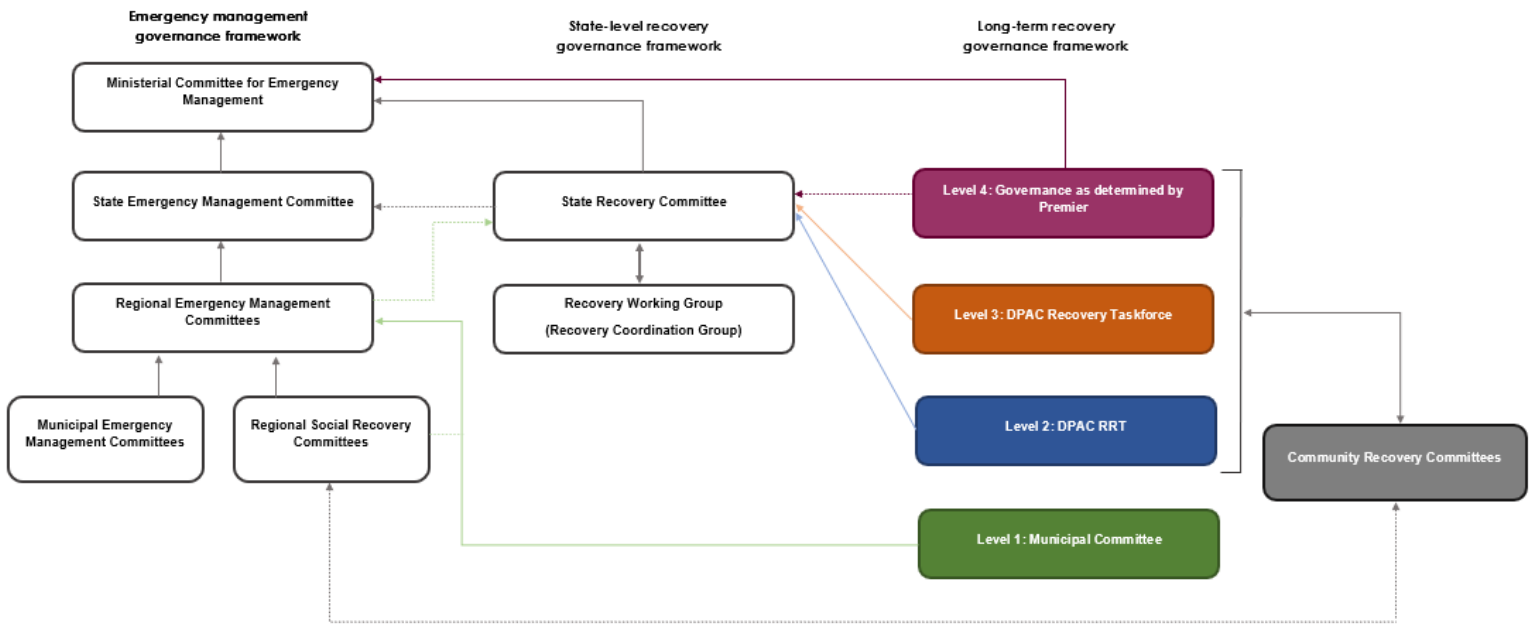
## Governance framework

3.2. Recovery is coordinated through Tasmania's emergency management framework, which includes state, regional and municipal emergency management committees. After significant emergency events, additional governance and coordination structures may be established to manage and coordinate ongoing recovery efforts (**Figure 2**).

3.3. Long term recovery governance depends on event-specific needs, described across four levels (governance for each of these levels is outlined in **Section 6** of this Plan):

- Locally-coordinated (level 1)
- State-supported (level 2)
- State-coordinated (level 3)
- Catastrophic disaster recovery arrangements (level 4).

**Figure 2 – Tasmania's recovery Governance Framework**



## Recovery roles and responsibilities

### Municipal

- 3.4. 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 (refer to Section 24 of the Act).
- 3.5. Council General Managers may appoint a Municipal Recovery Coordinator to manage and coordinate recovery on their behalf (refer to Section 24G of the Act). Municipal Committees may establish recovery sub-committees to support a Municipal Recovery Coordinator. Municipal Committees are responsible for municipal level planning, capability development and reviews.

### Regional

- 3.6. 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.
- 3.7. During emergencies, Regional Controllers are supported by Social, Economic, Infrastructure and Environment Recovery Agency Liaison Officers appointed by Coordinating Agencies for each of the recovery domains (refer to **Section 9**).
- 3.8. The Social, Economic, Infrastructure and Environment Recovery Agency Liaison Officers 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 domains.
- 3.9. During and after an emergency, Agency Liaison Officers are assigned to act for and on behalf of the Regional Controller, in consultation with the relevant Coordinating Agency, to assess recovery requirements and coordinate services to provide for the recovery needs of the affected community.
- 3.10. Regional Controllers are also supported by their respective Regional Social Recovery Committees (RSRC). RSRCs are chaired by DPAC's Regional Recovery Officers and membership includes council Municipal Emergency Management or Recovery Coordinators.
- 3.11. During the long-term recovery phase, an Affected Area Recovery Committees (AARC) or other recovery committee may be established under section 24E of the Act to coordinate recovery activities at the regional and local level. For the purpose of this Plan, AARCs and recovery committees established under Section 24E are referred to as Community Recovery Committees (see **Appendix 2**).

### State

- 3.12. The State Recovery Committee (SRC), a sub-committee of SEMC with representation from all Tasmanian Government agencies and the Local Government Association of Tasmania, is responsible for state-level preparations, plans, and policies for recovery, and is supported in its work by a Recovery Working Group.
- 3.13. In an emergency, the Recovery Working Group will transition to a state-level Recovery Coordination Group in the lead up to and following the transition to State-supported or State-coordinated recovery.
- 3.14. The SRC is chaired by the State Recovery Advisor, who is the Secretary of DPAC or their delegate. The State Recovery Advisor supports and advises the State Controller on relief and recovery matters during an emergency response and oversees the transition to long-



term recovery arrangements, where appropriate.

- 3.15. In a locally-coordinated recovery arrangement (level 1) the SRC may provide advice and support to Regional Controllers where specific recovery issues or needs are identified that require Tasmanian Government assistance.
- 3.16. In state-supported (level 2) and state-coordinated (level 3) recovery arrangements, the SRC:
  - oversees the assessment of recovery needs after an emergency and the development of recommendations for a coordinated approach to recovery
  - supports the State Recovery Advisor in setting the strategic direction for state-level recovery efforts
  - guides state-level, multi-agency recovery efforts and oversees the implementation of recovery assistance measures and programs of work across agencies and through a Recovery Taskforce (if established).
- 3.17. In a state-coordinated recovery arrangement (level 3) and catastrophic disaster recovery arrangement (level 4), a State Recovery Coordinator may be appointed under section 24D of the Act to engage with the affected communities and provide strategic leadership and direction to recovery efforts.
- 3.18. If appointed, the State Recovery Coordinator will co-chair the SRC and work with the State Recovery Advisor to deliver the responsibilities outlined in Section 3.16 of this Plan. The State Recovery Coordinator would also be appointed as a member of a Recovery Taskforce or other long-term governance structure.
- 3.19. Resilience and Recovery Tasmania (RRT) within the Department of Premier and Cabinet (DPAC) is responsible for whole-of-government recovery planning and coordination. In an emergency, DPAC (RRT) is responsible for:
  - working with local governments to support the coordination of local and regional relief and recovery activities through DPAC's state-wide network of Regional Recovery Officers
  - delivering DPAC's functional responsibilities in social and cross-domain recovery (see **Section 9**)
  - supporting the State Recovery Advisor with arrangements for the transition to long-term recovery, in accordance with the framework outlined in Section 6 of this Plan
  - coordinating whole-of-government recovery needs assessments and working with recovery domain Coordinating Agencies (through the Recovery Coordination Group) to develop advice and recommendations to the SRC on appropriate recovery activities
  - activating financial assistance measures under the *Tasmanian Relief and Recovery Arrangements* (TRRA) and working with the Australian Government to seek assistance to the State under the *Disaster Recovery Funding Arrangements* (DRFA).

### **Coordinating Agencies**

- 3.20. Under this Plan Coordinating Agencies are responsible for:
  - providing a nominated employee (Economic/Social/Environment/Infrastructure Agency Liaison Officer) who is authorised to plan, lead and coordinate the delivery of recovery services for and on behalf of a Regional Controller (at the regional level) and/or the Coordinating Agency (at the state level)
  - developing and maintaining recovery plans that account for capabilities and delivery arrangements

- 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 external 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
- participating in the SRC and Recovery Working Group / Recovery Coordination Group
- contributing to whole-of-government reviews and the review of internal arrangements after events.

### **Responsible and Supporting Agencies**

- 3.21. Under this Plan Responsible Agencies are responsible for:
- preparing and maintaining arrangements and capabilities for the delivery of their functions
  - undertaking activities and/or providing services related to their functions
  - providing advice on recovery needs and estimated costs
  - authorising expenditure and maintaining financial records for TRRA and DRFA purposes
  - preparing, maintaining, and implementing data collection plans for their function.
- 3.22. Supporting Agencies may provide advice or assist the relevant Responsible Agency in planning and delivering functions.
- 3.23. Coordinating and Responsible Agencies may establish formal arrangements (contracts or memoranda of understanding) to enable the delivery of functions.

### **National**

- 3.24. The Australian Government supports states and territories to respond to and recover from disasters in accordance with a range of agreements and frameworks including the DRFA, the *Australian Disaster Recovery Framework*, the *Australian Government Crisis Management Framework* and legislative frameworks such as the *National Emergency Declaration Act 2020*.
- 3.25. Australia's National Emergency Management Agency (NEMA AU) assists communities affected by disasters with response and relief efforts, supports state and territory governments to seek support under the DRFA, and delivers initiatives to build resilience, reduce risk and lessen the impacts of future disasters.
- 3.26. 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.
- 3.27. ANZEMC includes government representatives from all Australian jurisdictions and the Australian Local Government Association. ANZEMC reports to the National Emergency Management Ministers' Meeting.
- 3.28. The Community Outcomes and Recovery Subcommittee of ANZEMC (CORS) supports national recovery and community engagement planning, policy and projects. CORS includes government representatives from all Australian jurisdictions.

