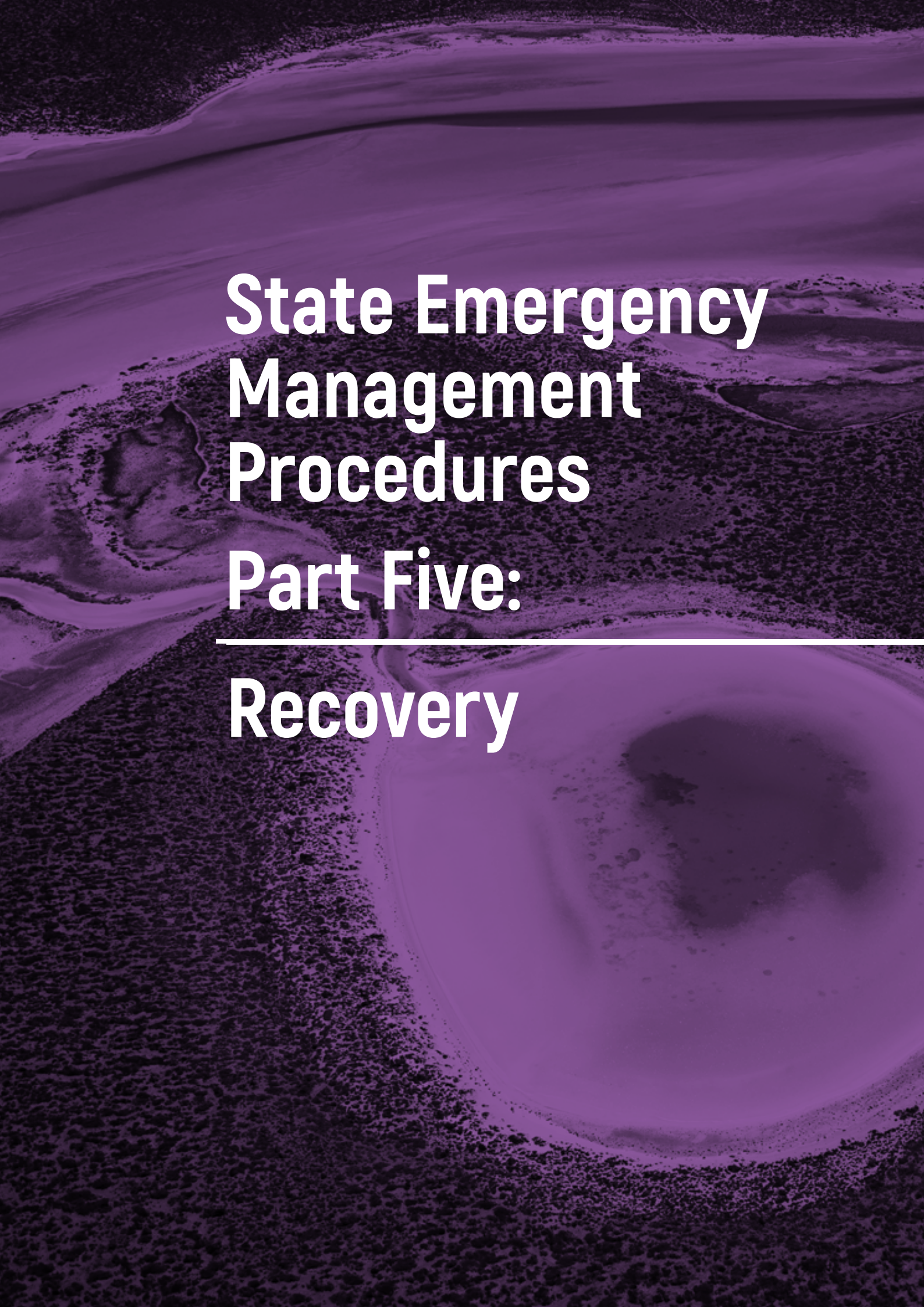




State Emergency Management Procedures

Part Five:

Recovery

5.1 State Recovery Coordination Group

Background

The aim of this procedure is to outline the functioning of the State Recovery Coordination Group (SRCG).

Forms and Templates

The following templates are relevant to this procedure:

- State Recovery Coordination Group Agenda
- State Recovery Plan Template
- State Recovery Coordination Group Report Template.

Editable versions of these templates are available on the [Procedure Attachments and Templates](#) page of the [SEMC website](#).

Procedure

Establishment

The SRCG may be convened by the State Recovery Coordinator or [Event] Recovery Coordinator / Controller.

The SRCG will be supported by the Department of Fire and Emergency Services.

