Toolkit 2-1 Community recovery checklists

Australian Institute for
Disaster Resilience

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Supporting document for the implementation of *Australian Disaster Resilience Community Recovery Handbook* (AIDR 2018).

Australian Government

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Checklist 1 - Relief/Recovery Team Leader (Operational)

This checklist corresponds to Section 1.2.3 Recovery roles of the *Community Recovery Handbook*.

[Delete as applicable]

This position is appointed at the time of an operation to assist in the provision of welfare and support services to disaster affected people via outreach, or at an evacuation centre, relief or recovery centre. As you are with an interstate deployment team, you will be directed according to local arrangements.

You report to:	Relief/Recovery Manager
You are managed by:	Deployment Coordinator
You supervise:	Generalist Relief/Recovery Worker(s)
You work closely with:	Relief/Recovery Manager – about the approval of disaster relief grants and daily reporting
	Disaster Recovery Officer – about the assessment of disaster relief grant applications and daily reporting
	Disaster Affected People – about their immediate and longer term recovery needs
	Community Partner Volunteers – about referrals and participating in outreach programs
	Government Agencies – about provision of services within the evacuation centre.

KEY TASKS

[Delete as applicable]

- supervise generalist relief/recovery workers to assist them in providing best practice service to disaster affected people
- review and manage caseloads of generalist relief/ recovery workers
- coordinate the delivery of outreach home visits to assess longer term recovery needs, and provide strategic advice to Relief/Recovery Manager
- review applications for disaster relief grants and provide recommendations in regard to the provision of financial assistance
- coordinate the provision of services from government agencies and community partners
- identify clients requiring referrals to other agencies and follow established referral guidelines
- participate in daily operational briefings and de-briefings for Community Services staff
- provide accurate and timely reports as required by the Relief/Recovery Manager

- verify and approve all timesheets, motor vehicle logs, incident reports for the generalist relief/recovery workers in your team.

SKILLS AND ABILITIES FOR THIS POSITION

- ability to work competently in a front-line position
- ability to work as part of a team and follow instructions from a manager, and provide instruction to generalist relief/recovery workers
- ability to manage caseloads and prioritise allocation of resources
- skills in welfare/human services environment in order to respond effectively and compassionately when working with people in crisis and distress
- good working knowledge of disaster welfare services processes and practices
- well-developed understanding of Disaster Relief Grant eligibility criteria and grant processing requirements
- ability to work in conditions that may be physically and mentally demanding.

Checklist 2 - Generalist Relief/Recovery Worker

This checklist corresponds to Chapter 1 section 1.2.3 Recovery roles of the *Community Recovery Handbook*.

[Delete as applicable]

This position is appointed at the time of an operation to assist in the provision of welfare and support services to disaster affected people via outreach, or at evacuation centres, relief or recovery centres. As you are with an interstate deployment team, you will be directed according to local arrangements.

You report to:	Operational Relief/Recovery Team Leader/Manager
You are managed by:	Deployment Coordinator
You supervise:	nil
You work closely with:	Team Leader - about the assessment of immediate assistance and daily reporting
	Relief/Recovery Centre Manager – about operational briefing and de-briefing
	Team Leader – about the assessment of disaster relief grant applications
	Disaster Affected People – about their immediate and longer term recovery needs
	Community Partner Volunteers – about referrals and participating in outreach programs
	Government Agencies – about provision of services within the centre.

KEY TASKS

[Delete as applicable]

- registration of disaster affected people
- assess immediate needs and where required, co-ordinate the provision of food, clothing, emergency accommodation and/or financial assistance
- conduct outreach home visits to assess longer term recovery needs, provide information and assistance and facilitate access to other relevant services
- provide advice regarding eligibility and assess applications for the disaster relief grants
- conduct home assessments in order to verify damage listed on grant application. Provide a written report and make recommendations to the Team Leader or Manager about financial assistance
- identify clients requiring referrals to other agencies and follow established referral guidelines
- participate in daily operational briefings and de-briefings
- provide reports as required by the Team Leader or Manager
- undertake administrative functions as required.

SKILLS AND ABILITIES FOR THIS POSITION

- ability to work competently in a front-line position
- ability to work as part of a team and follow instructions from a manager or team leader
- skills in welfare/human services environment in order to respond effectively and compassionately when working with people in crisis and distress
- good working knowledge of disaster welfare services processes and practices
- understanding of Disaster Relief Grant eligibility criteria and grant processing requirements
- ability to work in conditions that may be physically and mentally demanding.

Checklist 3 - Community development worker role statement

This checklist corresponds to Section 2.4.3 Community-led recovery of the *Community Recovery Handbook*.

Although there are a number of generic roles and responsibilities for community development workers, there are also a number of issues specific to the recovery context. In particular, the community development role in disaster recovery may need to use different processes from regular community development, requiring a more reactive approach than in some settings. Refer to *Community development in recovery from disaster*[1] for further information.

ROLE

To identify, assess and plan to meet the needs of the affected community.

TASKS

To facilitate:

- a process of community consultation
- prioritisation of the needs to be addressed
- provision of services to affected individuals, families and the community
- availability of timely and accurate information to the whole community in multiple formats
- sharing of information between all key stakeholders and the employing body
- brokerage and the funding/purchasing of projects and activities that support the recovery and support needs of individuals, families and communities affected by disasters i.e. Community forums, wellness sessions, community pride days, parenting support activities
- availability of culturally appropriate services to families and individuals
- community participation, self-determination and self-healing
- identification and use of existing and emerging community communication networks
- use of local services where possible

- community wishes regarding rituals, symbols and anniversary events.

To effectively address these tasks, it is imperative that one of the first tasks undertaken by community development workers is to develop a work plan for their role in the affected community. Key components of the work plan include appropriate strategies, activities, timelines and performance indicators to meet the objectives.

