



# Municipal Emergency Recovery Plan

2008



# Management Arrangements

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For the implementation of the  
Bayside Emergency Recovery Plan

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## **Attachments**

- Appendix A Rapid Assessment Process Form
- Appendix B Municipal Recovery Manager Recovery Activation Guide
- Appendix C Near Miss Register Form
- Appendix D Frequently Asked Questions (FAQs) and Support Guide for Recovery Staff

# Management arrangements

## 1. Introduction

Emergency recovery is the co-ordinated process of supporting emergency-affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

### 1.1 Definition of emergency

The Bayside City Council provides for the establishment of arrangements within the municipality for the recovery from any emergency event that may occur. The *Emergency Management Act 1986* (s.4) provides a definition of “emergency” as:

*“ . . . an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or endangers or threatens to endanger the environment or an element of the environment in Victoria, including, without limiting the generality of the foregoing –*

- a. An earthquake, flood, windstorm or other natural event; and*
- b. A fire; and*
- c. An explosion; and*
- d. A road accident or any other accident; and*
- e. A plague or an epidemic; and*
- f. A warlike act, whether directed at Victoria or a part of Victoria or any other State or Territory of the Commonwealth; and*
- g. A hi-jack, siege or riot; and*
- h. A disruption to an essential service.”*

### 1.2 Definition of emergency recovery

The *Emergency Management Act 1986* s.4A(c) provides a definition of “emergency recovery” as:

*“the assisting of persons and communities affected by emergencies to achieve a proper level of effective functioning”.*

### 1.3 Plan development and expansion

This emergency recovery plan has been developed as an expansion of the Bayside City Council Municipal Emergency Management Plan (MEMP). These management arrangements must be read in conjunction with State and Regional Emergency Recovery Plans and other sub-plans specifically developed as part of the Bayside Municipal Emergency Management Plan.

This recovery plan is documented into two sections. The management arrangements specifically address the recovery management issues that are likely to arise during an emergency. The operational arrangements are for the implementation of the recovery plan for use by personnel in an emergency to assist them to undertake specific duties and activities.

## **2. Aim**

To facilitate the recovery of affected individuals, communities and infrastructure as quickly and practicably as possible.

## **3. Objectives**

- The activation of mechanisms which ensure community participation in the recovery process;
- The identification of responsibilities and tasks of key agencies;
- The identification of appropriate recovery measures;
- The setting out of appropriate resourcing arrangements; and
- The outlining of recovery management structures and management processes.

## **4. Overview**

### **4.1 Purpose of emergency recovery**

The purpose of providing emergency recovery services is to assist the emergency affected community towards management of its own recovery. It is a recognition that where a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted by the emergency.

### **4.2 Recovery management principles**

- 4.2.1 Recovery from emergency is a supporting and enabling process that allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- 4.2.2 Effective recovery from emergency requires the establishment of planning and management arrangements that are accepted and understood by recovery, control and support agencies and the community.
- 4.2.3 Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processed and the changing needs of affected individuals, families and groups within the community over time.
- 4.2.4 The management of emergency recovery is best approached from a community development perspective and is most effective when conducted at the local level with the participation of the affected community and a maximum reliance on local capacities and expertise.
- 4.2.5 Recovery management is most effective when human service agencies play a major role in all levels of key decision making which may influence the well being and recovery capacity of the affected community.
- 4.2.6 Recovery from emergency is best achieved when the recovery process commences from the moment of emergency impact.
- 4.2.7 Recovery planning and management arrangements are most effective when training programs and exercises supports them. This will ensure that recovery agencies and personnel are properly prepared for their roles.

4.2.8 Recovery from emergency is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and where assistance measures are provided in a timely, fair, equitable manner and are sufficiently flexible to respond to the diversity of community needs.

### **4.3 Recovery management concepts**

Underpinning the recovery management principles is a number of concepts that provide the basis for effective recovery management. They are:

- Community involvement in all aspects of the recovery process;
- Management at the local level;
- Affected area/community approach to allow active participation in their own recovery;
- Differing effects/needs for different communities/individuals to ensure services are provided in a timely, fair and equitable manner;
- Empowering individuals and communities;
- Minimum intervention;
- Recognition of resourcefulness and maximising the use of local resources, groups and individuals;
- Planned/timely withdrawal;
- Accountability, flexibility, adaptability and responsiveness to meet the changing needs of the community over time;
- Integration of services to maximise the use of existing administrative and management structures e.g. the local formal and informal networks of care and support arrangements; and
- Co-ordination to ensure state and regional strategies complement local recovery initiatives rather than replacing them.

### **4.4 Recovery environment functional areas**

There are four key functional areas that require co-ordination of arrangements to be implemented as part of the recovery process on the various needs of the community. These recovery environments are:

#### **4.4.1 Social, Health and Community environment**

This refers to the impact that an emergency may have on the health and well being of individuals and the community, which includes the provision of:

- Health and medical
- Community development
- Family and personal support
- Temporary accommodation.

#### **4.4.2 Economic environment**

This area refers to the economic impact that an emergency may have on individuals and communities in an affected area. The economic impact of an emergency is often hidden, and may need a detailed assessment to determine immediate and long-term effects and which may include:

- Infrastructure
- Transport
- Communication
- Essential services
- Tourism.

#### 4.4.3 Natural environment

This area refers to the natural environmental impacts that an emergency may have on a geographic area and which may include:

- Air and water
- Public land
- Flora and fauna
- Ecosystems
- Waste pollution management.

#### 4.4.4 Built environment

This area refers to the impact that an emergency may have on physical infrastructure. Infrastructure assists individuals and the community with their daily lives and forms an important part of community identity and can also impact on the local economy and which may include:

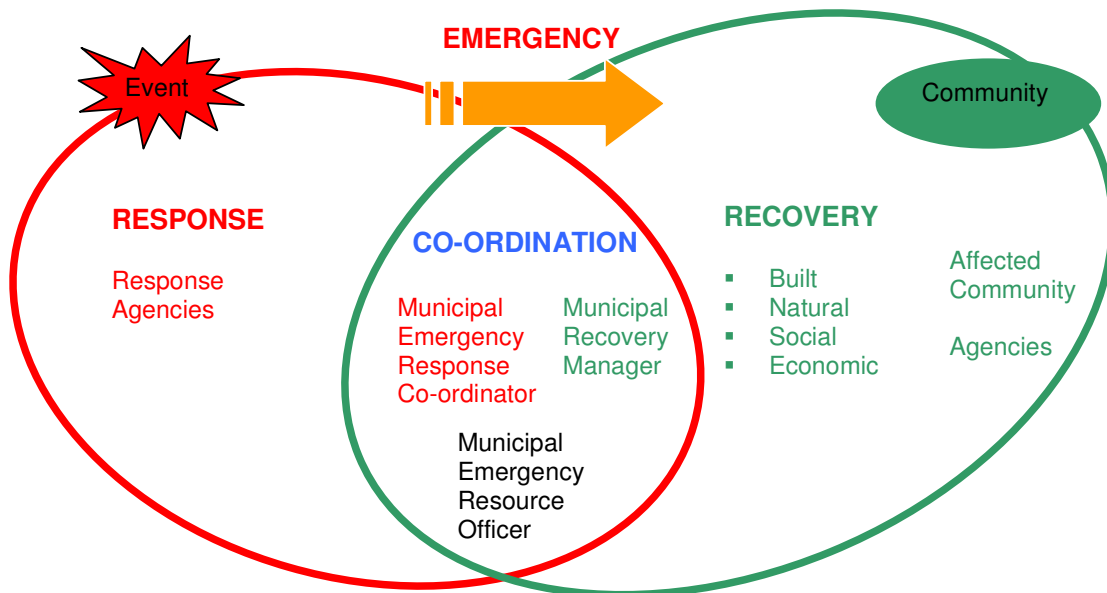
- Agriculture
- Retail/manufacturing industry
- Employment
- Small business
- Transport and roads.

Refer to section 7 Management Structure of this plan for further detail on these arrangements and the relevant roles and responsibilities.

### 4.5 Transition process from response to recovery phase

The Bayside Municipal Emergency Management Plan (MEMP), part 3, Management Arrangements identifies the termination of response and the hand over to recovery information.

The following diagram illustrates the overlapping between the two phases of response to and the recovery from an emergency and the necessity to co-ordinate between them.



The response phase of an emergency is not deemed concluded until a number of key elements are identified.

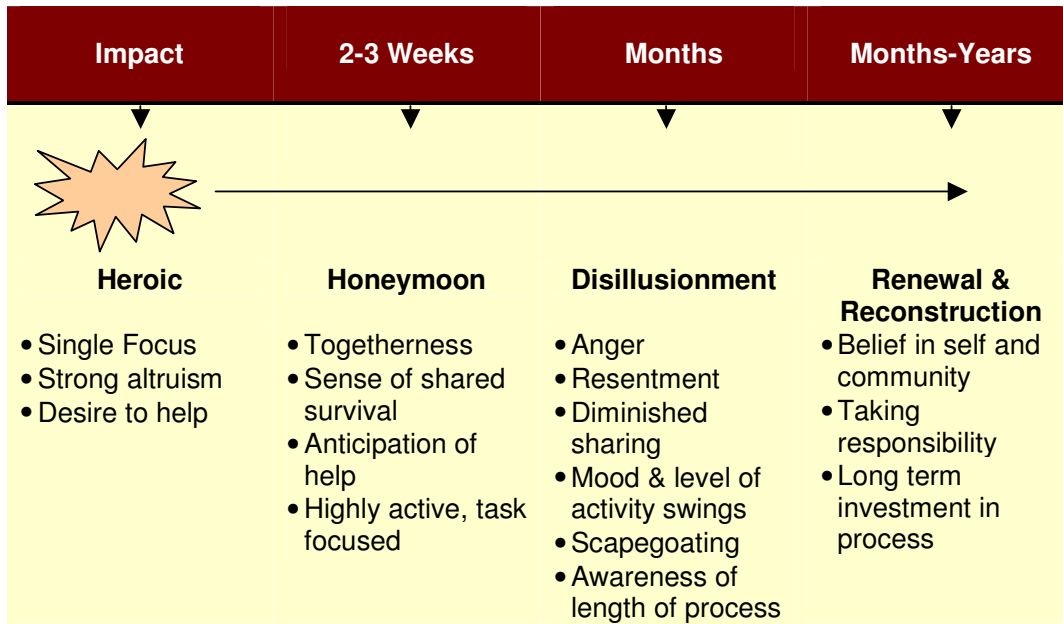
- 4.5.1 Response handover  
Response agencies consult with the Municipal Recovery Manager and agreement reached on the timing and process of the response “stand down”. This handover is to include identifying facilities and goods that were used during response that may also be required during recovery.
- 4.5.2 Financial handover  
Refer to Part 3 Management Arrangements of the Bayside MEMP for further information on the financial considerations and the Emergency Management Manual Victoria (EMMV) Part 8 for financial and funding programs. There are a variety of schemes available to municipal councils subject to government approval.
- 4.5.3 Response data  
Response data relevant to the Bayside community is collected/collated (by response agencies) and forwarded to the Municipal Emergency Co-ordination Centre (MECC) and provided to the Municipal Emergency Resource Officer (MERO). If the MECC is not, or has not been opened, the MERO is still to receive the information.
- 4.5.4 Validate information  
On receipt of data council (e.g. the relevant team leader of that business unit) will need to validate the information obtained from their own internal records e.g. property values, displaced and vulnerable groups, etc.
- 4.5.5 MECC function  
MECC functionality is to remain in place for 24-48 hours following the transition to ensure there is access by the MRM to enable recovery to get underway.
- 4.5.6 Rapid Assessment Process form  
Refer to the Rapid Assessment Process form (Appendix A). This documentation developed by DHS assists to reduce the duplication of information gathering from affected persons and/or infrastructure of the emergency.

## **4.6 Community reactions to emergencies**

All persons working in recovery need to be aware of the potential impacts and likely reactions, which may be experienced by individuals affected by emergencies.

In particular, they need to be aware of the ways in which individuals may react to emergencies to ensure that services are delivered in the most supportive and effective means possible.

The following diagram provides a summary of phases of human behaviour, which are likely to be witnessed following an emergency.



## 5. Roles & responsibilities of the Municipal Recovery Manager

The Municipal Recovery Manager (MRM) and Deputies manage the recovery process on behalf of the municipality. It is essential that this person be given the appropriate level of financial authority and management autonomy as necessary to effectively carry out this role to co-ordinate both municipal and community resources. This process may involve many aspects of council's activities over a considerable period of time and as such a senior officer should be empowered for this responsibility. The MRM is therefore authorised to make changes to the Recovery Plan contact details as required.

### 5.1 Recovery issues

The basic issues confronting the Municipal Recovery Manager will include:

- What is the purpose of the recovery process?
- What resources are required to deliver services?
- How should those services be provided?
- Who is best equipped to provide the necessary services?
- How and when should recovery services be withdrawn?