3.29. Other national recovery-related committees include the Social Recovery Reference Group (of CORS) and the DRFA Stakeholders Group.

### **Related policies and strategies**

3.30. Policies and strategies related to recovery include:

- Local and regional development plans and strategies
- State level resilience strategies and emergency management policies, other State Emergency Management Plans and associated plans
- Tasmanian Government policies, plans and guidelines for specific recovery functions
- *The Australian Disaster Recovery Framework*
- *The Australian Government Crisis Management Framework*
- *The Tasmanian Disaster Resilience Strategy 2020-2025, National Strategy for Disaster Resilience, and international Sendai Framework for Disaster Risk Reduction*
- *The Tasmanian Relief and Recovery Arrangements* and the national *Disaster Recovery Funding Arrangements*.

## 4 Preparedness

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### 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, TEMA and this Plan.

### Responsibilities

#### Individuals and households

- 4.2. Individuals and businesses are responsible for managing private risks and ensuring appropriate household and business contingency plans and resilience building activities (including insurance) are in place.

#### Municipal and Regional Emergency Management Committees

- 4.3. Municipal Committees and councils are responsible for developing and maintaining plans and operational arrangements to deliver identified council functions (refer to **Section 9**). 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. DPAC (RRT)'s state-wide network of Regional Recovery Officers works closely with councils in each region to build recovery capability, develop and maintain municipal recovery plans, and undertake recovery preparedness activities.

#### State Committees and Agencies

- 4.6. The SRC and State Recovery Advisor are responsible for state level, whole-of-government recovery policy, planning and preparedness. DPAC (RRT) maintains this Plan and associated policies and guidelines, as well as the TRRA.
- 4.7. Coordinating and Responsible Agencies are responsible for developing and maintaining plans that account for internal capabilities and establish delivery arrangements for their functional responsibilities.
- 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.
- 4.11. Exercises should include recovery partners and other organisations where appropriate. Lessons learned should be reflected in revised plans and arrangements.
- 4.12. DPAC (RRT) supports whole-of-government recovery preparedness by facilitating recovery exercises every 12-18 months outside of emergency activations. Exercises may include local government, municipal and regional committees and non-government organisations.
- 4.13. DPAC (RRT) is also responsible for developing, maintaining, and delivering local government recovery capability building programs, including training and resources.
- 4.14. 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, including through the Tasmanian Emergency Management (TasEMT) online training modules.

## Financial assistance arrangements

### Disaster Recovery Funding Arrangements (DRFA)

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

### Tasmanian Relief and Recovery Arrangements (TRRA)

- 4.19. The TRRA is the primary mechanism through which the Tasmanian Government provides financial assistance to communities and local government for relief and recovery measures. The TRRA include a:
  - *Personal Hardship and Distress Assistance Policy;*
  - *Natural Disaster Relief to Local Government Policy; and*
  - *Community Recovery Policy.*
- 4.20. DPAC is responsible for coordinating advice to the Premier regarding the activation of assistance and claims to the Tasmanian Government under the TRRA.
- 4.21. Councils are responsible for notifying DPAC (RRT) if they know, or expect, a natural disaster to be an eligible natural disaster under the *Natural Disaster Relief to Local Government Policy*.

## 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 the 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 (**Figure 3**).
- 5.5. Arrangements for municipal and regional short term recovery coordination are outlined in the TEMA and detailed in Municipal and Regional Emergency Management Plans.

**Figure 3 – Short-term recovery coordination arrangements**

Category	Responsibility	Support
<b>Short-term recovery management and coordination</b>		
Municipal	Municipal Coordinator	Council General Managers may appoint Municipal Recovery Coordinators to manage recovery responsibilities as per Section 24G of the Act
Regional	Regional Controller	Tasmanian Government agencies coordinating recovery domains nominate Social, Economic, Infrastructure and Environmental Recovery Agency Liaison Officers to support the Regional Controller
State	State Controller	The State Controller is supported by the State Recovery Advisor, Resilience and Recovery Tasmania, and / or a Recovery Taskforce (DPAC) or other governance structures, Coordinating Agencies, and recovery partners

### 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 6.5.5** of the TEMA).
- 5.7. 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 (refer to **Section 6.6.4** of the **TEMA**).

- 5.8. For regionally coordinated emergencies, the relevant Regional Controller is responsible for consequence management, including short-term recovery, until the transition of responsibility to a recovery authority has occurred under section 24F of the Act (see **Section 6** of this Plan).

## State coordination

- 5.9. The State Controller may activate the SCC to support the management of an emergency. 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, supported by the State Recovery Advisor.
- 5.10. 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 SRC for this purpose.
- 5.11. State level recovery assistance ranges from providing resources to support municipal or regional coordination, to the transfer of responsibility for short-term 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.
- 5.12. 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.
- 5.13. The *Interoperability Arrangements for Sharing Skilled Resources in Tasmania* may be activated if whole-of-government resources are needed to support recovery activities in the days or weeks following an emergency. Inter-jurisdictional surge capacity arrangements may also be activated if State resources are insufficient, or specialist support is required.

## Evacuation centres

- 5.14. Evacuation centres provide temporary shelter and basic services to meet the immediate personal needs of people affected by an emergency, such as food, water, and basic living essentials, as well as sources of information, registration and personal support services.
- 5.15. Tasmania Police (TASPOL) is responsible for coordinating evacuations (refer to the **Emergency Evacuation Framework**).
- 5.16. Councils are responsible for establishing evacuation centres, including 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 where appropriate.

## Recovery centres

- 5.17. Recovery centres provide a centralised location 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 generally established in events classed as level 2 or above. 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 the nominated recovery authority, in consultation with the relevant councils.

- 5.19. Where possible and appropriate, recovery centres should not be co-located with evacuation centres. People presenting to an evacuation centre may be in a state of distress and often have complex needs that need to be prioritised and managed differently. Separating these facilities ensures that support is targeted, prompt and appropriate.

## **Registration**

- 5.20. The registration of people affected by emergencies assists in managing attendance at evacuation centres, finding and reuniting family and friends, informing missing persons investigations, assessing recovery needs, and reducing the demand on emergency contact centres.
- 5.21. Councils have responsibility for coordinating processes to register people attending evacuation centres. In significant emergencies, the process of registering people at evacuation centres may be undertaken by non-government organisations, with oversight from the relevant evacuation centre manager.
- 5.22. Council registration processes must follow any procedures or directions from the relevant Regional Controller and comply with confidentiality and security of personal information requirements.
- 5.23. The Tasmanian Government's Evacuation Registration Application (Survey 123) is the primary mechanism for registering people attending evacuation centres.
- 5.24. In events involving large scale population dislocation or significant load on government call centres, TASPOL may activate the Australian Red Cross Register.Find.Reunite (RFR) service, which includes online registration/enquiry options and/or a registration and enquiry call centre.
- 5.25. If RFR is activated, registration data collected through the Evacuation Registration Application can be imported into the RFR database to assist with identifying and locating evacuated individuals.
- 5.26. Australian Red Cross may assist with registrations in evacuation and recovery centres, including for the purpose of finding and reuniting people, as directed by the Regional Controller or Incident Controller (in consultation with the Municipal Coordinator).
- 5.27. Registration data collected by councils through the Tasmanian Government's Evacuation Registration Application is owned by the respective councils and is accessed by councils and the Tasmanian Government. Registration data will be managed in accordance with the *Personal Information Protection Act 2004*.
- 5.28. RFR registration data collected by the Australian Red Cross is owned by TASPOL, who will provide the data to the relevant councils and Tasmanian Government agencies for recovery purposes, if requested.

## **Public Information**

- 5.29. 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 (RMA) through its Head of Agency or by a Regional Committee, through the SEMC.



- 5.30. The PIU has a dedicated recovery officer tasked with coordinating immediate relief and recovery information and managing the development of documentation to guide the communications function from response to recovery.
- 5.31. The PIU recovery team is responsible for:
- Developing a short-term recovery communications strategy;
  - Managing the recovery website and social media accounts;
  - Activating recovery branded materials suitable for the emergency; and
  - Supporting the State Recovery Advisor and liaising with DPAC RRT.
- 5.32. In recovery, information may be communicated through a range of channels. This includes:
- The RMA's website and social media;
  - TasALERT websites and social media;
  - TasRECOVERY social media;
  - TASPOL social media;
  - Other agency websites and social media;
  - Radio, television and print media; and
  - Public meetings, evacuation and recovery centres and outreach visits.
- 5.33. The TEIS provides a single point of telephone contact for non-operational government information and emergency response and recovery assistance through the hotline: 1800 567 567. DPAC is responsible for activating and managing the TEIS.

### **Financial management**

- 5.34. Financial records are important for reporting expenditure and claiming financial assistance under the TRRA and DRFA. Agencies and organisations are responsible for authorising expenditure in emergencies and recording emergency expenditure separately in accordance with internal procedures.
- 5.35. 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.
- 5.36. 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 DRFA. Councils should liaise with DPAC (RRT) in relation to expenditure that may be eligible, or recoverable, under the TRRA and the associated conditions.
- 5.37. 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.

### **Transition to long-term recovery**

- 5.38. After an emergency has been resolved, recovery activities transition from short-term relief and recovery coordination to long-term recovery coordination through appropriate governance structures established in accordance with the scale of the emergency and anticipated recovery needs.
- 5.39. The transition to recovery relies on the collection of data and information about the

impacts of an emergency, which in turn informs early recovery planning. The collection of this data primarily occurs through Rapid Impact Assessments conducted by the relevant RMA. Impact assessment arrangements and their relationship to recovery planning are described in the State Emergency Management Plan for Impact and Damage Assessment.