SKILLS

Community development work in a disaster-affected community is invariably a complex task, and requires a high level of maturity, together with highly developed interpersonal and organisational skills. In addition to these fundamental requisites, the following skills should also be sought:

- demonstrated understanding of community development principles
- well-developed mediation and conflict resolution skills
- group facilitation skills
- capacity to interact and work with a broad range of groups within the affected community
- good report writing skills
- appropriate information technology skills
- ability to work independently, under limited supervision and as a member of a team within a broad range of contexts
- creativity, flexibility and initiative.

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1   EMA 2003, *Community development in recovery from disaster*, Australian Emergency Management Manual Series No. 29, Commonwealth of Australia, Canberra.

Checklist 4 - Managing people

This checklist corresponds to Section 2.4.6 Acknowledging and building capacity of the *Community Recovery Handbook*.

PREPAREDNESS

Recovery operations will be most successful and the impact on staff will be minimised where staff involved:

☐ have been involved in training and exercising

☐ are operating in their normal area of expertise

☐ have clear role statements and operating guidelines

☐ have clear and supportive management.

OPERATIONS

For occupational health and safety:

☐ consider appointing a safety manager

☐ ensure safety issues are identified and managed and communicated

☐ establish appropriate duty times

☐ establish clear roles and responsibilities.

For staff involved in the emergency event:

☐ consider the needs of staff personally affected by the emergency event.

Establish formal and informal arrangements for supporting the wellbeing of recovery staff, including:

☐ operational briefing and defusing

☐ mentoring

☐ food, water and rest breaks

☐ shorter than normal duty times

☐ team meetings

☐ manager briefings on likely impacts and staff needs

☐ organisational employee assistance programs

☐ private counselling.

BRIEFING AND DEBRIEFING

Undertake briefing sessions for all oncoming staff and at regular intervals during recovery operations. Briefings should include:

☐ overview of the nature and of the impact of the emergency

☐ overview of recovery purpose and operations

☐ detail of specific activities (relevant to the area of operations)

☐ identification of persons in charge, organisations and people involved in the operations site

☐ the actions that have been taken to date

☐ the actions that are planned for the future

☐ the actions that are required in this shift period

☐ the resources that are available and not available

☐ methods and timing of communications

☐ staff arrangements (e.g. shift times, breaks, additional support etc)

☐ time for questions.

Debriefing is important to:

☐ ensure that information is gathered and passed on to oncoming staff

☐ ensure that staff going off duty have an opportunity to defuse and wind down before leaving the operations site.

POST-RECOVERY

Consideration should be given to:

☐ allowing a reasonable rest break after conclusion of emergency involvement (days)

☐ briefing managers and co-workers about likely staff impact and needs

☐ reducing workload and expectations for a few weeks

☐ backfilling and supporting roles

☐ facilitating emergency staff get-togethers, recognition and 'thank you' events

☐ facilitating and enabling ongoing emotional and psychological support.

Checklist 5 - Community recovery evaluation

This checklist corresponds to Section 2.4.7 Continuous improvement through monitoring and evaluation of the *Community Recovery Handbook.*

THERE ARE KEY CONSIDERATIONS FOR EVALUATION PROCESSES IN RECOVERY

☐ Does your evaluation framework align with the National Monitoring and Evaluation Framework, 2016?

☐ What is your evaluation for (i.e. its purpose—efficiency, effectiveness, appropriateness and/or process evaluation)? For example, it may be to inform ongoing and future interventions

☐ What sources of feedback and documentation will you use to evaluate the delivery of community recovery services?

☐ What methods will you use (i.e. the general approach—formal and informal, quantitative/qualitative, longitudinal study, development of appropriate tools)? For example, will you use debriefs and questionnaires, surveys, data analysis, community involvement/ownership?

☐ What is the range of evaluations (i.e. the effects of the intervention/program for individuals/groups/community conducted in conjunction with other services/interventions)?

☐ How will you keep evaluation process flexible to respond to the changing competencies of the community?

☐ What are the ethics considerations—who conducts the evaluation? In a sensitive post-disaster environment when you conduct evaluation, who oversees it? Who makes decisions regarding the ethics questions?

☐ What objectives or principles are you measuring against?

☐ Evaluation tools should be in place at the outset (through databases)

☐ How independent is the evaluation process? Does it need to be independent?

☐ Ensure stakeholders are included (victims, emergency services, business communities, general community)

☐ What feedback will be appropriate for the community—type, timing?

Checklist 6 - Undertake pre-event recovery planning

This checklist corresponds to Section 3.2 Recovery plans and processes of the *Community Recovery Handbook*.

IDENTIFY EMERGENCY RISK

☐ Access emergency risk register for the relevant jurisdiction/area/region, if completed

☐ Take information from the process to inform the development of recovery planning

☐ Identify community strengths

Engage key/relevant stakeholders:

☐ Based on risks identified, engage key stakeholders, including community representatives, local government, government and non-government agencies

☐ Provide them with details of risk assessment and request that they consider the potential impacts of this assessment on their community and area of responsibility

COORDINATE ALL-HAZARDS PRE-EVENT PLANNING

☐ Assemble the key stakeholders and facilitate discussion around identified risks and community recovery planning

☐ Ensure that key stakeholders have emergency activation capability and procedures, and operational capacity

☐ Establish escalation procedures

☐ Agree and assign roles and responsibilities

☐ Develop a process for activating and implementing an integrated emergency recovery plan for each of the four environments for the relevant jurisdiction

☐ Gain endorsement of recovery plans from stakeholder organisations.

EXERCISE, EVALUATE AND REVIEW

☐ Plan and undertake exercises to test activation procedures, and stakeholder contingency planning

☐ Collectively evaluate outcomes of exercises, identifying successes and opportunities for improvement in recovery planning and request that stakeholders also review their agency-specific emergency contingency planning.

Checklist 7 - Undertake community recovery management/coordination

This checklist corresponds to Section 3.3 Operationalising community recovery of the *Community Recovery Handbook*.