A State Recovery Coordination Group must be convened for all R3 and R4, and as needed for R1 and R2 recoveries. The SRCG should continue to meet as necessary to support ongoing state involvement in recovery activities.

Membership

The SRCG is chaired by the State Recovery Coordinator or where appointed, the [Event] Recovery Coordinator or Controller.

Standing members of the SRCG for R1 – R4 recoveries are outlined in Part Five Table 1 below. Standing members must nominate a representative and deputy representative to the SRCG.

Nominated agency representatives must have sufficient delegated authority to represent the agency in the provision of strategic advice and decision making when the SRCG is convened.

Table 1 below outlines the recommended seniority/level of agency representative(s) depending on the recovery level. As recovery planning progresses to a delivery mode, agency representation may be delegated down subject to agreement of the Chair.

Part Five Table 1. Standing Members of SRCG and recommended level of agency representative

Recovery Level	R1	R2	R3	R4
Recommended level of agency representative*	Level 6 or 7 Senior Officer	Director/ Regional Manager	Deputy Director General	Deputy Director General
Core Members	• State Recovery Coordinator (Chair) or Deputy • Department of Fire and Emergency Services • Social Recovery Domain Chair (Department of Communities) • Other State Recovery Domain Chairs (only where activated) • Affected Local Government(s) • Other advisors as invited by the Chair		• [Event] Recovery Coordinator / Controller (Chair) • State Recovery Coordinator • Department of Fire and Emergency Services • Host agency for the [Event] Recovery Coordinator / Controller (if not DFES) • State Recovery Domain Chairs • Department of Finance • Department of Premier and Cabinet • Department of Treasury • Affected Local Government(s) • Other advisors as invited by the Chair	

To ensure a suitable level of preparedness for the responsibilities associated with their role on the SRCG, member representatives will be expected to participate in regular meetings for the purpose of planning, training and exercising, as coordinated by the State Recovery Coordinator.

Depending on the needs of the specific recovery, the SRCG Chair may invite additional members to contribute to the recovery planning process, such as the Controlling Agency, HMA, other agencies and/or non-government organisations.

The State Recovery Coordinator may also invite the National Emergency Management Agency or other Commonwealth agency to participate as a member or observer of the SRCG and/or State Recovery Domains.

Role and Function of the SRCG

The responsibilities of a SRCG include:

- supporting the State Recovery Coordinator and if appointed, the [Event] Recovery Coordinator or Controller
- overseeing the planning of state-level recovery activities
- monitoring recovery progress
- resolving or referring complex policy issues and other matters.

The SRCG does not make decisions on behalf of Government outside of the remit of individual members of the group and is not authorised to make budget decisions on behalf of Government.

The SRCG will:

- Work with and support the State Recovery Coordinator or, where appointed, the [Event] Recovery Coordinator/Controller to coordinate the outputs and recommendations of the State Recovery Domains, as well as the development and implementation of a state recovery plan.
- Identify and recommend suitable funding pathways for proposed recovery activities and programs, including State-level financial arrangements of Disaster Recovery Funding Arrangements Western Australia (DRFAWA), financial donations, in consultation with the LRCG(s).
- Manage complex cross-government policy or strategic issues referred from State Recovery Domains, and where required escalate matters requiring further consideration / decisions to the Agency responsible for relevant portfolio business area, and/or the FES Commissioner.
- Support the progression of specific assistance measures for consideration by the State government through the Expenditure Review Committee process.
- Assist the local government(s) to implement the local operational recovery plan.
- Monitor and advise on the implementation of the state recovery plan and general progress of recovery via periodic reports from the local government/Local Recovery Coordination Group and other public authorities involved in the recovery process.
- Assist with the coordination of activities of State-level non-government organisations, in consultation with the Local Recovery Coordination Group.

A member of the SRCG with responsibility for a key area of recovery may convene working groups to assist coordination of the recovery process for that key area.

Chair responsibilities

The role and responsibilities of the Chair are to:

- Convene and chair the SRCG, including confirming appropriate membership for the specific recovery event and notifying members.
- Work collaboratively with the State Recovery Domain Chairs to ensure effective coordination of recovery activities across Domains.
- Organise executive and administrative resourcing to facilitate and convene meetings of the SRCG and manage communications within, and on behalf of, the SRCG.
- Advise SRCG members of public communication protocols set by the State Recovery Coordinator, DFES, [Event] Recovery Coordinator or Controller.
- Represent their Domain at SRCG and act as a conduit of information and advice between the Domain and SRCG.

Member responsibilities

The role and responsibilities of SRCG members are to:

- Ensure the agency representative has the appropriate authority and delegation to drive outcomes across the agency.
- Attend and actively participate in meetings.
- Promptly respond to Chair requests for assistance and information.
- Identify and recommend recovery strategies and initiatives including opportunities that can be leveraged within existing agency portfolio programs.