### 5.2 Municipal Recovery Manager's role

- Ensure that appropriate strategies are put in place.
- Facilitate the acquisition and appropriate application of material, staff and financial resources necessary to ensure an effective response.
- Contribute to the resolution of community and political problems, which emerge during the recovery process.
- Ensure the maximum community involvement in the recovery process.
- Ensure that both immediate and long-term individual and community needs are met in the recovery process.
- Initiate transition management to ensure an effective handover of management responsibilities to assist the recovery planning and service provision including co-ordinating the post impact assessment of damage and loss.

- During non-emergency periods increase emergency recovery awareness and promote as much planning as is feasible.
- The MRM Recovery Activation Guide is attached in Appendix B. This documentation is a checklist and prompt to assist the MRM maintain an overview of the management of the emergency.

### **5.3 Recovery management tasks**

- Organise and manage the resources, staff and systems necessary for the immediate and longer-term recovery.
- Advocate on behalf of the affected community with government departments, voluntary agencies, local government, the wider community, businesses and other organisations involved in the recovery process.
- Liaise, consult and, where necessary, co-ordinate or direct voluntary agencies, community groups local churches, local government and government departments in order to achieve the most effective and appropriate recovery.
- Provide information to the government, other agencies, community and media.
- Mediate where conflicts occur during the relief and recovery process.
- Develop a close and positive working relationship with the key individuals and groups in the affected community.
- Be partially distanced from the immediacy of the event and consider the overall recovery process in establishing priorities and anticipating future requirements.

### **5.4 Recovery management skills**

Emergency recovery management requires a high level of skill in:

- Planning;
- Problem solving;
- Time management;
- Public, group and individual communication;
- Decision making;
- Monitoring;
- Evaluation;
- Negotiation/bargaining;
- Consultation;
- Personnel management; and
- Information management.

### **5.5 Recovery management knowledge base**

The Municipal Recovery Manager will have to understand and fully appreciate the importance of:

- The emergency management arrangements in his/her area;
- Involving the affected community in all aspects of the recovery process;
- Getting reliable information out to affected persons, politicians and government departments as a matter of priority and maintaining an information flow once established;
- Meeting the physical as well as the personal support needs of affected individuals and communities;
- Debriefing and supporting recovery workers;
- Know the limits of their decision making powers and any other constraints under which they may be operating;
- Knowing who the decision makers are within other organisations; and
- Having recovery plans and systems in place prior to an emergency.

## **5.6 Personal qualities**

The personal qualities of a Municipal Recovery Manager are critical to their capacity to facilitate an effective recovery process. Paramount among the desirable qualities is:

- A firm but participatory management style;
- An ability to work in a confused and rapidly-changing environment and still deal with complex problems;
- A high degree of energy and resilience to stress;
- The capacity to engender confidence among staff and the emergency affected community;
- A quick and agile mind which can determine the most effective use of frequently limited resources;
- A strong belief in the rights and integrity of individuals;
- A sensitive and honest approach to people and work demands;
- Political insight and intuitiveness; and
- An entrepreneurial approach to work demands and problem solving, i.e. The person should be self-activating, flexible and result-oriented.

## **5.7 Near Miss Register**

A Near Miss Register has been developed to detail events throughout the municipality which could have eventuated in the implementation of the recovery phase. This register will be utilised in maintaining skills and knowledge of the trained staff in planning exercises (see Appendix C).

## **6. Key recovery management tasks**

The key objective for recovery operations is to provide necessary recovery measures and programs for affected individuals, families and communities at the appropriate times, so that recovery takes place as quickly and effectively as possible.

An early response is essential to successful recovery management. Close liaison with the relevant control agencies and the affected local government is essential and necessary. Effective and regular liaison between the ranges of emergency management agencies at the planning stage will increase the likelihood of early notification at the time of an emergency. The aim should be for the Municipal Recovery Manager to be included in initial briefings.

In some instances self-activation may be appropriate. However, advice of such action needs to be conveyed to the appropriate emergency management agencies.

There are a number of key management tasks, which may need to be undertaken in meeting this objective. These include:

- Impact assessment;
- Resource management;
- Information management; and
- Withdrawal of services.

Where possible these activities should be undertaken in accordance with local arrangements and plans.

Other issues to be addressed from a recovery management perspective include the allocation of tasks, setting of priorities and ongoing monitoring of the recovery process. These actions may be undertaken in the context of a rapidly changing event,

which requires that management strategies be flexible and adaptable while still meeting the usual accountability requirements.

## **6.1 Impact assessment**

One of the critical factors in the management of an effective recovery program following an emergency is to gain early, accurate information about the impact of the event upon individuals, the community and physical infrastructure.

To determine service, staffing, resource and general recovery requirements it is necessary to obtain an early but full assessment of the emergency and the needs of the community. This includes:

- The number, location, circumstances, including ethnicity, of affected people;
- Identify the number of dwellings destroyed or made uninhabitable;
- Establish the extent to which essential services have been disrupted.

To do this it is important that key recovery agencies liaise as early as possible with police, other emergency services, local government and any other relevant support authorities.

Following the emergency, a 'visitation' or 'outreach' program can also provide valuable information. To avoid duplication it may be useful for such programs to be run on a team basis, bringing together representatives from agencies with expertise in a range of areas, such as personal counselling and financial assistance. In this way details can be gathered regarding losses and needs, while at the same time providing support and services to affected persons. Sharing of information between agencies is another means of facilitating this process.

## **6.2 Resource management**

Local recovery plans should provide details of agency responsibilities in regard to the provision of resources for recovery management purposes. However, there are also a number of areas, which may require specific attention from the Municipal Recovery Manager's point of view. These include staffing and the use of volunteers.

### **6.2.1 Staffing**

As a consequence of an emergency additional staff may be required to enable agencies to meet their responsibilities. In determining additional staffing requirements the demands of recovery operations as well as the ongoing operational needs of the organisation should be considered. Staffing needs should be assessed at the earliest possible time so that adequate resources can be obtained and made available.

The most common mistake in determining staffing requirements is to underestimate the duration of recovery operations. The recovery process following an emergency may be lengthy and some services may be required for a period of months or even years after the event has taken place. Overloading of staff will occur if adequate arrangements have not been made to perform their normal duties. This will exert enormous pressure on recovery workers to finish their tasks prematurely and return to day-to-day agency tasks.

### **6.2.2 Paid staff**

Decisions will need to be made as to whether additional staff should be used in recovery operations, leaving normal staff to carry out their existing duties, or

whether the additional staff should be used in normal agency duties to free up existing staff to carry out recovery operations.

Recovery operations can be periods of high stress for workers, particularly in their early stages. It is therefore essential that managers be aware of the strains that may be placed upon themselves and their staff and that suitable arrangements are made. Managers should consider the capacity of their staff to work under pressure in a rapidly changing environment, prior to appointing them to a recovery role. Arrangements should also be made for adequate rostering and rest periods.