- 5.40. The State Recovery Advisor works with Municipal Coordinators, Regional Controllers, RMAs and Coordinating Agencies (through the SRC) to:
  - analyse known impacts and assess immediate / early recovery needs
  - determine whether recovery needs can be met within local capability and capacity, or if ongoing state level support and/or coordination is required
  - prepare advice for the State Controller, Premier and Ministerial Committee for Emergency Management on the recommended long-term recovery arrangements and the development of an interim recovery plan outlining priority actions to address immediate recovery needs across the affected domains.
- 5.41. The transition to long term recovery coordination must be planned, gradual and flexible. Formal transition of responsibility occurs through the completion of the *Transition of responsibility from response to recovery* report and is effective upon the approval and signing of this report by the Regional Controllers/State Controller and the State Recovery Advisor or State Recovery Coordinator.
- 5.42. There may be 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.
- 5.43. In prolonged and widespread emergencies, transition to long term recovery arrangements may occur in one affected area while response is ongoing in other areas.
- 5.44. DPAC (RRT) will ensure communication occurs with key stakeholders (e.g. local governments) to confirm finalisation of the transition to long-term recovery and ensure contact and other relevant information is provided.
- 5.45. In the lead up to and following the transition to recovery, DPAC (RRT) will work closely with local governments and Coordinating Agencies to determine immediate recovery priorities across the affected recovery domains, to inform the development of interim recovery plans.

## **Needs assessment**

- 5.46. 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.
- 5.47. Tasmania's recovery arrangements provide four approaches (levels) for recovery coordination: locally-coordinated (level 1), state-supported (level 2), state-coordinated (level 3), and catastrophic disaster recovery arrangements (level 4). The Needs Assessment Framework at Appendix 3 provides a guide for determining the appropriate long term recovery approach based on:
  - the scale / severity of the emergency event
  - impacts across the Social, Economic, Environmental and Infrastructure domains
  - anticipated recovery costs and thresholds for activating recovery funding arrangements at the state and national levels
  - the complexity of the long-term recovery task
  - the capability and capacity of local, regional and state authorities

- the vulnerability of affected communities.

## **Debriefs**

- 5.48. Appropriate debriefs must be conducted to ensure early identification of issues and enable recovery planners and managers to learn from experience and refine arrangements. 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.
- 5.49. Recovery debriefs are coordinated by DPAC (RRT) and Coordinating Agencies (state level), Regional Controllers and Regional Recovery Officers (regional level) and the chairs of Municipal Committees (municipal level). Lessons and issues raised should be recorded and referred to the SRC 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 four levels: locally-coordinated (level 1); state-supported (level 2); state-coordinated (level 3) and catastrophic disaster recovery (level 4).
- 6.2. Recovery during and after significant emergencies requires coordinated management across governments and other recovery partners to meet community needs efficiently and effectively, and provide consistency across public communication (**Figure 4**).
- 6.3. Governance structures for long term recovery integrate program management and community development approaches, rather than AIIMS-based command and control structures.

**Figure 4 – Long-term recovery coordination arrangements**

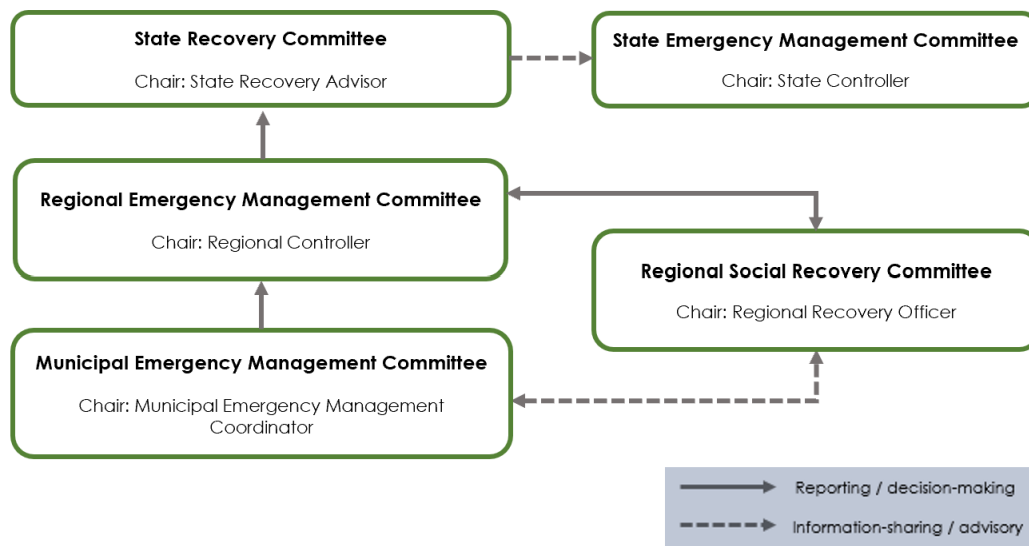
Category	Responsibility	Support
<b>Long-term recovery management and coordination</b>		
Level 1	Municipal Committee	Supported by councils, Regional Committees and non-government organisations
Level 2	DPAC (RRT) CRCs	Supported by Regional Committees, Tasmanian Government agencies and non-government organisations
Level 3	DPAC (RRT) or Recovery Taskforce CRCs	Supported by Tasmanian Government agencies and non-government organisations
Level 4	Governance structure as determined by Premier CRCs	Supported by the Australian Government, Tasmanian Government agencies and non-government organisations

- 6.4. Long-term recovery activities include community engagement, ongoing impact and needs assessment, restoration, rebuilding and renewal programs, and administration of financial assistance.
- 6.5. In state-supported (level 2), state-supported (level 3) and catastrophic disaster recovery (level 4) arrangements, long-term recovery activities are captured in event-specific recovery plans developed by DPAC (RRT), a Recovery Taskforce, or other established governance structure.
- 6.6. Event-specific recovery plans should be developed in partnership with the affected communities through CRCs or other community representative mechanisms, Coordinating Agencies and other recovery partners.
- 6.7. Event-specific recovery plans are published electronically and through other mediums, with the timing of their publication informed by the circumstances of the event and the affected communities' readiness to participate in the recovery planning process.

## Emergency of local significance (Level 1: locally-coordinated recovery)

- 6.8. 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:
- Response coordination at the municipal level, possibly with some regional support
  - A discrete affected area (one local government area or industry sector)
  - Minimal ongoing recovery assistance from Tasmanian Government agencies.
- 6.9. 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 (**Figure 5**).
- 6.10. Municipal Emergency Management/Recovery Coordinators may share information about emerging social recovery needs with the relevant RSRC. Ongoing coordination of support and advice in relation to unmet recovery needs may be managed through the RSRC, as directed by the Regional Controller.
- 6.11. 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 5 - Level 1 long-term recovery governance arrangements**



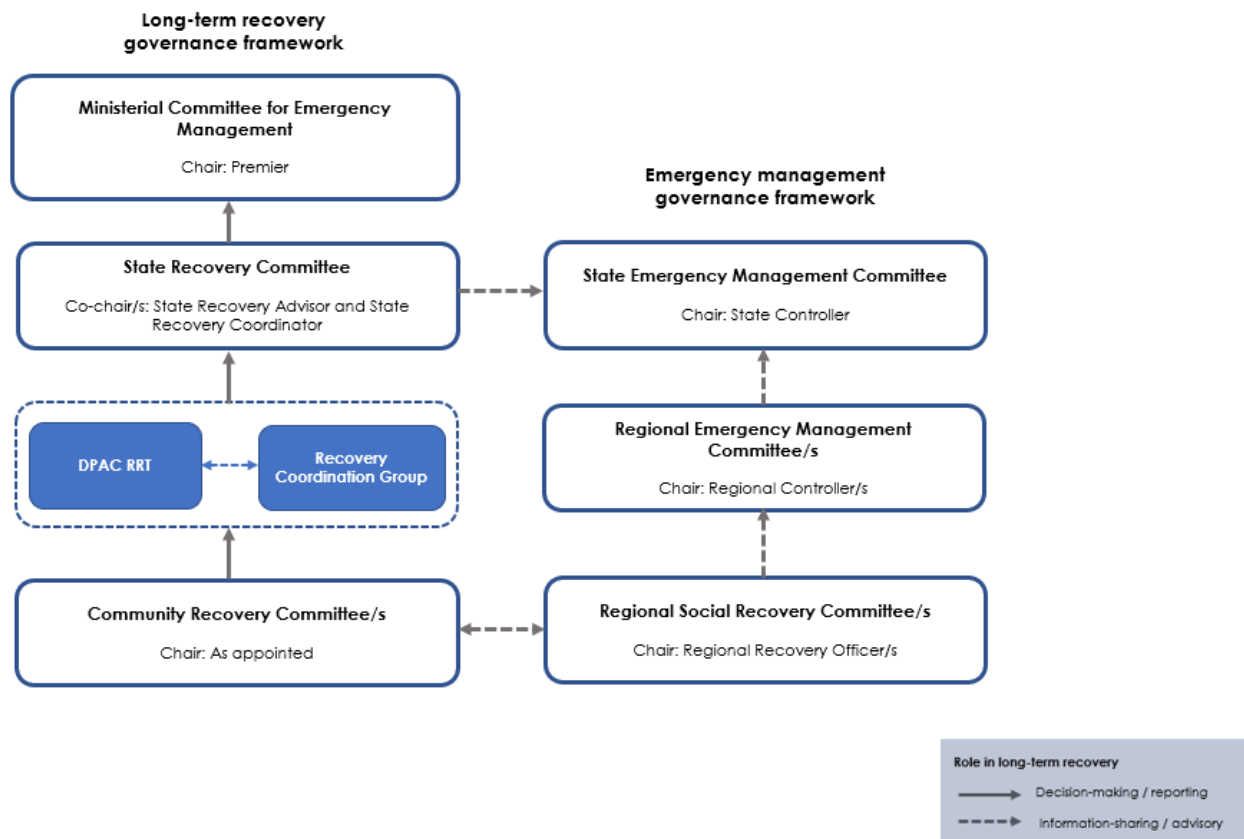
## Level 1 transition arrangements

- 6.12. Level 1 arrangements generally apply to smaller-scale emergencies that involve a municipal level response. In this circumstance, the Municipal Coordinator continues to have responsibility for long-term recovery coordination.
- 6.13. If short-term recovery activities were coordinated at the regional or 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. The following information should be included in the transition letter from the Regional/State Controller:
  - Relief and recovery activities to date
  - Requests for support (including outstanding requests)
  - Offers of assistance / support from the community, NGOs, or businesses
  - Any other issues deemed as being relevant to the long-term recovery of the affected local government area.
- 6.14. If applicable, responsibility for ongoing state-level assistance transfers to the relevant Tasmanian Government agencies.