- Contribute to development of proposed recovery programs for funding consideration by State and Commonwealth governments.
- Contribute to reports as required by the Chair regarding outcomes, activities and risks across the Domain.
- Manage delivery of activities and actions allocated to their agency.
- Escalate recovery risks as they are identified.
- Notify the Chair of contentious issues arising within their agency.
- Brief their relevant agency executive and Minister.
- Ensure all agency public communication complies with communication protocols established by the State Recovery Coordinator, DFES and/or [Event] Recovery Coordinator / Controller.

Administration and Governance

- An Executive Officer will be provided by the Department of Fire and Emergency Services for the specific recovery event.
- The Chair is responsible for contacting members, organising and convening meetings.
- The SRCG will meet at a location determined by the SRCG Chair.
- Members must treat meeting materials and discussions as confidential.
- Members must observe all communication protocols advised by the Chair.

Meeting Format Agenda

The following items should be considered for inclusion on the agenda for the initial SRCG meetings, using the State Recovery Coordination Group Agenda template:

- Code of conduct / conflicts or declarations of interest
- Local recovery arrangements
- Emergency relief and support activities
- Known or emerging impacts and needs across the four functional areas of social, built, environment and economic
- Political/legal matters
- State recovery plan
- Financial arrangements, i.e.: DRFAWA
- Non-government organisations and volunteer assistance
- Public information arrangements.

When recovery programs progress into delivery, the SRCG may establish an agenda with a focus on monitoring of programs.

Record of Meeting

The Executive Officer of the SRCG will arrange for a record of meetings to be maintained.

Reports

The Chair of the SRCG will provide update reports to the FES Commissioner, and State Emergency Coordinator if the State Emergency Coordination Group is activated, (refer to the State Recovery Coordination Group Report Template).

Term

The SRCG will continue to meet where required to support State involvement in recovery activities.

The Chair will stand down the SRCG when it is no longer required. This decision will be made following consultation between the State Recovery Coordinator, [Event] Recovery Coordinator / Controller, local government(s) and the FES Commissioner to ensure there are no gaps in service delivery or non-completion of required tasks.

5.2 State Recovery Domains

Background

The aim of this procedure is to outline the functioning of the State Recovery Domains.

Forms and Templates

The following templates are relevant to this procedure:

- State Recovery Domain Terms of Reference.
- State Recovery Domain Agenda.

Editable versions of these templates are available on the [Procedure Attachments and Templates](#) page of the [SEMC website](#).

Procedure

Establishment

The Domains may be convened by the:

- State Recovery Coordinator, [Event] Recovery Coordinator or Controller
- A Domain Chair in consultation with the State Recovery Coordinator.

The specific needs of each recovery will determine which Domains are convened in an event, however four standing Recovery Domains – Social/Built/Environment/Economic – have been nominated to enable early activation and initiation of recovery planning.

Membership

Members of the standing State Recovery Domains are outlined below.

Social Recovery Domain

Chair: Department of Communities

Members:

- Affected Local Government
- Department of Health
- Department of Local Government, Sport and Cultural Industries
- Mental Health Commission
- Department of Justice
- Department of Education

Built Recovery Domain

Chair: Department of Fire and Emergency Services

Members:

- Affected Local Government
- Department of Finance
- Main Roads WA
- Department of Communities – Housing Authority
- Department of Transport
- Department of Planning, Lands & Heritage
- Department of Training and Workforce Development

Environment Recovery Domain

Chair: Department of Water and Environmental Regulation

Members:

- Affected Local Government
- Department of Biodiversity, Conservation and Attractions
- Department of Primary Industries & Regional Development
- Department of Planning, Lands & Heritage
- Department of Health

Economic Recovery Domain

Chair: Department of Primary Industries & Regional Development

Members:

- Affected Local Government
- Relevant Regional Development Commission
- Department of Jobs, Tourism, Science and Innovation
- Department of Premier & Cabinet
- Tourism WA
- Small Business Development Corporation

Depending on recovery needs, the role of Chair may be delegated to another Agency subject to agreement by the State Recovery Coordinator.

The Chair may invite additional members (government and/or non-government) to ensure the Domain can identify and respond to specific recovery needs.

Agencies must nominate a representative and deputy representative to the Domain. Agency representatives should be empowered to make decisions on behalf of the agency when the Domain is convened and have a sound understanding of the agency/organisation portfolio. It is recommended that agency representatives are at least Executive Director/Director/Regional Manager level or equivalent when the Domain is first convened but may be delegated down subject to the agreement of the Chair.