#### 6.2.3 Fatigued staff – employee assistance program (EAP)

With the potential high stress environment that staff may be placed in, with possible fatigue occurring, it is important that debriefings to staff do occur to ensure they are kept informed and involved in the recovery process.

Additional to these debriefings, staff are able to access Council's Employee Assistance Program (EAP). This program offers support to staff by providing confidential counselling and guidance to those experiencing a personal or work related difficulty. The support is available in a number of areas, e.g.

- Stress
- Trauma related issues
- Coping with change
- Critical incidents
- Harassment or abuse.

It is identified that to provide a safe, healthy and harmonious workplace Council is committed to ensuring, as far as is reasonably practicable, both the physical and emotional wellbeing of its staff does occur, even in the event of an emergency when council services may be inundated but the welfare of staff is paramount.

#### 6.2.4 Volunteers

Volunteers are likely to play a significant part in any recovery operation, particularly after large-scale, highly publicised emergencies. There are likely to be two types of volunteer – those who are affiliated with a specific organisation such as service clubs, community agencies and other non-government organisations, and those members of the public who offer their services after the event has occurred.

Those volunteers who are affiliated with an organisation will be directed by that organisation and are likely to have specific skills to undertake previously assigned roles. Examples of this are the many volunteers with agencies such as the Red Cross and Salvation Army, involved in such activities as catering and registration, who are trained for their allotted task.

Those volunteers from the general public who offer assistance on an ad hoc basis immediately after an emergency has occurred can also be of great benefit to the recovery process, but require more careful management.

Issues to be considered include individual skills, community and individual needs, supervision, identification and provision of support in the form of accommodation, transport, catering, debriefing and insurance. The most effective method of managing volunteers is often through the appointment of a volunteer co-ordinator.

If well managed, volunteers can be a great asset to the recovery process, undertaking activities from personal support and catering through to the clearing of properties and rebuilding activities. However, their efforts need to be well co-ordinated to ensure that their time is used as productively as possible for the greatest benefit of the affected community.

#### 6.2.5 Briefing/debriefing

Regular briefing and debriefing of both paid staff and volunteer workers is another important factor. This process should provide for both structured and informal briefings, depending upon the circumstances and the environment in which workers are operating.

### 6.3 Information management

One of the key elements of emergency recovery is effective information management. The media profile given to most emergencies, particularly those on a large scale, means that public and political interest in the recovery process will generally be high. Added to this is the need for adequate information to be provided to affected communities and individuals regarding the effects of the event and the availability of recovery services.

#### 6.3.1 Regular updates

With one of the underlying principles of recovery management being the empowerment of individuals and communities to participate in the management of their own recovery, it is critical that regular and accurate information be provided regarding such things as the cause and effects of the emergency, the type and availability of recovery services and any other relevant information.

This information should be made available in as many languages as necessary to meet the needs of people affected by the event from non-English speaking backgrounds. This will enhance the capacity of the community to participate in the management of their own recovery.

There is a range of mechanisms for providing information to the public. These may include local newsletters, press releases, use of the various electronic media and public meetings or forums.

Given the media, political and public profile of emergencies there will also be a need for the provision of up-to-date, accurate information regarding recovery services and advice on the state of the affected community to a range of sources. This need will be particularly prevalent in the early stages of the recovery process, the time at which recovery managers will be under most pressure.

Consequently, it is important that effective information management systems be established as soon as possible following an emergency.

Ideally systems and protocols for the dissemination of information should have been developed as part of the recovery planning process and should only require minor adjustments to facilitate the flow of information after an emergency has occurred. A Frequently Asked Questions (FAQs) Support Guide has been developed for staff/volunteers to assist them in their dealings with members of the community. Refer to Appendix D. However, for further information refer to the Communications Procedures in Operational Arrangements.

### 6.3.2 Media

During emergencies the press, radio and television have a legitimate interest in obtaining prompt and accurate information.

The media is also a vital link between recovery agencies and the public and provides an effective means of disseminating information.

Always co-operate as best you can with the media during an emergency, by transmitting facts clearly and promptly and offering them facilities to do their job. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

Due to the fact that the recovery process will generally involve a range of different organisations there is a need for co-ordination of information to the media to avoid confusion or conflict. The most effective means of dealing with this issue is through the nomination of a media liaison officer to represent the overall recovery process.

### 6.3.3 Visits to the affected area

In addition to the level of media interest in emergencies there is also likely to be a number of visits to the affected area and a high level of interest in the recovery process from politicians and executive management from a range of agencies.

There are a number of issues, which need to be considered by the Municipal Recovery Manager involved with, or responsible for hosting, such visits:

- Effective briefings should be provided. These should include accurate and up-to-date information about estimated losses, assistance programs and financial assistance packages. This will ensure that any information relayed to the affected community or the media is accurate, reducing the risk of falsely raising expectations regarding such things as assistance measures, and reducing the risk of embarrassment.
- Some pre-visit briefing is also desirable to ensure that the visitor is well informed of the necessary information prior to their arrival.
- Briefing of any visits should also include details about the current state of the community, including the various emotions they may be experiencing as a result of the emergency, as well as identification of any existing sensitivities.
- Visitors should have a clear understanding of emergency management arrangements and protocols.
- Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an emergency affected community may reinforce the impact of the event.
- In the case of an emergency affecting more than one geographic area, care should be taken to ensure that communities are treated equitably and visits are arranged accordingly.

## 6.4 Withdrawal

One of the last significant tasks to be undertaken in any recovery management process is that of the withdrawal of services.

While the emphasis of any recovery program should be on community involvement and self-management the cessation of formalised support services from outside agencies will nevertheless be a critical time in the affected community's recovery.

Experience has shown that a gradual handover of responsibilities to local agencies and support services is most effective. It may also be timely for some sort of commemorative event to symbolise the end of the recovery program and the renewal of the community.

In the past this has been achieved through such events as tree planting ceremonies, street theatre, church services and a range of other activities, which involve the entire community and give a positive focus to the end of the recovery program.

## **7. Management structure**

### **7.1 Introduction**

Emergency recovery should be managed and planned for in a structured manner. The broad needs created by the impact of an emergency on a community will only be met through a range of services, provided by a range of both government and non-government organisations.

At the local level the focus of recovery planning and management is on community input. Within their emergency planning responsibilities local arrangements must incorporate recovery planning and, from an operational point of view, a range of services, including both infrastructure and human services, is provided.

These arrangements should provide for the co-ordination of the activities of local agencies.