## Emergency of regional significance (Level 2: State-supported recovery)

- 6.15. State-supported recovery arrangements apply when coordination of medium to long-term recovery requires Tasmanian Government support. This level generally applies to emergencies which involve:
  - Response coordination at the regional level;
  - Multiple or dispersed affected areas (including multiple local government areas);
  - Impacts across multiple domains, with assistance required from multiple government agencies; and
  - Activation of financial assistance measures (TRRA, DRFA and/or similar).
- 6.16. State-supported recovery arrangements provide local governments and communities with the resources and capabilities to achieve positive recovery outcomes, while enabling the coordination of recovery activities to be managed by the affected communities at the local or regional level.
- 6.17. Coordination of these activities may occur through the establishment of Community Recovery Committees (CRC) under Section 24E of the Act. CRCs report to the SRC and may seek additional support or raise emerging issues through the SRC (**Figure 6**).
- 6.18. Level 2 recovery efforts involve state level support from multiple Tasmanian Government Coordinating Agencies, in accordance with their functional responsibilities. DPAC (RRT) is responsible for coordinating whole-of-government recovery planning and providing executive and secretariat support to CRCs.

**Figure 6 - Level 2 long-term recovery governance arrangements**



### Level 2 transitional arrangements

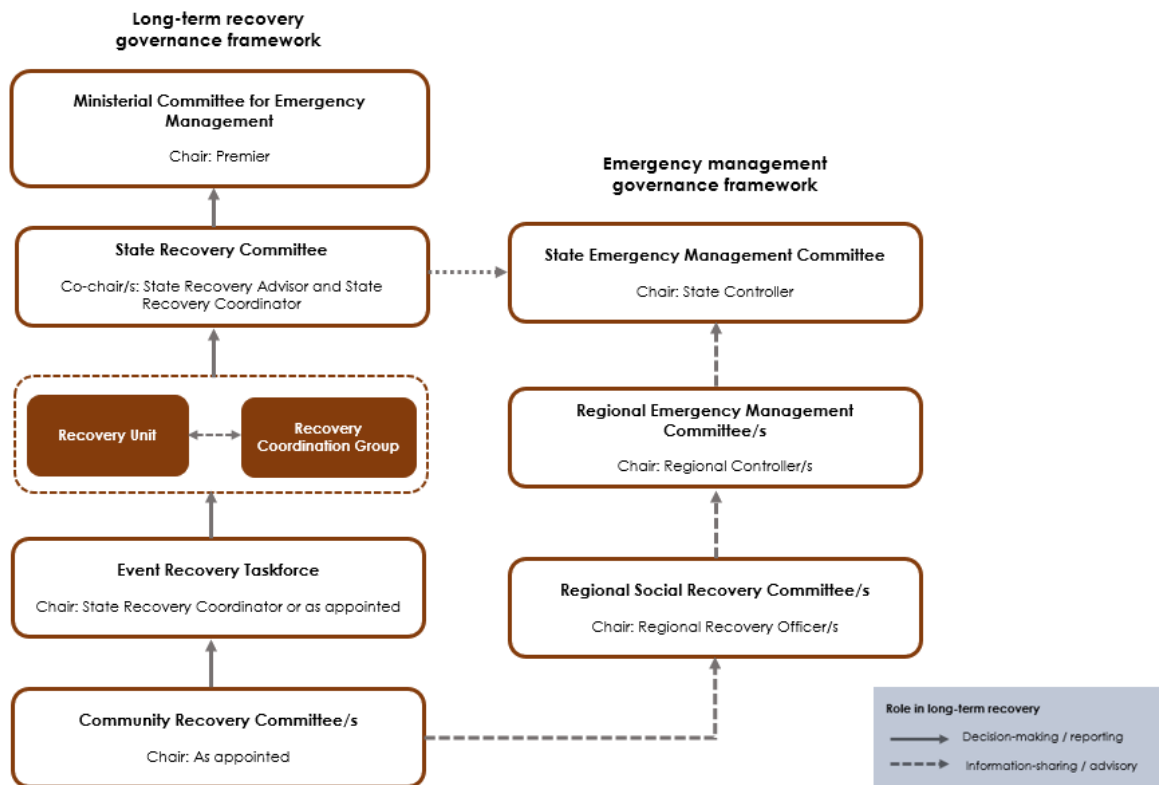
- 6.19. If a Level 2 recovery approach is adopted, transition to long-term recovery is formalised under Section 24F of the Act through completion of the *Transition of responsibility from response to recovery* report, which must be signed by the relevant Regional Controller or State Controller and the State Recovery Advisor before it takes effect.
- 6.20. Responsibility for ongoing state level medium to long-term recovery efforts in specific recovery domains will transfer to the relevant Tasmanian Government agencies. If required, agencies may seek time-limited resourcing to support these activities through the *Interoperability Arrangements for Sharing Skilled Resources in Tasmania*.

### Emergency of State significance (Level 3: State-coordinated recovery)

- 6.21. State-coordinated recovery arrangements apply where medium to long-term recovery requires planning and coordination at the State level. This applies to emergencies which involve:
  - Response coordination at regional or state levels
  - Multiple and/or widespread affected areas (multiple local government or regions)
  - A small to moderate number of casualties
  - Significant and complex impacts across multiple recovery domains requiring extensive support from multiple Tasmanian Government agencies for a prolonged period

- Activation of financial assistance measures (TRRA, DRFA and/or similar).
- 6.22. If a level 3 recovery approach is adopted, a Recovery Taskforce will be established as a temporary division within DPAC to coordinate medium to long-term recovery activities, including:
- establishing and operating recovery centres
  - coordinating assistance measures across whole-of-government and through non-government organisations, where appropriate
  - working with CRCs and other recovery partners to prepare long-term recovery plans.
- 6.23. DPAC (RRT) or a time-limited Recovery Unit established alongside RRT will support the Taskforce to plan and deliver these and other recovery activities, in collaboration with the Recovery Coordination Group. DPAC (RRT) or a time-limited Recovery Unit (if established) would be responsible for providing secretariat and executive support to CRCs (**Figure 7**).

**Figure 7 - Level 3 long-term recovery governance arrangements**



**Level 3 transition arrangements**

- 6.24. In a level 3 arrangement, the Premier (or MCEM chairperson) may appoint a Recovery Coordinator to engage with the affected community and provide strategic leadership and direction to the Recovery Taskforce.
- 6.25. Responsibility for long-term recovery transitions from the State Controller or Regional Controller/s to the Recovery Coordinator under Section 24F of the Act through the



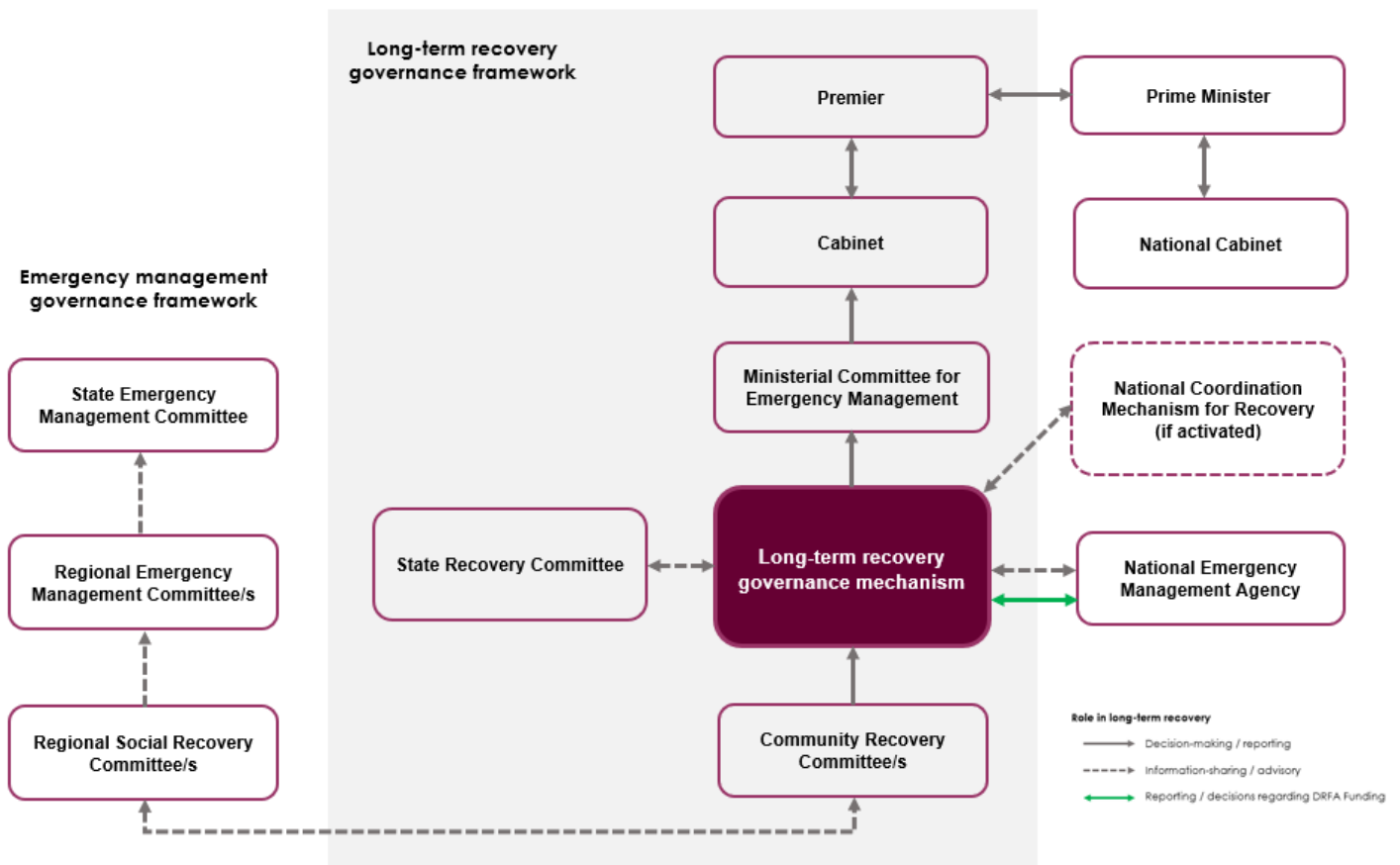
completion of the *Transition of responsibility from response to recovery* report, which must be signed by all parties before the transfer takes effect.