Role and Function

The role of State Recovery Domains is to support the State Recovery Coordination Group by identifying recovery needs and recommending a plan and program of recovery activities in relation to the relevant functional area or a specific recovery need or issue.

The Domains do not make decisions on behalf of Government outside of the remit of individual members of the group and is not authorised to make budget decisions on behalf of Government.

Domain Scope

The scope of the Domains is structured broadly around the four functional areas (see below) and will be confirmed in a terms of reference developed by the Chair for a specific recovery event.

Social

The Social Recovery Domain focuses on the social functional area and identifying and planning for recovery needs relating to the safety, security, shelter, health and psychosocial wellbeing of individuals, families and communities. This includes the provision of health, medical and psychosocial services, wellbeing programs, community development programs, post-disaster temporary accommodation, vector and vermin control, social recovery services and re-establishment of licensed premises relevant to environmental health requirements e.g. food premises, aged-care facilities and childcare centres.

Built

The Built State Recovery Domain focuses on the built functional area and identifying and planning for recovery needs relating to the restoration of essential physical infrastructure assets and essential services that underpin the functioning of a community. This includes homes and housing, utilities, public buildings, ICT infrastructure, transport infrastructure, assets and networks.

Environment

The Environment State Recovery Domain focuses on the environment functional area and identifying and planning for recovery needs relating to the restoration of environmental, cultural and heritage values and assets that underpin the economy and society. This includes listed cultural heritage sites, flora and fauna values, air and water quality, land and soil management, management of and disposal of waste and environmental health issues.

Economic

The Economic State Recovery Domain focuses on the economic functional area and identifying and planning for recovery needs relating to the local, regional and state economy. This includes business and industry, employment and jobs, insurance sector, access, supply and distribution of goods and services, as well as agricultural livestock needs.

General functions of the Domains:

- Support efficient and coordinated service delivery and programming across government by agreeing on approaches and eliminating duplication.
- Assist in gathering intelligence, identifying recovery needs, gap analysis and prioritisation.
- Recommend strategies and activities to respond to recovery needs and opportunities and manage risk.
- If required, collect and report on agreed data metrics to assist with monitoring and evaluation of recovery operations.
- Provide strategic oversight of recovery activities including identifying emerging issues and removing obstacles for effective recovery operations.
- Provide timely and strategic advice to the State Recovery Coordinator or [Event] Recovery Coordinator / Controller and local and state governments.

Domains are responsible for four key areas of work:

1. Identifying recovery needs across their relevant functional area, including identifying, quantifying and reporting on impacts, vulnerabilities, needs, risks, and gaps, together with capabilities, strengths and opportunities.
2. Recommending recovery activities and initiatives for inclusion in a state recovery plan.
3. Development of recovery programs, activities and initiatives for consideration by State and Commonwealth Governments for funding.
4. Monitoring program delivery and reporting as requested by the State Recovery Coordinator or [Event] Recovery Coordinator / Controller.

The Domain Chair may convene working groups to assist the Domain.

Member responsibilities

The role and responsibilities of Domain members are to:

- Ensure the agency representative has the appropriate authority and delegation to drive outcomes across the agency.
- Attend and actively participate in meetings.
- Promptly respond to Chair requests for assistance and information.
- Identify and analyse recovery needs (within agency portfolio) for incorporation in a Domain-wide needs assessment. This may involve consultation with portfolio stakeholders and clients.

- Identify and recommend recovery strategies and initiatives including opportunities that can be leveraged within existing agency portfolio programs.
- Contribute to development of proposed recovery programs and activities for funding consideration by State and Commonwealth governments.
- Contribute to reports as required by the Chair regarding outcomes, activities and risks across the Domain.
- Manage completion of actions allocated to agency.
- Escalate recovery risks as they are identified.
- Notify the Chair of contentious issues arising within their agency.
- Brief their relevant agency executive and Minister.
- Ensure all agency public communication complies with communication protocols established by the relevant State Recovery Coordinator or [Event] Recovery Coordinator / Controller.

Chair responsibilities

The Director General (or delegate) of the nominated Chair agency is responsible for the management and coordination of the Domain.

The role and responsibilities of a Domain Chair is to:

- Convene the Domain including confirming appropriate membership for the specific recovery event and notifying members.
- Work collaboratively with the State Recovery Coordinator or [Event] Recovery Coordinator / Controller and other Domain Chairs to ensure effective coordination of recovery activities.
- Provide executive and administrative resourcing to facilitate and convene meetings of the Domain and manage communications within and on behalf of the Domain.
- Coordinate members to deliver the four key areas of work identified above.
- Be a member of, and represent the Domain at, the State Recovery Coordination Group.
- Advise Domain members of public communication protocols set by the State Recovery Coordinator, [Event] Recovery Coordinator or Controller.