### **7.2 Structure and categories of recovery environment functional areas**

#### **7.2.1 Recovery environment functional areas**

The following diagram represents the structure and categories of the recovery service teams from the designated recovery environment functional areas:

- Social, health & community environment
- Economic environment
- Built environment
- Natural environment

<b>Recovery Environment</b>	<b>Recovery Service Teams</b>
Social, Health & Community	<ul style="list-style-type: none"> <li>• Accommodation</li> <li>• Aged &amp; disability support</li> <li>• Animal welfare co-ordination</li> <li>• Catering</li> <li>• Children's services</li> <li>• Communication</li> <li>• Community development</li> <li>• Counselling/personal support</li> <li>• Donations co-ordination</li> <li>• Financial Assistance</li> <li>• Material aid</li> <li>• Medical advice, supplies &amp; pharmaceuticals</li> <li>• Relief centre management</li> <li>• Recovery centre management</li> <li>• Volunteer co-ordination</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Economic development</li> </ul>
Built	<ul style="list-style-type: none"> <li>• Clean up/equipment provision</li> <li>• Infrastructure (including fencing)</li> <li>• Transport</li> </ul>
Natural	<ul style="list-style-type: none"> <li>• Environment</li> <li>• Environmental health</li> </ul>

### 7.2.2 Recovery environment co-ordinator role

The Bayside emergency recovery arrangements comprise of four recovery environment co-ordinators with nominated deputies to act on their behalf in their absence. The recovery environment co-ordinator's role is to ensure the recovery service teams, within their nominated recovery environment, undertake and perform the functions and responsibilities within their area, on behalf of the Municipal Recovery Manager (MRM). Activation of the recovery services will be via notification from the MRM to the relevant recovery environment co-ordinator. (Refer to the operating procedures in the "Operational Arrangements for the Implementation of the Recovery Plan" of this document for further detail).

## 7.3 Recovery service teams

The Bayside emergency recovery arrangements also comprise of a series of recovery service teams with nominated team leaders. These recovery service team leaders, and their deputies who act on their behalf in their absence, report to their relevant recovery environment co-ordinator. (Refer to the "Operational Arrangements for the Implementation of Recovery Plan" of this document for further detail).

### 7.3.1 Composition of recovery service teams

The recovery service teams (as identified in the chart above) should include representatives of key organisations involved in the recovery process. Both infrastructure and human service agencies should be represented.

### 7.3.2 Recovery service team roles

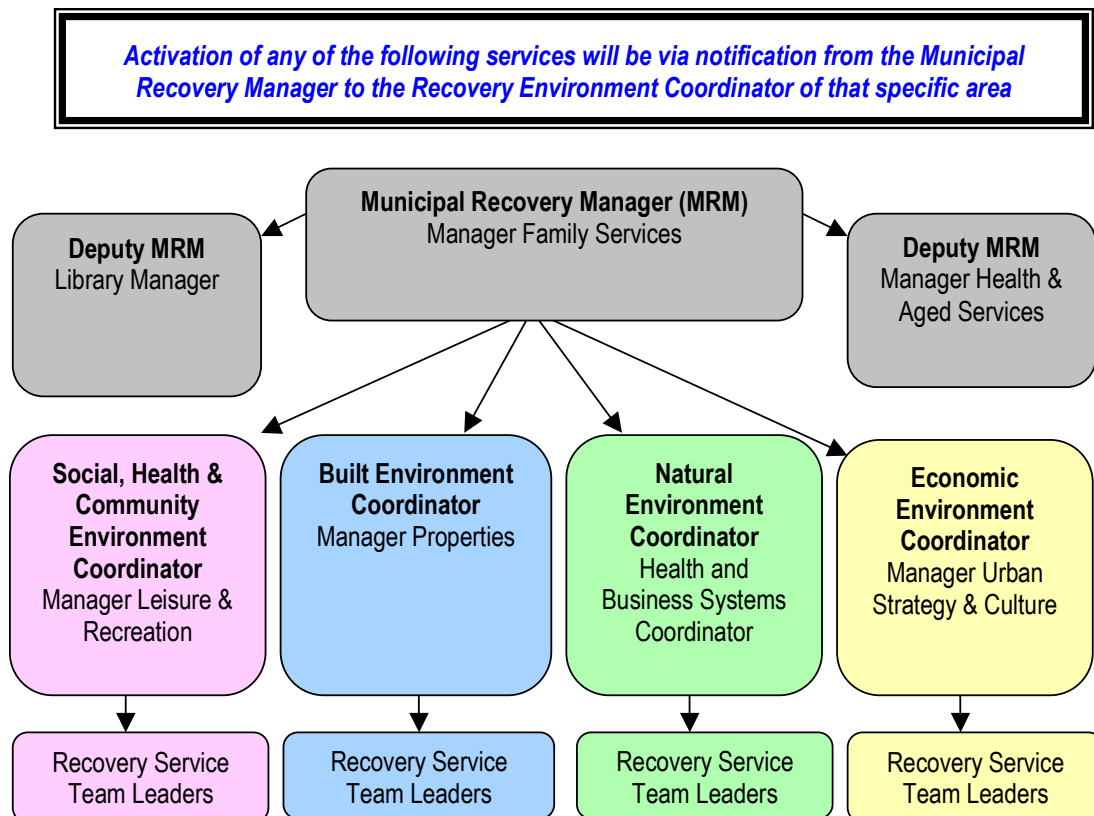
The roles of a recovery service team include:

- Prepare and maintain a recovery service Operational Procedures Plan;

- Meet regularly to maintain liaison between agencies, enhance understanding of agency roles, update contact arrangements and ensure the currency of local arrangements;
- Review recovery service team membership in consultation with Recovery Environment Co-ordinator and the MRM;
- Conduct regular familiarisation and training programs to fit into overall recovery exercise planning in consultation with MRM;
- Establish arrangements for the conduct of post-emergency impact assessment and for collation, evaluation and use of information gathered;
- Manage the provision of recovery services at the local level;
- Identify resources to supplement local government resources, which may be exhausted by an emergency, e.g. building inspectors, environmental health officers, human services staff, etc., to ensure that an adequate recovery program is provided;
- Formalise links with regional/divisional plans and recovery agencies;
- Consider all aspects of a local community's recovery, including both the restoration of physical infrastructure and the provision of human services;
- Activate and co-ordinate service delivery;
- Identify responsibility for the establishment and maintenance of contact and resource listings.

### 7.3.3 Purpose of each recovery service team

The chart below identifies the roles and purpose of each recovery service team. It also identifies the hierarchical process of responsibilities for the roles undertaken with the MRM with overall responsibility.



Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<b>Accommodation</b> <ul style="list-style-type: none"> <li>Assist in the provision of emergency / temporary accommodation after an incident.</li> </ul>	Social Planner	• Bayside Council/MRM	Refer to Recovery Plan Temp Accommodation Register
		• Red Cross	For single incident - primary residences only; shopping for supplies etc
		• The Salvation Army	
		• Bentleigh Bayside Community Health Centre	
<b>Aged &amp; Disability Support</b> <ul style="list-style-type: none"> <li>Plan for and co-ordinate the recovery process for aged and disabled people in the municipality.</li> <li>Identification of other vulnerable groups would be valuable.</li> </ul>	Aged & Disability Services Coordinator	• Aged & Disability Care Providers	
		• Bentleigh Bayside Community Health Centre	
		• Dept of Human Services (DHS)	Liaise with agencies re: possible additional support required
		• Residential Care Operators	
<b>Animal Welfare Co-ordination</b> <ul style="list-style-type: none"> <li>Assist/destroy injured animals/wildlife.</li> <li>Co-ordinate emergency feed supplies.</li> <li>Identify holding areas for pets etc.</li> <li>Provide cages/leads etc. for animals and relief/recovery centres.</li> </ul> Round up escaped animals.	Manager Local Laws & Investigations	• Animal Welfare Officer	Removal/disposal of animals
		• Environmental Health Officers	
		• Dept Primary Industry	
		• Sandringham Vets	Assist DPI
		• RSPCA	Removal/disposal of animals
<b>Catering</b> <ul style="list-style-type: none"> <li>Provide food services as required for response, field &amp; emergency management staff (&amp; attendees at Emergency Relief Centres).</li> </ul>	Red Cross	<ul style="list-style-type: none"> <li>Salvation Army</li> <li>Other agencies as required</li> </ul>	Catering
<b>Children's Services</b> <ul style="list-style-type: none"> <li>Plan for &amp; co-ordinate the recovery process for children &amp; young people up to 18 years.</li> <li>Provide Childcare to relief/recovery centres.</li> </ul>	Children's Services Coordinator	• Children & Family Services	
		• Family Day Care Providers	
		• Maternal/Child Health Nurses	
		• Childcare Centres	
		• Preschools	
		• Family Life	
		• Outside School Hours Care Providers	
		• Bentleigh Bayside Community Health Centre	

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<b>Communication</b> <ul style="list-style-type: none"> <li>Coordinate and provide accurate information to the public and media after an emergency.</li> </ul> (NB. Employment of a Media Liaison Officer to coordinate information gathering and releases is a significant advantage).	Communications and Engagement Manager	<ul style="list-style-type: none"> <li>Mayor/CEO</li> </ul>	
		<ul style="list-style-type: none"> <li>Police</li> </ul>	
		<ul style="list-style-type: none"> <li>Local Media</li> </ul>	
		<ul style="list-style-type: none"> <li>Media Liaison/Community Engagement staff with other organisations</li> </ul>	
		<ul style="list-style-type: none"> <li>Dept of Human Services</li> </ul>	Community Engagement
<b>Community Development</b> <ul style="list-style-type: none"> <li>Coordinate community events and activities that will assist community's recovery from the impacts of an emergency.</li> <li>Employment of a Community Development Officer (CDO) may be a key part of this recovery service.</li> </ul>	Social Planning Coordinator	<ul style="list-style-type: none"> <li>Bentleigh Bayside Community Health Centre</li> </ul>	
		<ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> </ul>	Funding for Community Development Officer (CDO)
		<ul style="list-style-type: none"> <li>Municipal Recovery Manager (MRM)</li> </ul>	Planning for & managing CDO
		<ul style="list-style-type: none"> <li>Bayside Business Lions</li> </ul>	
		<ul style="list-style-type: none"> <li>BayCISS</li> </ul>	
		<ul style="list-style-type: none"> <li>Community group representatives</li> </ul>	
<b>Donations Coordination</b> <ul style="list-style-type: none"> <li>Coordinate the collection and distribution of donated goods, services and money following an emergency.</li> <li>It is recommended that an external organisation be recruited to manage this service area.</li> </ul>	Red Cross	<ul style="list-style-type: none"> <li>Red Cross</li> </ul>	
		<ul style="list-style-type: none"> <li>Bayside Finance Dept</li> </ul>	Role in monitoring activities and on recovery committee
		<ul style="list-style-type: none"> <li>Other providers to be determined</li> </ul>	
<b>Financial Assistance</b> <ul style="list-style-type: none"> <li>Coordinate the distribution of financial aid to individuals &amp; communities after an emergency.</li> <li>A range of financial grants and subsidies will be offered by various agencies requiring coordination.</li> </ul>	Manager Finance	<ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> </ul>	Grant processing
		<ul style="list-style-type: none"> <li>Centrelink</li> </ul>	Financial grants
		<ul style="list-style-type: none"> <li>Salvation Army</li> </ul>	Financial grants
		<ul style="list-style-type: none"> <li>Red Cross</li> </ul>	Food vouchers
		<ul style="list-style-type: none"> <li>Financial counsellors</li> </ul>	Financial counselling
		<ul style="list-style-type: none"> <li>Insurance Council of Victoria</li> </ul>	Financial advice
		<ul style="list-style-type: none"> <li>Business Development Victoria (BDV)</li> </ul>	Business financial planning
<b>Medical Advice, Supplies &amp; Pharmaceuticals</b> <ul style="list-style-type: none"> <li>Co-ordinate the provision of medical advice, supplies &amp; pharmaceuticals to affected members of the community.</li> </ul>	Immunisation & Family Services Officer	<ul style="list-style-type: none"> <li>Medical Officers of Health</li> </ul>	
<b>Material Aid</b> <ul style="list-style-type: none"> <li>Co-ordinate distribution of material aid to affected members of the community following an emergency.</li> </ul>	Salvation Army	<ul style="list-style-type: none"> <li>Family Life</li> </ul>	
		<ul style="list-style-type: none"> <li>Rotary/Lions Clubs</li> </ul>	
		<ul style="list-style-type: none"> <li>St Vincent de Paul</li> </ul>	
		<ul style="list-style-type: none"> <li>Brotherhood of St Laurence</li> </ul>	