## **Emergency of national significance (Level 4: Catastrophic disaster recovery)**

- 6.26. Catastrophic disasters are events which exceed the State's capability, capacity and systems and may require a nationally supported or coordinated response. These events may involve one or more of the following factors:
- affect thousands of people or the whole State
  - be part of a nation-wide emergency
  - cause widespread, medium to long-term displacement or the need for permanent relocation of populations
  - result in a large number of casualties
  - require a complex, large scale recovery effort that will take several years
  - involve a change in, or introduction of, policies, laws, or regulations to enable or support recovery activities
  - require significant funding, which may or may not be reimbursable under the DRFA
  - be the subject of a National Emergency Declaration (NED) under the *National Emergency Declaration Act 2020*, by request of the Tasmanian Government or through a unilateral declaration by the Governor-General
  - involve extensive coordination of support and assistance from the Australian Government through National Cabinet and a National Coordination Mechanism for Recovery, or similar structure.
- 6.27. Recovery arrangements in a catastrophic disaster scenario are classified as level 4, aligning with a level 4 (national) or level 5 (international) incident classification under the TEMA. This recognises the complexity, duration, and cost of recovery from a catastrophic disaster, and that enhanced systems, processes, and decision-making structures will be required to support recovery activities.
- 6.28. Governance arrangements for long-term recovery will be modelled on existing governance frameworks for other levels of recovery, with necessary enhancements (**Figure 8**) – these may include:
- **Recovery Taskforce** led by a Recovery Coordinator and supported by a dedicated Recovery Unit, with enhanced arrangements to provide the necessary human, financial and physical resources to coordinate a large-scale recovery effort
  - **Recovery Expert Group** to advise Government on priorities for long-term recovery in all affected domains, with specific recovery activities to be coordinated by DPAC (RRT) under the leadership of the State Recovery Advisor and State Recovery Committee, and in partnership with local governments, Tasmanian Government agencies, and other recovery partners
  - **Statutory Recovery Authority** led by a suitably qualified person appointed by the Premier. The Recovery Authority would be established through legislation and vested with powers to enable the Authority to coordinate long-term recovery activities independent from existing agency governance structures. This option would require an interim governance arrangement (modelled on a level 3 event) to coordinate recovery activities while legislative and administrative processes to establish the Authority are completed.

- 6.29. In extreme situations, the Tasmanian Government may make a request to the Prime Minister to recommend to the Governor-General that a national emergency declaration (NED) be made under the *National Emergency Declaration Act 2020*. If the relevant conditions are satisfied, a NED provides the Prime Minister and other Ministers with special powers to:
- require Australian Government agencies to provide information about stockpiles, assets, and resources that may be deployed to disaster-affected jurisdictions
  - mobilise resources to support response, relief and recovery activities
  - waive certain administrative requirements under Commonwealth legislation (e.g. requirement to produce documents)
  - determine that certain provisions under other legislation are not applicable for the duration of a NED.
- 6.30. These arrangements will recognise the role of the Australian Government in supporting or coordinating long-term recovery activities, while retaining the primacy of the Tasmanian Government and local governments in decision-making and prioritisation of recovery support measures.
- 6.31. In the unlikely event that the Tasmanian Government has become incapacitated by a catastrophic disaster, the Prime Minister may recommend to the Governor-General that a NED be made without a direct request.

**Figure 8 - Level 4 governance and coordination arrangements**



#### **Level 4 transition arrangements**

- 6.32. Depending on the governance mechanism determined by the Premier and MCEM, responsibility for long-term recovery in a catastrophic disaster scenario would transfer from the State Controller to the State Recovery Advisor or a Recovery Coordinator (if appointed) through the completion of the *Transition of responsibility from response to recovery report*, which must be approved and signed by all parties before the transfer takes effect.
- 6.33. While this Plan provides a framework for long-term recovery governance in a catastrophic disaster scenario, such an event will be inherently challenging to manage and the governance framework may need to be changed or adapted to suit the specific circumstances of the event.

## 7 Slow onset hazards

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- 7.1. In the context of this Plan, a slow onset hazard is a hazard listed in the TEMA that may escalate slowly, have delayed or protracted impacts, and take time to resolve. These types of events can occur spontaneously or be triggered by a broader emergency event. Examples of hazards that may have a slow onset are landslide, heatwave, and a plant or animal biosecurity incursion.
- 7.2. Slow onset hazards can have impacts across the Social, Economic, Environmental and Infrastructure recovery domains, depending on their nature and the communities, regions, and assets they affect.
- 7.3. The scale, reach and apparent or anticipated impacts of a slow onset hazard will inform relief and recovery activities, including long-term recovery arrangements, in accordance with the governance frameworks outlined in this Plan and the TEMA.
- 7.4. In the absence of formal governance structures to coordinate recovery activities in response to a slow onset hazard, DPAC (RRT)'s Regional Recovery Officers will work with local governments, including through the RSRCs, to prioritise recovery issues arising from the hazard and provide advice and support as required (see **Figure 9**).
- 7.5. Regional Controllers may request the respective RSRCs support these activities in relation to social recovery impacts as well as other recovery domain impacts, where it may be appropriate to do so. Alternatively, Regional Controllers may request this support through their Regional Emergency Management Committees.

**Figure 9 – Slow onset hazard recovery coordination (outside normal arrangements)**



## 8 Review

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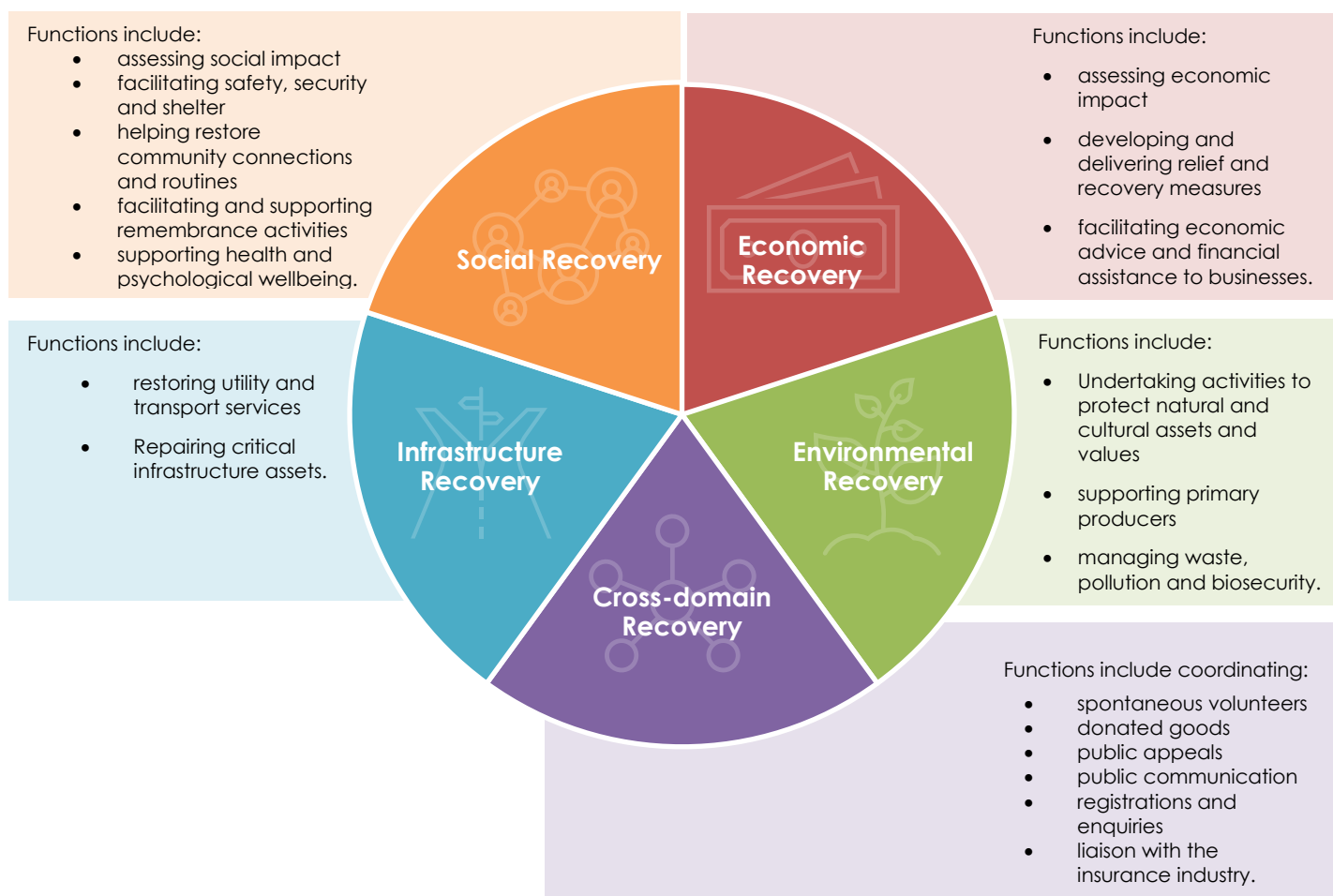
- 8.1. Recovery is a complex process and a challenging coordination task which governments are only required to support at irregular intervals. Past events provide valuable lessons to inform government planning for future events.
- 8.2. Debriefs and internal reviews should be conducted following an emergency to identify lessons and opportunities for improvement. All organisations involved in recovery are responsible for debriefing staff and reviewing their plans and arrangements.
- 8.3. DPAC (RRT) will coordinate state level debriefs through the Recovery Working Group and State Recovery Committee. Regional Emergency Management Controllers, Regional Recovery Officers and Municipal Emergency Management Coordinators coordinate regional and municipal debriefs, and Coordinating Agencies coordinate internal debriefs within their agencies.
- 8.4. Recovery efforts, including assistance measures, significant projects and programs, and community engagement processes, should be evaluated to ensure effectiveness and identify opportunities for improvement.
- 8.5. Lessons, learnings and recommendations should be recorded and referred to the SRC for consideration and/or resolution. Lessons should be integrated into plans and arrangements as appropriate.