KEEPING PACE WITH THE EVOLVING SITUATION

☐ Immediately establish liaison with incident controller and if possible locate a senior recovery officer in the emergency coordination centre

☐ Ensure initial and ongoing impact assessment data feed into recovery programs and processes

☐ Continuously review and analyse community needs for service provision planning

☐ Establish processes for information from all avenues (public meetings, call centre or recovery centre feedback, debriefings) to feed into planning cycle

☐ Adapt community recovery plans in accordance with the evolving or changing community needs and priorities.

ENGAGING AND EMPOWERING THE AFFECTED COMMUNITIES

Ensure regular and ongoing engagement with affected persons

☐ Provide leadership, facilitation, support and empowerment

☐ Create opportunities for community leaders to evolve

☐ Create opportunities and support for affected persons and communities to lead and manage their own recovery

☐ Allow communities to self-identify

☐ Negotiate and agree on the prioritised tasks based on community needs and requirements, including short-term/interim fixes

☐ Build trust through respectful listening and understanding

☐ Establish active feedback processes and opportunities, including community recovery committee

☐ Maximise the availability of information to affected persons.

MANAGING PEOPLE

☐ Provide strong, clear and responsive leadership

☐ Ensure safe operating conditions for recovery personnel and community

☐ Ensure that workloads are sustainable by establishing management structures, delegating responsibilities and utilising 'spans of control'

☐ Ensure that recovery workers, managers and volunteers have defined work times and adequate rest breaks

☐ Ensure that briefings occur for all oncoming personnel

☐ Ensure that debriefs are conducted at the end of each shift to ensure capture of information as well as defusing personnel

☐ Provide opportunities for formal defusing and ongoing emotional and psychological support for recovery personnel

☐ Avoid convergence by providing clear information and direction as to how non-impacted persons might help

☐ Develop a strategy to manage politicians and VIPs

MANAGING RESOURCES

☐ Ensure legislative, statutory and regulatory requirements are observed

☐ Identify resources and material requirements, including supply chains

☐ Avoid convergence by providing clear information and direction as to what and how voluntary resources might help

☐ Establish systems for recording offers of assistance (human resources and material)

☐ Identify staffing needs early and enable rapid recruitment

☐ Ensure that all staff have appropriate skills and qualifications and relevant authorisations

☐ Ensure that funding is provided immediately for essential services restoration

☐ Ensure that all expenditures are recorded

MANAGING INFORMATION AND COMMUNICATIONS

- ☐ Ensure that data collection and management systems are established as soon as possible and maintained
- ☐ Ensure that information is continually provided to:
    - ☐ affected community members
    - ☐ recovery personnel
    - ☐ recovery management team
    - ☐ recovery management partners and stakeholders
    - ☐ organisational hierarchy (managing up)
    - ☐ elected representatives.
- ☐ Form partnerships with media and use their resources to disseminate information
- ☐ Ensure that information:
    - ☐ is relevant
    - ☐ is timely
    - ☐ is clear
    - ☐ is best available
    - ☐ is targeted
    - ☐ is credible
    - ☐ is consistent
    - ☐ is coordinated
    - ☐ is provided in multiple methods and media
    - ☐ provides opportunity for feedback
    - ☐ is repeated as appropriate.
- ☐ Create opportunities for two-way communication through:
    - ☐ meetings
    - ☐ workshops
    - ☐ surveys
    - ☐ telephone, email and web sites.

ENSURING COORDINATION AND INTEGRATION

- ☐ Provide coordination of activities and stakeholders to ensure that:
    - ☐ services and facilities are restored based on community needs and priority
    - ☐ resources are utilised efficiently
    - ☐ clear roles and responsibilities are established and adhered to
    - ☐ deficiencies and opportunities are identified quickly.
- ☐ Establish a recovery management centre.
- ☐ Establish and work with recovery committees to plan and develop longer-term strategic and sustainable recovery outcomes.
- ☐ Consider establishing management groups for each of the four environments (social, built, economic, natural) as required, based on nature of event and impact assessments.
- ☐ Ensure that all four environments are integrated and coordinated, acknowledging the interdependencies between them.

Checklist 8 - Recovery management/operational

This checklist corresponds to Section 3.3 - Operationalising community recovery of the *Community Recovery Handbook*.

IMMEDIATE

- ☐ Conduct immediate impact/needs assessment (0 to 3 days)
- ☐ obtain briefing from incident controller/recovery coordinator/senior recovery liaison officer
    - ☐ what has happened?
    - ☐ capture as much information on community impact as possible from the incident control centre
    - ☐ what has been the impact on individuals and families?
    - ☐ what are priority needs (for affected community and recovery operations)?
    - ☐ what needs to be done to prevent further damage?
    - ☐ what hazards exist?
- ☐ Contact and alert recovery support staff.
- ☐ Activate and brief relevant partners/stakeholders from social, built, economic and natural environment agencies/organisations.
- ☐ Establish data collection and management systems.
- ☐ Establish communications systems with affected persons.
- ☐ Establish community information development and distribution systems.
- ☐ Ensure that systems are in place to manage the wellbeing of recovery personnel.
- ☐ Provide clear information and advice to media and non-impacted persons on how they can help.
- ☐ Establish a management structure, determine/assign responsibilities and define reporting processes.
- ☐ Implement actions to address priority needs.
- ☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

SHORT TO MEDIUM TERM

- ☐ Review immediate actions
    - ☐ are priority needs being met?
    - ☐ were any missed in immediate assessment or have new ones emerged?

- ☐ Continue short- to medium-term impact/needs assessment (coordinated and using multi-agency deployment)
    - ☐ what are evolving short- to medium-term needs?
- ☐ Allow evolution of, and engage with, community leaders and decision makers and discuss longer-term governance and planning.
- ☐ What plans/programs/relationships/activities/ groups existed before the emergency event that might contribute to the recovery effort?
- ☐ Implement outreach programs if required.
- ☐ Ensure that persons displaced from 'home' communities are provided with mechanisms and strategies to re-engage with their 'home' communities.
- ☐ Coordinate an ongoing impact assessment process through multi-agency deployment.
- ☐ Develop a strategy to avoid excessive or unwanted services.
- ☐ If necessary, establish processes and systems for managing donations of monies and goods and offers of help.