Administration and governance

- An Executive Officer will be provided by the Chair's agency. The Executive Officer of the Domain will arrange for a record of meetings to be maintained.
- The Chair is responsible for contacting members, organising and convening meetings.
- The Domain will meet at a location determined by the Chair.
- Members must treat meeting materials and discussions as confidential
- Members must observe all communication protocols set by the Chair.
- An optional draft meeting agenda and terms of reference has been developed to assist with governance of the Domain. The Chair may amend these documents as required.

Reports

The Chair of the Domain will report on progress and activities of the Domain to the State Recovery Coordination Group.

Term

The term of Recovery Domains will vary depending on the complexity of recovery needs. As a guide, once a state recovery plan has been developed, the Chair may, in consultation with the State Recovery Coordination Group, stand down the Domain. Implementation (and associated reporting) will then be undertaken by state agencies as part of agency operations.

A Domain may be reconvened from time to time during the recovery process if necessary to manage an emerging need, issue or risk.

5.3 Impact Statement

Background

The Impact Statement provides local governments, State Recovery Coordinator and other agencies with a role in recovery with a point-in-time overview of known and emerging impacts arising from the emergency.

The Hazard Management Agency (HMA) is responsible for ensuring an Impact Statement is completed where required but may delegate the task of completing the Impact Statement to a Controlling Agency.

Attachments

The following attachment is relevant to this procedure:

- Impact Statement Guide Attachment to State EM Recovery Procedure 5.3

This attachment is available on the [Procedure Attachments and Templates](#) page of the [SEMC website](#).

Forms and Templates

The following template is relevant to this procedure:

- Impact Statement Template.

An editable version of this template is available on the [Procedure Attachments and Templates](#) page of the [SEMC website](#).

Procedure

An Impact Statement is to be completed for:

- All Level 2 and 3 incidents unless an exemption has been granted by the State Recovery Coordinator.
- Level 1 incidents if directed by the State Recovery Coordinator; or requested by local government and approved by the State Recovery Coordinator.

The State Recovery Coordinator may grant an exemption to the requirement to complete an Impact Statement where there are no impacts to the social, built, environment or economic functional areas requiring recovery activity.

Requesting an Impact Statement Exemption (Level 2 and 3 incidents)

A HMA or Controlling Agency may request the State Recovery Coordinator for an exemption for the requirement for an Impact Statement. The request should be made in writing and include reasons and justifications supporting the request. The request should also outline any consultation with local government(s) and where obtained, written endorsement from local government that the request is supported by local government.

The State Recovery Coordinator must consult with local government(s) affected by the emergency before granting an exemption.

Requesting an Impact Statement (Level 1 incidents)

A local government may apply to the State Recovery Coordinator and request an Impact Statement is completed for a Level 1 incident. The request should be made in writing and outline the purpose / reason why an Impact Statement is required. The request should also outline any consultation with the HMA and Controlling Agency and whether they support the request.

When deciding whether an Impact Statement is required, the State Recovery Coordinator will consult with the local government(s) affected by the emergency, Hazard Management Agency and Controlling Agency.

Direction

The State Recovery Coordinator may direct a HMA to complete an Impact Statement for a Level 1 incident where the State Recovery Coordinator is of the opinion that there are impacts arising from the emergency that may need to be addressed as part of a recovery process.

Impact Statement Approvals

Where an Impact Statement is required, the HMA must use best endeavours to complete the Impact Statement before recovery coordination is transitioned from the HMA, or as soon as reasonably practicable afterwards. Refer to section 6.2.1 State EM Plan regarding transition of responsibility for coordinating recovery.

The Impact Statement must be approved by the HMA, and the local government Chief Executive Officer and endorsed by the State Recovery Coordinator (or delegate).

5.4 State Recovery Plan and Local Operational Recovery Plan

Background

A local government will prepare a Local Operational Recovery Plan for all R2, R3 and R4 recovery events. The State Recovery Coordinator, or where appointed an [Event] Recovery Coordinator / Controller, will prepare a State Recovery Plan for a R3 and R4 recovery event.

A Local Recovery Operational Plan and State Recovery Plan must be unique to the event, outcomes focused and informed by a comprehensive needs assessment and engagement with community stakeholders and recovery coordination groups.