## 9 Functional responsibilities

### Overview

- 9.1. Recovery is a shared responsibility across the community and government. To enable appropriate coordination and management, the Tasmanian Government works across five domains (**Figure 10**).
- 9.2. Tables 3-7 in this Section outline the Coordinating Agencies for each of the five domains, as well as the agencies responsible for the delivery of functions under each domain (Responsible Agencies). While a Coordinating Agency leads each of the domains, the significant interdependencies between domains means they should not be managed in isolation.
- 9.3. 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.
- 9.4. In an emergency, required functions that are not allocated to specific agencies under this Plan, or functions for which responsibility may be unclear, will be allocated to the relevant agencies by the State Recovery Advisor, in consultation with the SRC.


**Figure 10 – Domains of recovery in Tasmania**



## Social Recovery

- 9.5. Emergency-affected people may experience trauma, distress or grief associated with direct personal experiences during the emergency including social, emotional, physical, financial 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 establish and manage their own recovery.
- 9.6. 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.
- 9.7. DPAC is the Coordinating Agency for Social Recovery and works closely with other Tasmanian Government agencies, NGOs and other recovery partners to plan and coordinate social recovery activities in affected communities (**Table 3**).

**Table 3 - Social recovery domain responsibilities**

 <b>Social Recovery</b>		
<b>Coordinating Agency</b>	<b>Department of Premier and Cabinet</b>	
<b>Function</b>	<b>Responsible Agency</b>	<b>Support Agency</b>
<b>Evacuation centres</b> <ul style="list-style-type: none"> <li>Establish emergency shelter for displaced persons</li> <li>Provide food and water to displaced persons</li> <li>Arrange laundering of linen / towels used in an evacuation centre</li> </ul>	Councils	DPAC (RRT) NGOs
<b>Recovery centres</b> <ul style="list-style-type: none"> <li>Establish recovery centres to provide information and access to services</li> </ul>	Councils	DPAC (RRT) State Growth (Business Tasmania) NRE-Tas (AgriGrowth) NGOs Insurance Council of Australia (ICA)
<b>Personal support</b> <ul style="list-style-type: none"> <li>Arrange Psychological First Aid and chaplaincy services for evacuation and recovery centres</li> <li>Coordinate support for people with specific needs (e.g. elderly, people with disabilities)</li> <li>Promote additional psychosocial support through primary health or community-based services.</li> </ul>	DPAC (RRT)	NGOs DoH

<p><b>Mental health advice and support</b></p> <ul style="list-style-type: none"> <li>▪ Assess and assist individuals who require specialised psychological support, including through escalation from NGOs or community-based support services</li> <li>▪ Coordinate support for people with complex needs through appropriately qualified staff (e.g. social workers)</li> <li>▪ Provide advice on, and coordinate, appropriate medium and long-term mental health recovery initiatives</li> </ul>	DoH	NGOs
<p><b>Emergency accommodation</b></p> <ul style="list-style-type: none"> <li>▪ Arrange or broker emergency accommodation options for displaced persons who cannot reside with friends/family or in an evacuation centre</li> </ul>	DPAC (RRT)	NGOs
<p><b>Care for children</b></p> <ul style="list-style-type: none"> <li>▪ Provide support and care for unaccompanied minors in an evacuation centre and other emergency settings</li> </ul>	DECYP	NGOs
<p><b>Financial assistance for personal hardship and distress</b></p> <ul style="list-style-type: none"> <li>▪ Deliver the Personal Hardship and Distress Assistance Policy under the TRRA</li> </ul>	DPAC (RRT)	
<p><b>Financial Assistance for not-for-profit organisations</b></p> <ul style="list-style-type: none"> <li>▪ Assess and provide assistance to not-for-profit organisations under the TRRA Community Recovery Policy</li> </ul>	DPAC (RRT)	
<p><b>Technical advice (as required):</b></p> <ul style="list-style-type: none"> <li>▪ Drinking and waste water management</li> <li>▪ Hygiene, sanitation, and infection control</li> <li>▪ Food safety (handling and storage)</li> <li>▪ Air quality</li> <li>▪ Protection against hazardous materials/substances</li> </ul>	DoH	Councils DOJ (WorkSafe) NRE-Tas (Biosecurity Tasmania) EPA


## Economic Recovery

9.8. 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.



9.9. The Department of State Growth (State Growth) is the Coordinating Agency for economic recovery (**Table 4**). State Growth's state-wide network of Enterprise Centres support economic recovery through the provision of advice to small businesses.


**Table 4 - Economic recovery domain responsibilities**

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

## Infrastructure Recovery

- 9.10. 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.
- 9.11. 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.
- 9.12. 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 assets that consider current and projected hazard risks may reduce the impact of future emergencies.
- 9.13. State Growth is the Coordinating Agency for infrastructure recovery (**Table 5**).

**Table 5 - Infrastructure recovery domain responsibilities**


 <b>Infrastructure Recovery</b>		
<b>Coordinating Agency</b>	<b>Department of State Growth</b>	
<b>Function</b>	<b>Responsible Agency</b>	<b>Support Agency</b>
<b>Roads and bridges</b> <ul style="list-style-type: none"> <li>▪ Undertake technical assessments, assess and prioritise restoration needs</li> <li>▪ Undertake stabilisation and remediation works</li> <li>▪ Undertake and facilitate the restoration of critical infrastructure</li> <li>▪ Rebuild and restore infrastructure to be sustainable and more resilient to future events</li> </ul>	Asset owners (as applicable): State Growth Councils NRE-Tas (PWS) Sustainable Timber Tasmania TasRail (Rail bridges) Hydro Tasmania	State Growth
<b>Other community infrastructure and recreational facilities</b> <ul style="list-style-type: none"> <li>▪ Undertake and facilitate the restoration of infrastructure and facilities</li> </ul>	Asset owners (as applicable): Councils NRE-Tas Sustainable Timber Tasmania	
<b>Ports, airports and rail</b> <ul style="list-style-type: none"> <li>▪ Undertake technical assessments, assess and prioritise restoration needs</li> <li>▪ Undertake and facilitate the restoration of critical infrastructure</li> </ul>	TasPorts TasRail Airport infrastructure owners	State Growth
<b>Electricity supply and generation</b> <ul style="list-style-type: none"> <li>▪ Undertake technical assessments, assess and prioritise restoration needs</li> <li>▪ Undertake and facilitate the restoration of critical infrastructure</li> </ul>	Hydro Tasmania TasNetworks	State Growth Australian Energy Market Operator
<b>Natural gas</b> <ul style="list-style-type: none"> <li>▪ Undertake technical assessments, assess and prioritise restoration needs</li> <li>▪ Undertake and facilitate the restoration of critical infrastructure</li> </ul>	TasGas	State Growth
<b>Liquid fuel supply</b> <ul style="list-style-type: none"> <li>▪ Undertake technical assessments, assess and prioritise restoration needs</li> <li>▪ Undertake and facilitate the restoration of critical infrastructure</li> </ul>	Liquid fuel suppliers	State Growth

<p><b>Other infrastructure</b></p> <ul style="list-style-type: none"> <li>• Undertake and facilitate the restoration of infrastructure and facilities <ul style="list-style-type: none"> <li>○ Public schools and libraries</li> <li>○ Hospitals and health centres</li> <li>○ Irrigation infrastructure</li> <li>○ Dams</li> <li>○ Other infrastructure</li> </ul> </li> </ul>	<p>DECYP DoH TasIrrigation TasWater NRE-Tas Asset owners</p>	
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## Environmental Recovery

- 9.14. Environmental recovery primarily focuses on the rehabilitation and 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.
- 9.15. The Department of Natural Resources and Environment Tasmania (NRE-Tas) is the Coordinating Agency for environmental recovery. Arrangements for environmental rehabilitation are coordinated by NRE-Tas, in consultation with property owners and managers, affected councils, the Environment Protection Authority (EPA) and the community (**Table 6**).

**Table 6 - Environment recovery domain responsibilities**

 <b>Environmental Recovery</b>		
<b>Coordinating Agency</b>	<b>Department of Natural Resources and Environment Tasmania Environment Protection Authority (EPA)</b>	
<b>Function</b>	<b>Responsible Agency</b>	<b>Support Agency</b>
<p><b>Environmental health and pollution</b></p> <ul style="list-style-type: none"> <li>▪ Conduct monitoring and surveillance activities</li> <li>▪ Render (disperse/dilute/neutralise) the hazardous material safe</li> <li>▪ Decontaminate affected people, places and equipment</li> </ul>	<p>Councils EPA Asset owner</p>	<p>DOJ DoH</p>
<p><b>Crown land, National Park and landscape rehabilitation</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate and undertake natural environment rehabilitation works</li> </ul>	<p>NRE-Tas</p>	<p>NGOs</p>


<p><b>Aboriginal, natural and cultural heritage</b></p> <ul style="list-style-type: none"> <li>▪ Undertake assessment of risk posed to natural and cultural heritage places in affected areas</li> <li>▪ Coordinate and undertake Aboriginal, natural and cultural heritage rehabilitation works, in consultation with affected communities</li> <li>▪ Undertake recovery monitoring of Aboriginal, natural and cultural heritage places</li> </ul>	<p>DPAC (Aboriginal Heritage Tasmania) NRE-Tas</p>	<p>Tasmanian Aboriginal Land and Sea Council</p>
<p><b>Animal welfare, feed and fodder</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate assistance for household pets and assistance animals presenting at an evacuation centre</li> <li>▪ Coordinate services to treat and care for affected wildlife</li> <li>▪ Coordinate and manage services to meet the immediate needs of affected livestock</li> </ul>	<p>Councils NRE-Tas</p>	<p>Community groups NGOs</p>
<p><b>Assistance measures for primary producers</b></p> <ul style="list-style-type: none"> <li>▪ Assess and provide primary producer assistance under the TRRA Community Recovery Policy</li> <li>▪ Provide advice and other non-financial support to primary producers</li> </ul>	<p>NRE-Tas Industry bodies NGOS</p>	<p>DPAC (RRT)</p>
<p><b>Waste management and carcass removal</b></p> <ul style="list-style-type: none"> <li>▪ Dispose of contaminated waste</li> <li>▪ Coordinate the removal of livestock carcasses</li> </ul>	<p>Councils NRE-Tas</p>	<p>EPA</p>
<p><b>Biosecurity and invasive species</b></p> <ul style="list-style-type: none"> <li>▪ Conduct monitoring and surveillance activities</li> <li>▪ Coordinate the delivery of diagnostic services</li> <li>▪ Restrict the movement of hazardous organisms</li> </ul>	<p>NRE-Tas</p>	

## Cross-domain

9.16. Tasmania's fifth functional domain includes whole-of-government functions which cut across the social, economic, infrastructure and environmental domains.