LONG TERM (ONGOING)

- ☐ Conduct review of short- to medium-term activities
    - ☐ are priority needs being met?
    - ☐ were any missed in immediate and short-term assessment or have new ones emerged?
- ☐ Continue the needs assessment process to inform planning, support and service provision.
- ☐ Empower and support affected communities to manage their own recovery. Consider providing executive and administrative support and specific expertise as required.
- ☐ Advocate on behalf of affected communities to government and authorities for financial and resource support.
- ☐ Establish ongoing information provision.
- ☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

TRANSITION

☐ Work with affected communities to determine appropriate timing and processes for transition from recovery to normal services.

☐ Ensure services are in place to support ongoing needs of affected persons.

☐ Identify to government and organisations long-term changes in the community environments resulting from the emergency event (for example, population or industry changes).

☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

Checklist 9 - Outreach

This checklist corresponds to Section 3.4.2 Implementation of services and activities of the *Community Recovery Handbook*.

Outreach support may be an important component of recovery to both fully assess the impact of the event and to ensure all community members have access to core recovery information and services available.

If it is going to be used, outreach should generally commence as soon as access is made available to affected areas and the purpose of the use of an outreach program should be clearly articulated.

ACTIONS

Consider the following actions when using an outreach approach in disaster recovery.

- ☐ Activate designated outreach manager/organisation.
- ☐ Obtain briefing from recovery manager on:
    - ☐ nature of emergency
    - ☐ area or impact
    - ☐ objectives of proposed outreach program.
- ☐ Confirm purpose, objectives and activities of outreach program.
- ☐ Consider multi-agency outreach teams.
- ☐ Assemble and brief outreach management and operational staff.
- ☐ Establish mapping systems (geographic, property).
- ☐ Establish data collection, collation and distribution systems.
- ☐ Inform communities about the outreach program.
- ☐ Prepare contingencies for communicating with non-English speakers and people with communication disabilities.
- ☐ Ensure safety issues for outreach teams are identified, communicated and managed.
- ☐ Assemble resources for outreach teams:
    - ☐ vehicles
    - ☐ printed information
    - ☐ water.
- ☐ Establish rosters.
- ☐ Undertake briefing and debriefing of outreach field teams.

- ☐ Provide information and feedback to recovery management team on:
    - ☐ extent of damage to residential buildings
    - ☐ community needs
    - ☐ individual specific needs
    - ☐ identification of high-needs persons/ households.
- ☐ Provide referral to specialist services as required.
- ☐ Ensure ongoing support for outreach staff.

Checklist 10 - Evacuation emergency relief centre

This checklist corresponds to Section 3.4.2 Implementation of services and activities of the *Community Recovery Handbook.*

Evacuation centres and emergency relief centres are established to provide for the basic life needs of people displaced and/or impacted by emergency events. They should provide basic services and enable self-management. In many instances persons displaced by emergency events prefer to find accommodation with friends and families and consider these centres as a last resort.

BASIC LIFE NEEDS

Basic life needs include:

- sustenance—water and food
- shelter
- safety and security
- information
- first aid
- personal support
- registration.

LOCATION CONSIDERATIONS

These centres will have limited activation time and should be pre-determined and established. Location of pre-planned centres should consider likely hazards (flood, fire, hazardous materials etc), population, services, capacity and facilities.

MINIMUM FACILITY REQUIREMENTS

- ☐ Accommodation—appropriate to population catchment.
- ☐ Access—to the centre, within the centre.
- ☐ Parking—appropriate to population.
- ☐ Communication—telephone (fixed and mobile), computer networks and internet, television and radio.
- ☐ Catering—kitchen facilities, fridges and freezers.
- ☐ Toilets and showers.
- ☐ Children's areas.
- ☐ Companion animal management.
- ☐ Management facilities—management, administration and staff rest areas.
- ☐ Security.

POSSIBLE FACILITY EQUIPMENT REQUIREMENTS (STORED ON SITE OR AVAILABLE AT SHORT NOTICE)

- ☐ Bedding.
- ☐ Tables and chairs.
- ☐ Water and food.
- ☐ First aid equipment.
- ☐ Information boards—white boards, pin boards, flip charts etc.
- ☐ Signage—for centres and services.
- ☐ Personal requisites for attendees.
- ☐ Power boards and leads.
- ☐ Emergency lighting.
- ☐ Companion animal management equipment.

POSSIBLE ADMINISTRATION EQUIPMENT REQUIREMENTS

- ☐ Keys and access codes.
- ☐ Laptop computers with mobile connectivity.
- ☐ Printers, photocopiers, fax machines.
- ☐ Mobile/satellite telephones (and chargers).
- ☐ Contact lists.
- ☐ Prepared administrative paperwork (e.g. operating guidelines, centre information handouts, log books, report forms, registration forms, staff roster forms, records of offers of assistance, records of requests for assistance etc).
- ☐ Staff roles and orientation information.
- ☐ Data storage devices for computers with plans and templates.
- ☐ Stationery supplies—pens, markers, tape, paper, note pads, staplers, hole punches, folders, display boards, pins, magnets.
- ☐ Staff identification—vests, name/identification badges.
- ☐ Maps.
- ☐ Personal protective equipment and supplies (note: if stored on site or in kits, many of these items will need to be checked/replaced annually).

☐ Document security and management.

MANAGEMENT CONSIDERATIONS

☐ Traffic and parking management.

☐ Welcome and orientation.

☐ Security and safety.

☐ Purchasing and petty cash management.

☐ Cleaning and waste management.

☐ Animal management.

☐ Catering.

☐ Special needs support.

☐ Childcare support.

☐ Staff management.

☐ Volunteer support and management.

☐ Management of donations and offers of support.

☐ Communications with emergency coordination centre/recovery liaison/recovery management centre.

Checklist 11 - Recovery centres

This checklist corresponds to Section 3.4.2 Implementation of services and activities of the *Community Recovery Handbook*.