Requirements

A Local Operational Recovery Plan and State Recovery Plan should:

- specify a timeframe/term of the plan (or triggers for review)
- describe impacts, consequences and recovery needs
- establish recovery objectives and outcomes
- establish a mechanism or model of ongoing community engagement
- provide for community public information and communication requirements
- detail a program of recovery activities and/or strategies across the four functional areas (social, built, environment and economic) to achieve the recovery outcomes and identify the agency or organisation responsible for delivery and implementation of each activity
- outline a funding strategy to deliver the planned activities and programs, including identifying activities funded by the local or State Government and which are eligible for funding under the DRFAWA
- include a means of tracking progress of recovery e.g. key performance indicators or other measures of success to be reported against
- where necessary, outline a strategy for managing volunteers and donations.

Further Guidance

The Local Recovery Guideline provides further guidance on the development of a Local Operational Recovery Plan.

5.5 [Event] Recovery Coordinator and [Event] Recovery Controller Appointment

Background

Where the complexity of recovery exceeds the capacity and capability of the local government to manage, the State Government may appoint an [Event] Recovery Coordinator or [Event] Recovery Controller to assume responsibility for the overall coordination of recovery.

Procedure

Recommendation for Appointment

The Fire and Emergency Services Commissioner may recommend to the Minister for Emergency Services that an [Event] Recovery Coordinator (R3) or [Event] Recovery Controller (R4) is appointed for a recovery.

The advice may also recommend whether:

- the position requires any specific extraordinary legislative powers and/or resources
- the position should be hosted by an agency other than the Department of Fire and Emergency Services where that agency has specialised knowledge, expertise and/or resources relevant to recovery needs
- some or all the functions of the Department of Fire and Emergency Services in the State EM Policy, Plan or Procedure should be assigned to the agency hosting the [Event] Recovery Coordinator / [Event] Recovery Controller.

The Minister for Emergency Services may recommend to the Premier that an [Event] Recovery Controller is appointed and whether that position and some recovery functions should be assigned to an agency other than the Department of Fire and Emergency Services.

A recommendation to appoint an [Event] Recovery Coordinator or [Event] Recovery Controller may include a recommended shortlist of candidates who meet the capabilities, skills and attributes outlined below.

Essential Capabilities, skills and attributes

An [Event] Recovery Coordinator / Controller should possess the following capabilities, skills and attributes:

Essential

- Availability to fulfill the role for the duration of the recovery.
- Ability to negotiate and coordinate outcomes across regional, state and commonwealth governments.
- Ability to listen, engage with community and bring people together.
- Demonstrable leadership skills and behaviours commensurate with Public Sector Leadership Capability Class 3 or 4 depending on the particular circumstances and responsibilities of the position.
- Ability to minimise conflict and develop solutions across recovery operations.
- High level skills in partnership development and collaborative approaches, recognising, supporting and building on community, individual and organisational capacity.
- Ability to quickly identify risks and issues that will impact recovery operations and generate possible solutions, including lessons learnt that may influence legislation and policies.

Desirable

- Significant knowledge of, and networks across the affected sector(s) or region(s) or community/communities.
- Significant knowledge of, and networks across relevant national and commonwealth government and industry sector bodies.

Appointment

The Minister for Emergency Services may appoint an [Event] Recovery Coordinator.

The Premier may appoint an [Event] Recovery Controller.

The Premier may assign some or all functions of the Department of Fire and Emergency Services to another agency, including hosting the [Event] Recovery Coordinator / Controller and associated recovery taskforce.

The appointment should be made in writing and specifically address:

- Term of appointment
- Position reporting arrangements, specifically whether the position reports directly to the Minister for Emergency Services or Premier, or via the Fire and Emergency Services Commissioner or Director General of the host agency
- Identification of the agency nominated to support the position, and the functions of that agency during recovery
- Responsibilities of the position, referring to State EM Policy section 6.5
- Any limitations to the powers or authority of the position or variations to the position responsibilities set out in State EM Policy
- For an appointment of an [Event] Recovery Controller, specifically whether the position has the authority (or not) to:
 - Represent the Minister / Premier / WA Government during consultation and engagement with stakeholders on recovery and reconstruction matters
 - Direct the recovery priorities and approach of state agencies where necessary or desirable to achieve the strategic direction of recovery
 - Recommend a state agency make available specific resources for recovery where the Controller considers that those resources are reasonably necessary for recovery.

5.6 Recovery Level Assessment Support Tool

Background

The Model for State Involvement in Recovery guides the level of State involvement in a recovery using a four-tiered framework (R1 to R4) where the State's involvement increases with the complexity of recovery.

The complexity of recovery is determined by the scale of disruption to community function from the emergency and the capacity and capability of local government to manage recovery.

The Recovery Level Assessment Support Tool (see Part Five Table 2) assists the State Recovery Coordinator to assess the complexity of recovery and recovery level under the Model for State Involvement in Recovery.