9.17. DPAC is the Coordinating Agency for cross-domain recovery functions (**Table 7**).

**Table 7 - Cross-domain responsibilities**

 <b>Cross-domain Recovery</b>		
<b>Coordinating Agency</b>	<b>Department of Premier and Cabinet</b>	
<b>Function</b>	<b>Responsible Agency</b>	<b>Support Agency</b>
<b>Large-scale demolition and clean-up</b> <ul style="list-style-type: none"> <li>▪ Assess demolition and clean-up requirements and determine the need for a coordinated approach</li> <li>▪ Support or coordinate large-scale demolition and clean-up programs</li> </ul>	DPAC (RRT)	Councils State Growth EPA DOJ DoH
<b>Government liaison with the insurance industry</b> <ul style="list-style-type: none"> <li>▪ Coordinate insurance information and advice</li> </ul>	DPAC (RRT)	ICA Insurers
<b>Registration and enquiry</b> <ul style="list-style-type: none"> <li>▪ Identify and register attendees at evacuation centres</li> <li>▪ Facilitate the reunification of family and friends separated during an emergency</li> <li>▪ Collect data to inform missing persons investigations and recovery planning</li> </ul>	Councils TASPOL	NRE-Tas Australian Red Cross NGOs
<b>Public memorials</b> <ul style="list-style-type: none"> <li>▪ Coordinate arrangements to manage spontaneous memorials</li> <li>▪ Coordinate the establishment of permanent memorials, in consultation with affected communities</li> </ul>	DPAC (RRT) Councils	TASPOL NGOs
<b>Public donations – material goods</b> <ul style="list-style-type: none"> <li>▪ Coordinate the storage and distribution of donated material goods</li> </ul>	DPAC (RRT)	NGOs
<b>Spontaneous volunteers and offers of assistance</b> <ul style="list-style-type: none"> <li>▪ Coordinate the registration, training and coordination of volunteers offering assistance</li> <li>▪ Coordinate and manage community, corporate and business offers of assistance</li> </ul>	DPAC (RRT)	NGOs
<b>Public appeals</b> <ul style="list-style-type: none"> <li>▪ Coordinate the collection and administration of financial donations on behalf of affected communities</li> </ul>	DPAC (RRT)	NGOs Financial institutions

<p><b>Land information and data services</b></p> <ul style="list-style-type: none"> <li>▪ Provide web, mobile and desktop mapping infrastructure (subject to licensing) for data collection across all domains</li> <li>▪ Coordinate the provision of remotely sensed imagery</li> <li>▪ Conduct property reinstatement (survey and valuation)</li> </ul>	NRE-Tas	DPAC (RRT)
<p><b>Impact and damage assessments</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate and compile of whole-of-government impact and damage assessments</li> <li>▪ Coordinate whole-of-government Secondary Impact Assessments, if required</li> <li>▪ Analyse impact and damage information to determine recovery needs and priorities</li> </ul>	DPAC (RRT)	Coordinating Agencies NRE-Tas
<p><b>Internal and external recovery communication</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate and manage TasRECOVERY and social media content</li> <li>▪ Coordinate and manage TEIS if activated</li> </ul>	DPAC (RRT)	Councils Community groups NGOs Coordinating Agencies
<p><b>Tasmanian Relief and Recovery Arrangements (TRRA)</b></p> <ul style="list-style-type: none"> <li>▪ Administer, maintain and coordinate TRRA policies</li> <li>▪ Assess and deliver assistance provided under TRRA Local Government Policy</li> </ul>	DPAC (RRT)	Councils
<p><b>Disaster Recovery Funding Arrangements (DRFA)</b></p> <ul style="list-style-type: none"> <li>▪ Collate eligible costs for emergency events and submit DRFA claims to the Australian Government</li> </ul>	DPAC (RRT)	Councils Department of Treasury and Finance Tasmanian Audit Office Coordinating Agencies
<p><b>Emerging issues and enquiries</b></p> <ul style="list-style-type: none"> <li>▪ Provide a point of referral for community and government, through TEIS/recovery hotline and Ministerial Offices, and refer issues to relevant Coordinating Agencies as necessary</li> <li>▪ Coordinate the resolution of emerging issues that do not fall within a specific domain, including referral to appropriate agencies</li> </ul>	DPAC (RRT)	Coordinating Agencies Councils NGOs

## 10 Plan Administration

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

### Communication and distribution

- 10.2. This plan will be published on WebEOC.
- 10.3. Print and/or electronic copies will be provided on request to:
- State Recovery Committee
  - State Recovery Working Group
  - Regional Emergency Management Committees
  - Recovery Partners Network members and other key stakeholders
  - National Emergency Management Agency (AU).

### Validation and exercising

- 10.4. 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
  - reviews and evaluations undertaken after emergency events.
- 10.5. The outcomes of reviews and exercising of this Plan are reported to the SRC and SEMC.

### Review requirements and Issue History

- 10.6. This plan is maintained by DPAC (RRT) on behalf of the State Recovery Advisor and SEMC. Feedback should be provided to:
- Email: [recovery@dpac.tas.gov.au](mailto:recovery@dpac.tas.gov.au)
  - Phone: 03 6232 7979
- 10.7. 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 emergencies that require the establishment of level 3 and level 4 recovery arrangements, or as recommended by the SRC.
- 10.8. 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>
3	2018	Minor adjustments to reflect amendments to the Act and departmental changes
4	2021	Interim review to incorporate changes to functional responsibilities and other minor updates
5	2023	Major review to incorporate lessons from emergencies between 2018 and 2023 and machinery of government changes

### Consultation for this Issue

The most recent review of this Plan was coordinated by DPAC (RRT) on behalf of SEMC. The development of Issue 5 involved a staged and comprehensive consultation process with local government, non-government organisations and government agencies over several months.



# 11 Appendices

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## Appendix 1. National Principles for Disaster Recovery

- 11.1. 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.
- 11.2. 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.
- 11.3. Successful recovery relies on<sup>3</sup>:
  - **Understanding the context:** successful recovery is based on an understanding of the community context.
  - **Recognising complexity:** successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.
  - **Using community-led approaches:** successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.
  - **Ensuring coordination of all activities:** successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
  - **Employing effective communications:** successful recovery is built on effective communication between the affected community and other partners.
  - **Acknowledging and building capacity:** successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

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<sup>3</sup> National Principles for Disaster Recovery – Social Recovery Reference Group (February 2018)

## **Appendix 2. Further information on long-term recovery governance models**

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### **Community Recovery committees**

- 11.4. CRCs should be established in partnership with the affected communities. Existing or emerging community-led committees may be used instead of or work with these structures where appropriate.
- 11.5. CRCs may be chaired by the relevant Mayor/s, Municipal Coordinator, a Tasmanian Government representative or another regional/local representative as agreed by the relevant local government/s, Regional Controller or State Recovery Advisor.
- 11.6. Membership of CRCs may 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.
- 11.7. Careful consideration of community representation on CRCs is important to ensure all affected groups are included in recovery planning and coordination. In determining the non-government membership of CRCs, consideration should be given to:
  - the profiles of the affected communities, including segments of these communities who may have additional needs in recovery, including:
    - people with disabilities
    - people with culturally and linguistically diverse backgrounds
    - people with low literacy and / or limited or no access to technology.
  - Tasmanian Aboriginal people from the affected regions
  - gender diversity
  - representation by young people (17-25 age group)
  - owners or representatives of impacted assets, industries, and sectors
  - organisations that have a role or expertise in a specific area relevant to the recovery effort
  - people who are well-known in their communities because of charitable, recreational, or commercial activities.

### **Recovery Taskforce**

- 11.8. A Recovery Taskforce is established as a temporary division within DPAC in a state-coordinated (level 3) recovery arrangement. Resourcing for a Taskforce would be sought through fixed-term contract arrangements to ensure continuity for the duration of the Taskforce's work.
- 11.9. A Recovery Taskforce may be led by a Recovery Coordinator (if appointed) and supports CRCs 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.
- 11.10. 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 will be made by the MCEM on advice from the Recovery Coordinator or State Recovery Advisor, and in consultation with the CRCs.