Recovery centres can provide support to affected communities in the restoration of their emotional, social, economic and physical wellbeing, and can facilitate the provision of services. A range of services can be collaboratively based in the same facility and may vary according to the impact of the disaster but usually consist of:

- information
- material and financial aid
- temporary accommodation
- access to services such as insurance, building advice etc
- access to government agencies
- psychosocial wellbeing services
- meeting places.

LOCATION CONSIDERATIONS

These centres can be pre-planned; however, they will have a longer lead time and will be most effective if established within easy reach of affected communities. Locations should consider accessibility to affected persons (transport, proximity to service centres etc) and facility attributes. In major events these may be long-term facilities. Public facilities that have established ongoing usage may be unsuitable. Consideration might be given to accessing/renting offices or similar facilities in suitable locations.

MINIMUM FACILITY REQUIREMENTS

- ☐ Accessible to affected population.
- ☐ Accessible to mobility impaired people.
- ☐ Long-term occupancy.
- ☐ Kitchens.
- ☐ Toilets.
- ☐ Parking.
- ☐ Heating and cooling.
- ☐ Access to communications.
- ☐ Reception area.
- ☐ Private and secure management spaces.
- ☐ Comfortable and private meeting/counselling spaces.
- ☐ Comfortable rest areas.

POSSIBLE FACILITY EQUIPMENT REQUIREMENTS

- ☐ Tables and chairs.
- ☐ Comfortable lounges and chairs.
- ☐ Information boards—white boards, pin boards, flip charts etc.
- ☐ Signage—for centre and services.
- ☐ Power boards and leads.
- ☐ Emergency lighting.
- ☐ Kitchen requisites.

POSSIBLE ADMINISTRATION EQUIPMENT REQUIREMENTS

- ☐ Laptop computers with computer networks/mobile connectivity.
- ☐ Printers, photocopiers, fax machines.
- ☐ Fixed line and mobile telephones (and chargers).
- ☐ Contact lists.
- ☐ Prepared administrative paperwork (e.g. operating guidelines, centre information handouts, log books, report forms, registration forms (visitor and staff), staff roster forms, records of offers of assistance, records of requests for assistance etc.
- ☐ Staff roles and orientation information.
- ☐ Data storage devices for computers with plans and templates.
- ☐ Stationery supplies—pens, markers, tape, paper, note pads, staplers, hole punches, folders, labellers etc.
- ☐ Staff identification—vests, name/identification badges.
- ☐ Maps.
- ☐ Document security and management.
- ☐ Safe.

MANAGEMENT CONSIDERATIONS

- ☐ Welcome and orientation.
- ☐ Car/bike parking facilities.
- ☐ Security and safety.

☐ Work space needs and allocation.

☐ Coordination of recovery activities.

☐ Sharing and coordination of data and information.

☐ Purchasing and petty cash management.

☐ Cleaning and waste management.

☐ Catering.

☐ Special needs support.

☐ Staff management and support (including food, water and rest).

☐ Volunteer support and management.

☐ Management of donations and offers of support.

☐ Communications with emergency coordination centre/recovery liaison/recovery management centre.

Checklist 12 - Social environment

This checklist corresponds to Section 4.1 Recovery of the social environment of the *Community Recovery Handbook*.

COMPONENTS

The social environment includes:

- safety, security and shelter
- health
- psychosocial wellbeing.

PARTNERS/STAKEHOLDERS

Partners/stakeholders in the social environment include:

- affected communities
- response agencies
- state and Australian Government (health and human services, communities, education, housing, public health)
- non-government organisations (Red Cross, Salvation Army, voluntary organisations and service clubs)
- local government
- health authorities, doctors, community health
- representatives of sectors or groups—ethnic, rural, social and sporting clubs
- media.

COMMUNITY RECOVERY OPERATIONAL ACTIVITIES

Immediate

- ☐ Conduct immediate needs assessment.
- ☐ What has been the impact on individuals and families?
    - ☐ how many affected?
    - ☐ mortality and injury?
    - ☐ potential for psychological/emotional trauma?
    - ☐ displacement?
    - ☐ loss of property?
    - ☐ loss of pets/companion animals?
    - ☐ isolation?
    - ☐ individuals or groups with special needs?
- ☐ What are priority needs (for affected community and recovery operations)?
    - ☐ safety?

- ☐ water, food?
- ☐ psychological first aid?
- ☐ emergency accommodation?
- ☐ personal needs?
- ☐ reuniting families?
- ☐ material and financial?
- ☐ transport?
- ☐ health/medical?
- ☐ communication?
- ☐ information?
- ☐ community meeting spaces and connectivity?
- ☐ culturally specific needs?

SHORT TO MEDIUM TERM

- ☐ Conduct short- to medium-term needs assessment.
- ☐ What are evolving short- to medium-term needs?
    - ☐ psychosocial support?
    - ☐ temporary accommodation?
    - ☐ material and financial support?
    - ☐ health/medical?
    - ☐ communication?
    - ☐ information?
    - ☐ assistance with recovery processes (e.g. grants, insurance, clean up)?
    - ☐ community meeting spaces and connectivity?
    - ☐ culturally specific needs?
- ☐ If required, implement outreach programs.
- ☐ Ensure that displaced persons are connected and able to re-engage with their 'home' communities.
- ☐ Provide psychosocial support mechanisms.
- ☐ Provide support and resources to enable people to access services, including interpreters to cater for cultural and linguistic diversity, resources for people with mobility, vision and hearing impairment, and for people with a cognitive disability.

- ☐ Consider the needs of tourists and persons from interstate and overseas.

- ☐ Ensure that planning and implementation of services and activities maintain an awareness of cultural implications for various groups.

- ☐ If established, coordinate the management and operation of recovery centres.

- ☐ Monitor and manage public health advice, safety and disease control.

LONG TERM (ONGOING)

- ☐ Are food and water supply secured?

- ☐ Is safety and security adequate?

- ☐ Do all displaced persons have access to private, self-contained accommodation?

- ☐ Are personal health and clinical services restored?

- ☐ Are public health issues adequately managed?