Procedure

Interpretation

The following guidance is provided on interpretation of terms used in the tool:

Minimal or minor impacts/disruption means recovery can generally be facilitated with existing resources from the community, Local Government and State Agencies

Moderate impacts/disruption means a diversion of Local and State resources is required to facilitate recovery, generally within agency existing portfolio/business but potentially requiring some additional funding support

Significant impacts/disruption means a major program of interventions and resources is required to facilitate recovery, well beyond 'Business as Usual' for Local and State Government and requiring funding support from the Commonwealth Government.

Exceptional impacts/disruption means a whole-of-government program of intervention and extraordinary resourcing is required to facilitate recovery, with significant support from the Commonwealth Government and/or other State and Territory Governments

How to use the tool

The tool can be used at any stage during a recovery.

For each criterion, highlight the example that best describes the recovery context based on current information available at the time. The assessment can consider what has already occurred, and/or what is expected or highly likely to occur.

The overall distribution of results will indicate how complex a recovery might be, and what level of State Government governance arrangements could be considered under the Model for State Involvement in Recovery. This recommendation should be considered as part of an over-all strategic assessment and advice to government.

Part Five Table 2. Recovery Level Assessment Support Tool

For each criterion, highlight the example that best describes the recovery context based on current information available at the time (may have already occurred or what is expected/highly likely to occur).

Criteria	Examples			
Essential services and essential public assets Consider disruption to delivery of essential community services e.g. food, water, fuel/energy/gas, light, communications and data, transport and access, emergency services, public health, community wellbeing and pharmaceutical services, waste removal, and banking services, including cash withdrawals and non-cash transactions.	Nil or minor disruption to essential services e.g. access to essential services can be restored to most community members in the short term.	Moderate disruption to essential services and essential public assets, meaning some people/areas may experience extended loss of essential services.	Significant disruption to essential services and essential public assets, meaning large part of the community will experience protracted loss of essential services.	Essential services and public assets unable to be restored to majority of community for the foreseeable future and most/all of the community cannot function or recover in-situ.
Housing needs and availability Consider disruption to the community's existing housing arrangements e.g. have many people been displaced, is there reasonable access to affordable and suitable housing options within or in close proximity to the community, what is the level of damage to housing and do people require support to repair/rebuild?	Nil impacts to homes OR some impacts but people displaced from homes have reasonable access to affordable temporary/short term housing options within community. Limited/minimal support required to help people repair/rebuild homes.	Housing need exceeds supply and some people who are displaced from their homes require support to access temporary/short term accommodation options and/or to repair/rebuild homes.	Significant number of people are displaced from homes and scale of housing needs requires a coordinated response to provide access temporary/short term accommodation and/or facilitate repair and rebuild homes.	Large scale dispersal of a community. Most people have been displaced and cannot return for an extended period of time or possibly not at all. A major strategic coordinated response is required to house people and plan for community's future.
Public health and safety Consider the risk of public health and/or safety issues and coordination requirements to effectively manage risks e.g. asbestos, maintenance of law and order	Nil major public health hazards or safety issues, or minor hazards that can be managed by Local Government within existing resources.	Public health hazards and/or safety issues can be managed effectively by responsible agency.	Significant public health hazards and/or safety issues which requires a coordinated government response to manage.	Exceptional public health hazards and/or safety issues affecting a large community that requires significant government intervention to manage.

Criteria	Examples			
Economy and jobs Consider the disruption to economic activity, industries and businesses including risk of job losses, potential for business closures / failure of industry sector.	Nil or minor impact - businesses can resume operations within 1-2 weeks and minimal impact on economy activity is expected.	Some moderate impacts on economic activity are expected: business closures likely to be extended and/or some loss of local jobs and/or businesses/local industries may require some support to resume operations.	Significant impacts on economic activity, sector(s) or industry(s) are expected. There is a high risk of job losses or business closures.	Potential for failure of significant economic sector or industry. Regional and/or state-level impacts on economy. Community experiences large-scale job losses and business closures.
Resilience of individuals Consider the capability and capacity of individuals and households to meet their own recovery needs and maintain wellbeing. Consider relative socioeconomic advantage, levels of self-insurance and presence and needs of vulnerable groups.	Most members of community have high levels of capacity and capability to support own wellbeing and recovery process. Limited support required.	Some groups in the community require additional support to maintain wellbeing and/or augment individual and households capacity and capability to recover.	Significant number of people/people/large proportion of a community require additional support to maintain wellbeing and augment capacity and capability to recover.	Nature of impacts and consequences overwhelms majority of individuals and households capacity and capability to meet own recovery needs.
Community connections and cohesion Consider the disruption to community cohesion and ability of community to support each other: • Social groups and/or volunteer networks that help to facilitate community cohesion and participation e.g. sports clubs, Country Women's Association, Men's Shed, religious clubs, AA, Mother Groups etc • People's relationships and networks with neighbours, friends, school communities etc • Loss of function of places (built and natural) that are important for the community to meet and gather	Nil or minor impact on community/social groups and volunteer networks. People can draw on relationships and networks within community for support.	Moderate impact on some community/social groups and volunteer networks, however there are some groups still functioning. People's networks and relationships continue or can be re-established, or new ones created, for support.	Significant impacts on many social groups and/or volunteer networks. People's relationships and networks severely disrupted.	Majority of social groups/volunteer networks important to wellbeing of community impacted and are unable to function for foreseeable future. People experiencing breakdown of relationships and networks, and collapse of community cohesion and participation.