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<b>Counselling/Personal Support</b> <ul style="list-style-type: none"> <li>▪ <i>Coordinate the provision of personal support and counselling services during and after an emergency.</i></li> <li>▪ <i>Case management of affected members of the community will be the preferred approach.</i></li> <li>▪ <i>Outreach services will be coordinated from this service area.</i></li> </ul>	Family Life Program Manager	• Benteigh Bayside Community Health Centre	Personal support, case management, outreach services, counselling
		• Bayside Council	Personal support & referral services
		• Victorian Council of Churches (VCC)	Personal support, outreach services
		• Local Churches (e.g. Anglican, Baptist, Catholic, Christian, Jewish, Uniting, etc.)	All religious denominations in various locations of the municipality for personal support
		• Southern Mental Health Psychiatric Services	Personal support
		• Salvation Army	Personal support
		• Lifeline	Personal support, case management, outreach services
<b>Relief Centre Management</b> <ul style="list-style-type: none"> <li>▪ <i>Coordinate and staff relief and recovery centres as established by the MERO and MRM, and liaise with other Service Coordinators.</i></li> <li>▪ <i>Regular maintenance of the centre register and support resources is part of the coordinator's role.</i></li> </ul>	Maternal and Child Health Coordinator	• Identified centre managers and deputies	
		• State Emergency Service (SES)	Relief centre support; escalation to include other municipalities
		• Dept of Human Services (DHS)	Recovery centre support; information & coordination
		• Red Cross	Registration, catering, first aid
		• Victoria Police	Security, queries re: registration
		• Family Life	Personal support providers
<b>Recovery Centre Management</b> <ul style="list-style-type: none"> <li>▪ <i>Co-ordinate the provision of recovery services after an emergency e.g. insurance, personal support, financial assistance etc.</i></li> </ul>	Municipal Recovery Manager	<ul style="list-style-type: none"> <li>• Dept Human Services</li> <li>• Salvation Army</li> <li>• Family Life</li> </ul>	Recovery support, information & coordination Personal support providers
<b>Volunteer Co-ordination</b> <ul style="list-style-type: none"> <li>▪ <i>Recruit, support, coordinate the work of volunteers after an emergency.</i></li> <li>▪ <i>Assist other recovery service areas through provision of volunteers as required.</i></li> </ul>	Service Planning & Development Officer	<ul style="list-style-type: none"> <li>• Benteigh Bayside Community Health Centre</li> <li>• Rotary/Lions Clubs</li> <li>• Red Cross</li> <li>• BayCISS</li> </ul>	

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<b>Economic Development</b> <ul style="list-style-type: none"> <li>Coordinate and initiate economic development activities to assist recovery of local businesses following an emergency.</li> <li>Organise employment of Business Development Officer.</li> </ul>	Economics & Urban Strategy Coordinator	• Business Development Officers	Economic development assistance
		• Environmental Health Officers	Business development assistance
		• Centrelink	Financial assistance
		• Rotary Clubs (local)	Business planning support
		• Dept of Innovation, Industry & Regional Development (DIIRD)	Marketing
• Bayside Business Lions	Business planning advice		
<b>Clean up/Equipment Provision</b> <ul style="list-style-type: none"> <li>Plan for &amp; coordinate the clean up process after an emergency, including the provision of temporary resources as required, eg. toilets, earthmoving equipment, furniture, generators.</li> </ul>	Executive Engineer (MERO)	• Municipal Emergency Resource Officer (MERO)	Coordinate equipment, tip sites, contractors etc.
		• Environmental Health Officer (EHO)	
		• Arborists	Tree clean up
		• Local Contractors (e.g. earthmovers)	
		• Rotary/Lions Clubs	
• Hire businesses			
<b>Infrastructure (including Fencing)</b> <ul style="list-style-type: none"> <li>Rebuild &amp; restore community infrastructure/utilities after an emergency.</li> <li>Coordinate the reconstruction of boundary fencing following damage incurred by an emergency.</li> </ul>	Infrastructure Maintenance Co-ordinator	• MERO	Coordinate restoration of roads, bridges, public infrastructure
		• Alinta	Restore power & gas supply to properties
		• South East Water	Restore water supply to properties, repair water supply infrastructure
		• Telstra	Restore phone connections to properties
		• Dept of Sustainability & Environment (DSE)	Fence line clean up/restoration, community engagement
• Catchment Management Authority (CMA)	Protect catchment areas/assets		
<b>Transport</b> <ul style="list-style-type: none"> <li>Assist in transport provision after an event so that those affected can access relief centres, recovery services, shopping etc.</li> </ul>	Business Systems Coordinator	• MERO	Coordinate transport of people, water, fuel & other resources
		• Community Transport Buses	
		• Moorabbin Transit	
		• Volunteer Transport Service	
		• Sandringham Charter Coaches	
• 13Cabs (Taxis)			

Recovery Service	Team Leader	Service Providers	Comments/Additional Information
<b>Environment</b> <ul style="list-style-type: none"> <li>Assess, advise on &amp; repair damage after an event, including tree safety/assessment; replanting/revegetation; erosion prevention and control.</li> </ul>	Parks Coordinator	<ul style="list-style-type: none"> <li>Dept of Sustainability &amp; Environment (DSE)/Parks Victoria</li> <li>Catchment management authorities</li> <li>EPA</li> <li>Landcare Groups</li> <li>South East Water</li> <li>Bayside Environmental Health Officers</li> </ul>	Restoration of public lands and national parks  Volunteer work teams Manage local water supply issues
<b>Environmental Health</b> <ul style="list-style-type: none"> <li>Assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc.</li> </ul>	Health and Business Systems Coordinator	<ul style="list-style-type: none"> <li>Dept Human Services (regional EHOs)</li> <li>Bayside Environmental Health Officer</li> <li>EPA</li> <li>Bayside Building Surveyor</li> <li>Bayside Economic Development Unit</li> </ul>	Public Health warnings, advice & info  Public Health warnings, advice & info, eg. disposal of hazardous materials

## **8. Community Recovery (Planning) Committee**

This stand-alone Community Recovery Planning Sub Committee is a supplementary committee to the Bayside Municipal Emergency Management Planning (MEMP) Committee. It will primarily focus on the planning needs of the four recovery environments for recovery services and providers and the activities developing from them.

### **8.1 Community Recovery (Planning) Committee membership**

The membership of the committee should consist of the Municipal Recovery Manager and the four recovery environment co-ordinators and their deputies:

- Municipal Recovery Manager and deputies;
- Social, Health & Community environment co-ordinator;
- Built environment co-ordinator;
- Natural environment co-ordinator;
- Economic environment co-ordinator; and
- Others co-opted as appropriate and necessary.

### **8.2 Community Recovery (Planning) Committee functions**

The functions of this committee consist of the following:

- Convene a minimum of twice a year as a planning function;
- Update recovery arrangements e.g. call-out arrangements, contact list currency, resource availability etc.;
- Identify training needs;
- Arrange exercising of “recovery” arrangements;
- Identify opportunities to enhance recovery capability e.g. government funding availability, reviewing Memorandum of Understandings (MOUs), conduct “at risk” population demographic study (i.e. aged care, child care etc.)
- Provide a status report to the Bayside MEMP Committee advising of any relevant issues (improvements/changes) on recovery planning.