- ☐ Ensure that persons with special needs have not been forgotten in planning processes.

- ☐ Establish systems for ongoing psychological/emotional support for affected persons.

- ☐ Ensure the redevelopment of social networks and connections.

- ☐ Establish ongoing information provision.

Checklist 13 - Built environment

This checklist corresponds to Section 4.2 Recovery of the built environment of the *Community Recovery Handbook*.

COMPONENTS

Built environment can be classified broadly as:

- infrastructure that supports essential services:
  - transport—roads, rail, bridges, ports, airports, public transport
  - energy—power, gas, fuel
  - communications—telephone (fixed line and mobile), internet and data, radio and television
  - utilities—water, sewage, drainage, sanitation, waste and recycling
- rural infrastructure
  - rural—fencing, sheds and buildings, produce handling, irrigation
  - animal welfare—shelters, pounds, veterinary facilities, stock containment
- residential infrastructure
  - residential buildings—domestic homes, hotels/motels, caravan parks
- commercial/industrial infrastructure
  - distribution infrastructure—food and merchandise
  - commercial and retail—shops, banks, food outlets, hardware and building, fuel outlets, white goods, pharmacies
- public building and asset infrastructure
  - public facilities—hospitals, doctors' surgeries, aged care, schools, police and emergency services stations
  - community buildings—halls, churches, cultural and historic, sporting clubs
  - government administration—council and government offices
  - recovery infrastructure—evacuation, relief and recovery centres, warehousing of donated goods.

PARTNERS/STAKEHOLDERS

Partners/stakeholders in the built environment include:

- affected communities
- municipal councils
- road and rail authorities and operators
- public transport operators
- energy suppliers and retailers
- water and sewage authorities and retailers
- communication operators
- health and education authorities
- building control authorities
- professional bodies (e.g. architects, engineers, building surveyors)
- others as required (dependent on emergency event and local needs).

COMMUNITY RECOVERY OPERATIONAL ACTIVITIES

Immediate

- ☐ Conduct immediate impact/needs assessment (0 to 3 days).
- ☐ What components/services are working/not working?
  - ☐ What are priority needs (for affected community and recovery operations)?
  - ☐ safety?
  - ☐ water, food?
  - ☐ emergency accommodation?
  - ☐ transport links?
  - ☐ health?
  - ☐ communications?
  - ☐ power, gas?
  - ☐ recovery management centres?
  - ☐ public facilities?
  - ☐ animal management facilities?
- ☐ What needs to be done to prevent further damage?
- ☐ What hazards exist?

Short to medium term

- ☐ Conduct short- to medium-term impact/needs assessment.
- ☐ What are evolving short- to medium-term needs?
  - ☐ transport, including public transport?
  - ☐ food and material distribution infrastructure?
  - ☐ power, gas, communications?
  - ☐ drainage, sewage?

- [ ] temporary accommodation?
- [ ] Can services be reinstated quickly?
- [ ] What temporary solutions/'work-arounds' can be implemented?
- [ ] Complete 'make safe' operations.
- [ ] Re-establish retail/commercial facilities essential for community wellbeing or recovery activities.
- [ ] Identify/re-establish community buildings/facilities essential for recovery activities and social connectivity.
- [ ] Manage resourcing and ensure supply chains.
- [ ] What additional resources will be required:
  - [ ] by the affected communities?
  - [ ] by recovery operations?
- [ ] Are supplies available—locally? regionally? nationally?
- [ ] Are contractors available—locally? regionally? nationally?

Long term (ongoing)

- [ ] Identify opportunities to improve infrastructure and services during reinstatement.
  - [ ] Are damaged or destroyed services or facilities still relevant/appropriate to the community?
  - [ ] Are there opportunities to upgrade infrastructure?
  - [ ] Are there opportunities to establish new facilities and services?
  - [ ] Where possible, restore services and infrastructure to be sustainable and more resilient to future events.

- [ ] Prioritise and re-establish transport:
  - [ ] roads, rail, bridges, ports, airports, public transport.
- [ ] Ensure energy supplies and communications are adequate and stable.
- [ ] Reinstate utilities.
- [ ] Re-establish commercial, retail and distribution infrastructure.
- [ ] Re-establish public facilities and community buildings.
- [ ] Facilitate restoration of residential buildings.
- [ ] Support the restoration of government administration facilities.
- [ ] Support the restoration of rural infrastructure and animal welfare.
- [ ] Review and establish long-term recovery infrastructure where necessary; for example, long-term community hub.

Checklist 14 - Stages/key process elements in recovering the built environment

This checklist corresponds to Section 4.2.2 The built environment—supporting recovery of the *Community Recovery Handbook*.

The table[1] describes the basic functions of recovery, together with the major issues at each stage and the tasks that are normally undertaken. It can be used at a number of different levels, and may be useful in directing overall recovery, recovery of a single service (e.g. electricity) or even an aspect of a single service (e.g. provision of drinking water standpipes).

1 Brunsdon D, Crimp R, Lauder M, Palmer R, Scott I, Brounts H & B Shephard, 2004, 'Key considerations for Lifeline utility recovery planning', *Australian Journal of Emergency Management,* vol. 19, no. 4 pp 37-43.

The process of starting a new or modified system requires supervision and careful testing and may require cooperation from other stakeholders. Where the opportunity for testing is low, generally a higher level of supervision is required.

The modified system of service delivery must be monitored to ensure it can continue to meet its objectives. This should occur at each stage described in the table. Over time, if the nature of the community changes, or the system is not performing satisfactorily, adjustments or changes to meet demands on the system must be made.