## **Other recovery coordination and support mechanisms**

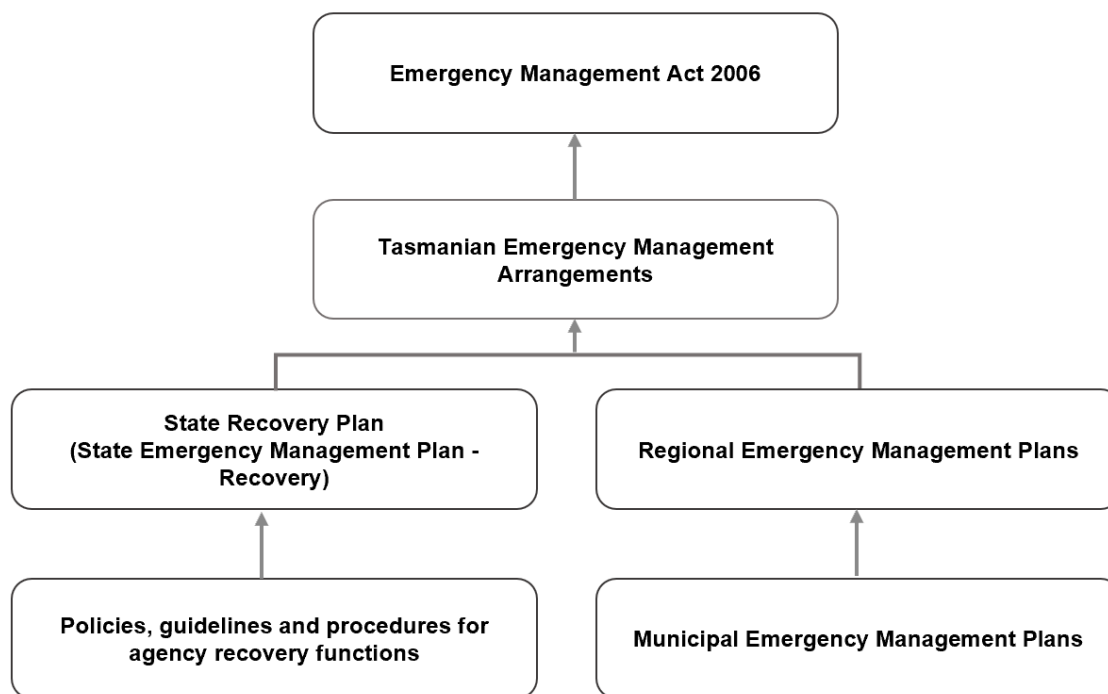
- 11.11. In state-supported (level 3) and state-coordinated (level 4) recovery arrangements, Active Partners Reference Groups may be established to coordinate the efforts of non-government and community organisations, industry bodies, and businesses that are providing substantial and ongoing recovery support.
- 11.12. Recovery Advisory Boards comprising community, industry and non-government leaders or experts may also be established to advise the Tasmanian Government on strategic issues associated with the recovery effort.

### Appendix 3. Needs assessment framework

	Scale		Severity				Complexity	Capability and capacity	Vulnerability
	Affected area/s	Costs	Social	Economic	Infrastructure	Environmental			
<b>Locally-coordinated recovery (Level 1)</b>	Impacts in one council area	<ul style="list-style-type: none"> <li>• TRRA/DRFA may or may not be activated (may only be asset reconstruction)</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for psychological support can be managed at the local level, including through activation of NGO arrangements</li> <li>• Impacts can be addressed through existing services</li> </ul>	<ul style="list-style-type: none"> <li>• Limited impacts (i.e. one industry)</li> <li>• Short to medium-term economic disruption</li> </ul>	<ul style="list-style-type: none"> <li>• Limited impacts that can be managed within normal operational arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Limited impacts that can be managed with existing local resources</li> </ul>	<ul style="list-style-type: none"> <li>• Significant impacts in one or more domains</li> <li>• Low political sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• Council and community capability sufficient with minimal state level support</li> </ul>	<ul style="list-style-type: none"> <li>• Needs of vulnerable groups can be met through existing local resources</li> </ul>
<b>State-supported local recovery (Level 2)</b>	Impacts across multiple council areas	<ul style="list-style-type: none"> <li>• TRRA/DRFA likely to be activated (may only be asset reconstruction or Personal Hardship and Distress)</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for psychological support can be managed at the regional level, including through activation of NGO arrangements</li> <li>• Limited damage to homes and few displaced people</li> <li>• Additional services and assistance required for upto one year</li> </ul>	<ul style="list-style-type: none"> <li>• Moderate impacts (more than one industry or critical industry)</li> <li>• Medium to long-term disruption</li> <li>• Need for some economic assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Some damage to state and local government infrastructure</li> <li>• Some support required for demolition and clean-up</li> </ul>	<ul style="list-style-type: none"> <li>• Significant damage or contamination</li> <li>• Additional resources and assistance required</li> <li>• Medium to long-term recovery / rehabilitation programs required</li> </ul>	<ul style="list-style-type: none"> <li>• Significant impacts in multiple domains</li> <li>• Medium political sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• Council and community capability sufficient to manage and coordinate</li> <li>• State level recovery support required for specific functions</li> </ul>	<ul style="list-style-type: none"> <li>• Moderate levels of socioeconomic disadvantage</li> <li>• Some affected people from vulnerable groups</li> </ul>
<b>State-coordinated recovery (Level 3)</b>	Impacts across multiple regions	<ul style="list-style-type: none"> <li>• TRRA/DRFA will be activated</li> <li>• Tasmanian Government Catastrophe Insurance activated</li> <li>• ICA-declared catastrophe</li> </ul>	<ul style="list-style-type: none"> <li>• Small to moderate number of casualties</li> <li>• Demand for psychological support is high and dispersed across multiple regions, requiring coordination at the state level</li> <li>• Moderate number of homes destroyed or uninhabitable and numerous displaced people</li> <li>• Significant and long-term additional services and assistance required for upto two years</li> </ul>	<ul style="list-style-type: none"> <li>• Significant impacts across multiple key industries</li> <li>• Long-term disruption</li> <li>• Need for coordinated and strategic economic recovery measures</li> </ul>	<ul style="list-style-type: none"> <li>• Significant and/or widespread damage to state and local government infrastructure</li> <li>• State-coordinated demolition and clean-up required</li> <li>• Requires a coordinated approach to restoring infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Very significant damage or contamination</li> <li>• Extensive impacts to primary industries</li> <li>• Coordinated clean up and rehabilitation required</li> <li>• Plant / animal biodiversity affected</li> <li>• Long term recovery response and programs required</li> </ul>	<ul style="list-style-type: none"> <li>• Significant impacts across most or all domains</li> <li>• Risks to long term community viability</li> <li>• High political sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• Council and community capability insufficient - state needs to manage and coordinate recovery</li> <li>• State level coordination of functions and programs across State Service agencies</li> </ul>	<ul style="list-style-type: none"> <li>• High levels of socioeconomic disadvantage</li> <li>• Significant affected people from vulnerable groups</li> <li>• Special considerations for recovery approach</li> </ul>
<b>Catastrophic disaster recovery (Level 4)</b>	Impacts across multiple regions, the whole State and / or nationally	<ul style="list-style-type: none"> <li>• TRRA/DRFA will be activated. Category D funding likely to be requested</li> <li>• Other forms of extraordinary funding may be required at the State / Commonwealth level, specific to the event</li> <li>• ICA-declared catastrophe</li> </ul>	<ul style="list-style-type: none"> <li>• Large number of casualties</li> <li>• Demand for psychological support is high to extreme, requiring coordination at the State level. Interstate support may be required</li> <li>• Risk to public health is high due to uncontrolled / major disease outbreak or other public health breach</li> <li>• Significant number of homes destroyed or uninhabitable and a large number of displaced people requiring medium to long-term temporary accommodation or permanent relocation</li> <li>• Significant and long-term recovery planning and coordination required, likely over a number of years</li> </ul>	<ul style="list-style-type: none"> <li>• Major impacts across multiple key industries</li> <li>• Long-term disruption to trade, production, and freight and supply chain movements</li> <li>• Need for coordinated and sustained economic recovery measures</li> <li>• Need for support, supplies and other forms of interstate assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Very significant and widespread damage to state and local government infrastructure</li> <li>• Significant damage or disruption to critical infrastructure affecting essential services</li> <li>• State-coordinated demolition and clean-up required, possibly with interstate support</li> <li>• Temporary rerouting / relocation of infrastructure is required while reconstruction is completed</li> </ul>	<ul style="list-style-type: none"> <li>• Very significant or irreparable damage, contamination and destruction of environmental values</li> <li>• Major impacts to primary industries, with environmental, animal / human welfare, and economic consequences</li> <li>• Plant / animal biodiversity significantly affected</li> </ul>	<ul style="list-style-type: none"> <li>• Very significant impacts across all domains</li> <li>• Major risks to long-term community viability</li> <li>• NED requested</li> <li>• Very high political sensitivity, including at the state and national levels</li> </ul>	<ul style="list-style-type: none"> <li>• State capacity to coordinate recovery under significant pressure, enhanced governance arrangements likely to be required</li> <li>• State likely to require assistance to coordinate recovery from the Australian Government</li> </ul>	<ul style="list-style-type: none"> <li>• Significant numbers of affected people across the State, with particular impact on a large number of vulnerable groups</li> <li>• Coordination of support is complex and will require extraordinary assistance and a sustained recovery effort</li> </ul>

## 12 Associated Documents

Figure 11 - Plan Hierarchy



### Legislation

	Title	Agency
<b>State</b>	Emergency Management Act 2006	Department of Police, Fire and Emergency Management
<b>Federal</b>	National Emergency Declaration Act 2020	Department of Home Affairs

### Plans/Agreements

	Title	Custodian
<b>National</b>	Guidelines for Interstate Assistance (Human and Social Community Recovery) 2018	DPAC (on behalf of Social Recovery Reference Group)
<b>State</b>	Tasmanian Emergency Management Arrangements	SES
	Impact and Damage Assessment Plan	DPAC (RRT)
	Interoperability Arrangements for Skilled Resource Sharing in Tasmania	DPAC (RRT)
<b>Regional</b>	Regional Emergency Management Plans (North-West, Northern, Southern)	Regional Committees
<b>Municipal</b>	Municipal Emergency Management Plans	Municipal Committees

## Other Related Documents

	<b>Title</b>	<b>Enquiries</b>
<b>National</b>	Disaster Recovery Funding Arrangements	NEMA (AU)
	Australian Disaster Recovery Framework	NEMA (AU)
	Australian Government Crisis Management Framework	Department of Prime Minister and Cabinet
	National Strategy for Disaster Resilience	Department of Home Affairs
<b>State</b>	Tasmanian Relief and Recovery Arrangements	DPAC (RRT)
	Emergency Evacuation Framework	TASPOL
	Tasmanian Disaster Resilience Strategy 2020-2025	DPAC (RRT)