Criteria	Examples			
Environmental value Consider disruption/damage to environmental value(s) that have significant cultural or social value to community e.g. nationally significant (protected) animals, plants, habitat under <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Commonwealth)	Nil or Minor impacts to ecosystem and/or species with high community value, and the ecosystem or species is expected to recover fully with minimal intervention.	Moderate impacts to ecosystem and/or species with high community value and the ecosystem or species has good prospects of rehabilitation.	Significant impacts to ecosystem and/or species with high community value with potential for system/species to be permanently altered from original state.	Permanent loss (or the potential for ongoing impacts leading to permanent loss) to major/extensive ecosystem or species which has significant community value.
Community access to resources Consider the scale of resources (physical and non-physical) required for the recovery program, how well serviced the community is to access these resources and the capacity of local providers to meet needs, e.g. remoteness, infrastructure, freight networks, local supply of trades and goods, accommodation options for recovery workforce, access to psychosocial services including mental, health, and legal etc.	Existing infrastructure and local providers can reasonably meet recovery needs via normal arrangements for supply of goods and services.	Recovery needs exceed existing infrastructure, capacity of local providers and/or normal arrangements for supply of some goods and services. Some support is required to coordinate additional external resources.	Significant assistance/augmentation of existing infrastructure, capacity of local providers and/or normal arrangements for supply of goods and services to meet recovery needs.	Government intervention needed to ensure adequate provision of, and/or equitable use of, infrastructure and distribution of resources amongst communities with recovery needs.
National Recovery Coordination	Not Applicable	Not Applicable	National recovery coordination arrangements in place (for this event or other concurrent events)	
Other external factors impacting recovery Consider whether other external factors have the potential to impact the planning and delivery of recovery operations. For example: • Response operations are likely to be protracted and will occur in parallel with recovery operations for an extended period of time. • Multiple concurrent response/recovery operations occurring across WA for unrelated emergencies. • Significant, complex economic, political, social or environmental factors e.g. nationwide supply chain disruptions, industry or sector already undergoing transition or major change, impacts of drought.	Nil	The impacts/risks of external factors on recovery can be reasonably managed with moderate level of coordination	External factor(s) likely to have significant exacerbating impact on planning and delivery of recovery program, with risk that recovery will be delayed or compromised as a result. State-level coordination is required to manage complexity, mitigate risks and resolve issues	

Criteria	Examples			
Governance and leadership Consider whether the existing governance and public administration structures can meet community recovery needs and recovery coordination requirements, for example: • Capacity and capability of local government(s) • Involvement of multiple local governments. • Scale of resources and personnel required from State Agencies and whether this is extraordinary to normal portfolio business. • Community expectations of government leadership. • Political stability/instability.	There is a high level of assurance that local government and relevant public sector agencies can coordinate recovery, meet community recovery needs and leadership expectations within existing arrangements.	There is a reasonable level of assurance that, with a moderate level of support, the local government and relevant public sector agencies can coordinate recovery, meet recovery needs and leadership expectations.	Additional state-level governance and public administration resources are needed, within the provisions of State EM Policy to coordinate recovery, meet community recovery needs and leadership expectations.	Existing structures cannot meet the recovery coordination requirements and leadership needs and expectations of community and extraordinary arrangements are required.
Number of criteria examples highlighted:				
Indicative complexity of recovery	Recovery is likely to be low in complexity.	Recovery is likely to be medium – high in complexity.	Recovery is likely to be very high in complexity.	Recovery is likely to be extraordinary in complexity.
Suggested recovery level to consider in Model for State Involvement in Recovery	R1 Recovery	R1 or R2 Recovery depending on Local Government capacity and capability.	R3 Recovery	R4 Recovery