Table 1   Key recovery elements and associated issues and planning action points

Key recovery stages/elements	Issues/challenges/obstacles	Tasks/key drivers	Communicating, monitoring and review
1. Understand what needs to be done to recover	Moving from initial impact assessment to the much more detailed assessment requires a change in focus	Undertake site assessment/inspection	Establish and maintain information and records systems (e.g. timelines, logs, as-constructed drawings) Communicate with stakeholders
	Establish the extent of the problem	Establish who the relevant stakeholders are	
	Is the hazard preventing us doing our job on the site itself?	Establish the communications network between site deployment activity and relevant stakeholders	Continually monitor and reassess the problem/ situation

Key recovery stages/elements	Issues/challenges/ obstacles	Tasks/key drivers	Communicating, monitoring and review
2. Identify external constraints	Safe access (physical damage, emergency services, cordons) Legislative, statutory and regulatory requirements	Establish the interdependency relationships with other parties Establish a budget or source of funding/resourcing	Open up communication in a meaningful way with all the other people who are involved
	Crime scene, coronial complications		Continually monitor presenting constraints and adjust own actions/activities as necessary Manage, monitor and review financial status Inform recovery committee of current status of works
	Financial constraints	Establish a budget or source of funding/resourcing Open accounts and lines of credit with suppliers (local where possible)	
	Logistical (material, labour) constraints	Understand relevant requirements and seek relevant permissions/ exemptions where required	
	Environment (geographical, topographical, meteorological)	Source information regarding environment (maps, reports, advices)	
	Identify and negotiate a safe access route (road, rail, airborne, waterborne)	Establish additional resource sources as necessary (material, labour—e.g. volunteers, Australian Defence Force, paid volunteers, surge staff capacity, other sources of additional labour)	
3. Prioritise tasks	Identify immediate constraints	Compromise, cooperate, set agreed priorities	Communicate agreed priorities with own organisations and other stakeholders (especially the recovery committee)
	Other stakeholders may have conflicting priorities	Identify, and negotiate with, appropriate stakeholders (with the authority to make the decision) to assist with priority setting	Communicate immediate successes
	Retain focus on community needs/requirements (end goal)	Identify opportunities for 'quick wins'	Monitor the priorities set by the recovery committee and change/adapt to those as appropriate

Key recovery stages/elements	Issues/challenges/obstacles	Tasks/key drivers	Communicating, monitoring and review
4. Put in place short-term/interim fixes	Manage expectations (stakeholders)	Identify stakeholder requirements	Reinforce and continually monitor agreed priorities with own organisations and other stakeholders (especially the recovery committee)
	Maintain operational and public safety standards for interim/short-term fixes	Train and equip personnel (e.g. personal protective equipment/inductions) Carry out immediate tidy-up operations	
	Obtaining materials	Identify supply chains and material providers	
	Waste management (e.g. prescribed materials, environmental, bio-hazards)	Collection and disposal of waste material	
	Contractor resources (own, additional)	Consider accommodation and transport for staff and contractors (including labour hire)	
5. Identify the resource and materials requirements	Obtaining materials	Identify supply chains and material providers Access supply lines	Conduct environmental scan Report on changing dynamic of, and priorities in, the environment Provide regular status reports to recovery committee
	Availability of appropriately skilled resources	Train and equip personnel (e.g. personal protective equipment/inductions) Consider accommodation and transport for staff and contractors (including labour hire)	
	Availability of key material	Maintain accessibility of appropriate resources (skills, material)	
	Financial/budget constraints	Plan for redundancy/contingency	
	Incompatible industrial awards/agreements		
	Changing dynamic of the environment	Adapt plans to accord with other players in recovery effort	

Key recovery stages/elements	Issues/challenges/ obstacles	Tasks/key drivers	Communicating, monitoring and review
6. Strategic planning—including longer-term recovery outcomes	Review recovery goals and objectives, and realign where necessary	Include all stakeholders in the longer-term strategic planning process Liaise with essential service peak providers and bodies to ensure common goals and standards	Provide appropriate advice to recovery committee for liaison and engagement with the community regarding their accommodation, service and cultural needs
	Project approval processes	Seek approval at appropriate stages (e.g. permits, exemptions etc)	
	There may be a market shift	Align the built environment plan with other parts of the recovery effort	
	Political /community priorities and expectations	Engage with those in the political/community environment (at all levels)	
	Relocation and repopulation of community		
	Major unplanned capital works program for which special funding needs to be obtained	Source funding and put a long-term budget in place	
	Strategic planning implications— repair versus replacement Insurance cover provisions (or lack of)	Liaise with insurance companies (or representatives) to ensure common goals and standards	
	Legal issues		
	Build back; build back better; build back better plus		
7. Matching internal priorities with external considerations	Seeking agreement on matters of priority (noting that these may well change over time from those initially agreed)	Work with local, regional and national recovery managers Identify interdependencies between us and other parts of the recovery effort	Conduct regular and ongoing consultation with all partners to the process Report on changing dynamic of, and priorities in, the environment Provide regular status reports and advice to recovery committee
	Vague delineation of responsibility	Identify roles and accountabilities of infrastructure advisory groups/subject matter experts	
	Priorities of other areas of the recovery effort and the recovery manager on behalf of the community	Identify interdependencies between us and other parts of the recovery effort	
	Staff fatigue/roster management	Ensure safety standards are adhered to Ensure time out and reflection breaks are taken	

Key recovery stages/elements	Issues/challenges/ obstacles	Tasks/key drivers	Communicating, monitoring and review
8. Formalising works programs and carrying out design work	Planning approvals involve regulatory considerations		Provide regular status reports and advice to recovery committee for liaison and engagement with the community regarding their accommodation, service and cultural needs Communicate the plan and design
	Resource consent needs to be subsequently applied for if there is an ongoing environmental effect	Include scenarios and anticipated consequences within organisational recovery plans	
	Technical resources (especially design consultants)	Provide access to technical resources that can stay involved over the period of the recovery program/plan	
	Ongoing access to resources (materials, skills, and key/ specialist items)	Secure appropriate stores of key/specialist items that are likely to be difficult to source in quantity at short notice	
9. Organising and managing contracts for the physical works	Shortage and/or limited capacity of contractors (both specialist and general building contractors) Additional project management capability may be required	Involve construction and related contractors (who may not have standing/ongoing contracts) in planning to enable them to identify and understand the demands involved	Provide regular status reports and advice to recovery committee for liaison and engagement with the community regarding their accommodation, service and cultural needs Communicate status reports on contractual arrangements and agreements to recovery committee
	Tender requirements and processes Contractual/procurement arrangements	Assess tender applications and award contracts	
	Material supplies	Secure supply chains and material providers	
	Staff resourcing	Consider accommodation and transport for staff and contractors (including labour hire) Train and equip personnel (e.g. personal protective equipment/ inductions)	
	Financial constraints		
	Security of staff and materials	Continually assess vulnerabilities and threats to recovery site	
10. Commission works and finalise program		Obtain certificates for final use of built things (e.g. occupancy certificates) Handover	

Checklist 15 - Economic environment

This checklist corresponds to Section 4.3 Recovery of the economic environment of the *Community Recovery Handbook*.

COMPONENTS

Each component may be directly or indirectly affected and the impacts might be tangible or intangible. Economic environment components include:

- residents and households
- public infrastructure, community facilities and the natural environment (essential services such as water and sanitation systems, electricity, gas, telecommunications and transport)
- business enterprises and supply networks (retailers, distributors, transporters, storage facilities and suppliers that participate in the production and delivery of a particular product); other networks including peak bodies, not-for-profit sector etc
- government.

PARTNERS/STAKEHOLDERS

Partners/stakeholders in the economic environment include:

- affected communities
- local industry and business
- industry bodies (e.g. chambers of commerce, farmers' federations, tourism associations, manufacturers)
- government agencies (Attorney-General's Department, Centrelink, Australian Taxation Office)
- local government
- Insurance Council
- banking and finance operators
- charitable organisations
- others as required (dependent on emergency event and local needs).

OPERATIONAL ACTIVITIES

Immediate

- [ ] What are priority needs (for affected community and recovery operations)?
    - [ ] emergency cash grants?
    - [ ] access to banking and finance?
    - [ ] facilitation of insurance claims?
    - [ ] management of appeals donations?
    - [ ] information?
    - [ ] identification and support to businesses and employers?
- [ ] Establish arrangements for collection and management of donated monies.

Short to medium term

- [ ] What are evolving, short-term needs?
    - [ ] support with insurance claims?
    - [ ] access to employment?
    - [ ] renegotiation of loans?
    - [ ] assistance with grant applications?
    - [ ] support with rebuilding contracts?
    - [ ] support to small, medium business?
- [ ] Restore banking and other financial services as soon as possible.
- [ ] Reopen businesses and restore community services.
- [ ] Establish arrangements for management and distribution of donated monies.
- [ ] Set up business assistance facilities as required.
- [ ] Assess employment issues.
- [ ] Establish a communications strategy to support local businesses to re-establish or remain open.
- [ ] Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction.
- [ ] Develop a fast-track insurance processing system and address insurance issues.
- [ ] Liaise with the recovery committee to develop a strategy to maximise use of local resources during reconstruction and establishment activities.
- [ ] Identify transport and information technology/communications needs and prioritise reconstruction activities to meet community business and manufacturing continuance requirements.
- [ ] Facilitate, where required, new mutual aid agreements between authorities and contracts with suppliers.
- [ ] Support small to medium enterprise (e.g. advice, referral to a business advisor etc).
- [ ] Re-establish retail/commercial facilities essential for community wellbeing or recovery activities.
- [ ] Manage resourcing and ensure supply chains.

Long term (ongoing)

☐ Identify opportunities to improve the local/regional economy and services during restoration.

  ☐ Are damaged or destroyed businesses still viable and appropriate to the community?

  ☐ Are there opportunities to upgrade business infrastructure?

  ☐ Are there opportunities to establish new businesses and services?

  ☐ Where possible, restore business and infrastructure to be sustainable and more resilient to future events.

☐ Prioritise and secure supply chains.

☐ Re-establish commercial, retail and distribution infrastructure.

☐ Ensure the equitable, accurate and timely distribution of donated monies.

☐ Support the restoration of rural infrastructure.

☐ Reassess employment and livelihood issues.

☐ Explore need and opportunities for ongoing local business support network.

☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

Checklist 16 - Natural environment

This checklist corresponds to Section 4.4 Recovery of the natural environment of the *Community Recovery Handbook*.

COMPONENTS

Natural environment components include:

- air
- water
- land and soil
- plants and animals.

PARTNERS/STAKEHOLDERS

Partners/stakeholders in the natural environment include:

- affected communities
- government agencies (parks, conservation and land management, stream management, environmental protection agencies)
- local government
- Landcare, 'Friends of' and environment groups
- wildlife rescue services
- catchment management authorities
- others as required (dependent on emergency event and local needs).

OPERATIONAL ACTIVITIES

Immediate

- ☐ Conduct risk management.
- ☐ Make an immediate impact assessment.
- ☐ What are priority needs for the natural environment?
    - ☐ containment of contaminants?
    - ☐ rescue of wildlife?
    - ☐ emergency erosion stabilisation?
    - ☐ emergency action for threatened species?
    - ☐ management of stormwater runoff?
    - ☐ restoration of habitat?

Short to medium-term

- ☐ Ongoing risk management process with continuous monitoring.
- ☐ What are evolving short to medium-term needs?
    - ☐ clean up of contaminants?
    - ☐ rehabilitation of damaged areas?
    - ☐ ongoing care and management of endangered species and injured wildlife?
    - ☐ response operations damage restoration?
    - ☐ ecological impact assessments?
    - ☐ management of ongoing erosion?
    - ☐ prevention of further contamination— weeds invasion, fungal disease from response/recovery operations?
    - ☐ restoration of social amenity?
    - ☐ recovery of damaged natural resources?
- ☐ Restoration of social amenity elements essential for community wellbeing.

Long term (ongoing)

- ☐ Identify opportunities to improve the natural environment during reinstatement.
    - ☐ Are there opportunities to improve/upgrade amenity and/or ecosystems from previously degraded conditions?
    - ☐ Are there opportunities to restore natural environment elements to be sustainable and more resilient to future events?