## **9. Community Recovery (Operations) Committee**

Where the magnitude of the event requires community input into the recovery process one or more Community Recovery Committees may be established within the affected area. This committee functions in an operational capacity post emergency.

### **9.1 Community Recovery (Operations) Committee membership**

The composition of the committee will vary depending on the affected area. The membership of the committee should include community leaders and representatives of:

- Municipal Recovery Manager and deputies;
- Councillor (local ward representatives);
- Government agencies; (DHS, DEECD);
- Community groups; (Lions/Rotary Clubs, Bentleigh Bayside Community Health Service);
- Affected persons;

- Non-government agencies; (Red Cross, Salvation Army, Family Life, Religious Leaders, Local Churches, Bayside Community Information and Support Service).

## **9.2 Community Recovery (Operations) Committee functions**

- Represent community needs subsequent to an event.
- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils.
- Liaise with Department of Human Services Regional Director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the committee.

## **10. Financial/funding arrangements**

### **10.1 Financial assistance to council**

The Emergency Management Manual Victoria (EMMV) states "councils are expected to use their own labour and equipment in an emergency situation within their municipality". Where equipment and/or personnel are sourced from contractors, the municipal council is responsible for payment.

However subject to specific government approval, financial assistance to municipal councils may be provided through a variety of schemes.

For a complete breakdown of financial assistance and funding programs available to municipal councils for mitigation, response and recovery measures refer to the EMMV Part 8 Appendix 1.

### **10.2 Municipal financial arrangements**

The Municipal Emergency Resource Officer (MERO) and MRM must establish record keeping systems at the onset of the incident, in consultation with the Manager Finance, to monitor all council expenditure. Separate income and expenditure account codes will assist in reimbursement claims, where relevant and subject to, at the conclusion of the event.

## **11. Role of Department of Human Services in recovery**

In the recovery processes of an emergency, Department of Human Services:

- Acts as principal recovery planning and management agency at state and regional level.
- Assumes a role of facilitation in developing a co-ordinated response as appropriate to the circumstances e.g. When the event is of a magnitude that is beyond the resources of the municipality or the incident affects only a few people but the affected population is dispersed.
- See Department of Human Services Regional Emergency Recovery Plan – Southern Region, section 5.

## Rapid Impact Assessment (Premises)

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Agency: \_\_\_\_\_ Contact No: \_\_\_\_\_

### Affected address/contact details (if known)

Address of affected residence: \_\_\_\_\_

Suburb/town: \_\_\_\_\_ Postcode: \_\_\_\_\_

Latitude: \_\_\_\_\_ Longitude: \_\_\_\_\_ Map Grid Reference: \_\_\_\_\_

Dwelling Type  *one* House  Flat/UnitHouse  Caravan   
 Business/Shop  Community/Government Facility  Other

### Affected person contact details (if known)

Affected Person Surname: \_\_\_\_\_ First name: \_\_\_\_\_

Current Contact address for affected person: \_\_\_\_\_

Suburb/town: \_\_\_\_\_ Postcode: \_\_\_\_\_ Mobile: \_\_\_\_\_

Occupancy Type  *one* Owner/Occupier  Tenant  Unknown/Other

### Premises Assessment

**Accessible?** Yes  or No

**Destroyed?** Yes  or No  (if no, complete below)

**Habitable?** Yes  or No

### Damage to premises

**Internal** Major  Minor  Cannot assess

**External** Major  Minor  Cannot assess

If flooded, appears above floor level? Yes  No

**Premises utilities damaged** Electricity  Water supply  Phone

*✓ all applicable* Gas  Septic/Sewerage  Unknown

Have livestock been injured? Yes  or No

Indicate approximate numbers \_\_\_\_\_

### If yes, DPI to be notified

### Validation & Consolidation by Local Government

Premises confirmed against the Rates database Yes  No

Validated address details: \_\_\_\_\_

Verified Premises Coordinates: Council Prop No. \_\_\_\_\_ Grid Reference \_\_\_\_\_

Processed By: \_\_\_\_\_ Date: \_\_\_\_\_

## **Bayside Municipal Recovery Manager** **Recovery Activation Guide**

The Municipal Recovery Manager's (MRM) role is one of co-ordination, utilising the skills of the Recovery Environment Co-ordinators and Recovery Service Team Leaders and the members of each team to achieve the goals of recovery. To that end the items below in the Activation Guide may act as prompts to assist the MRM maintain an overview of the management of an emergency.

As the recovery phase unfolds the MRM will choose the prompts which best suit the situation.

- **The City of Bayside Emergency Recovery Service Teams will carry out many of the items listed on behalf of the MRM to enable completion of activities. Where this is applicable a “T” appears in the Remarks column. In some circumstances it will be a combined effort of both Teams and the MRM. This is denoted by “T+MRM”.**
- It is recommended that copies of the Activation Guide (Checklist) be made and completed for each activation, thereby providing an audit trail of actions useful for debrief purposes.
- The “Actioned” column should contain information relating to date and time to assist this process.

<b>Bayside Municipal Recovery Manager (MRM) Recovery Activation Guide</b>		
<b>PROMPT</b>	<b>ACTIONED</b>	<b>REMARKS</b>
Meet with emergency management group (EMG) when the emergency is of a magnitude or type that suggests their involvement may be needed		
Maintain close liaison with Municipal Emergency Resource Officer		<i>Regular, ongoing contact</i>
Notify key Recovery personnel		
Activate the Recovery Operations Centre		
Call in key Recovery personnel and their deputies		
Shift rosters for staff		
Check availability of all Recovery management resources		<i>T</i>
Initiate specific recovery activities as required/requested		
Monitor the overall progress of the recovery process in the affected community		
Obtain briefings from responsible agencies and key council personnel on their activities		

## Bayside Municipal Recovery Manager (MRM) Recovery Activation Guide

PROMPT	ACTIONED	REMARKS
Identify community needs and resource requirements to make recommendations to recovery agencies, Council and managers		<i>T + MRM</i>
Liaise, consult and negotiate, with recovery agencies, government departments and the Council		<i>T + MRM providing regular updates to all stakeholders</i>
Liaise with Department of Human Services as the recovery co-ordination agency through the designated regional director or delegate		
Continue to liaise with the EMG if the recovery process is protracted		
Ensure that all information & records are maintained and/or collected during the operation		<i>T + MRM</i>
Nominate designated person to release Recovery information to the media		
Set priorities for reconstruction and restoration strategies		<i>T+MRM</i>
Consider staff augmentation through short-term employment of community development officers		
Check government financial assistance may be available to affected persons, communities and councils.		<i>T+MRM</i>



## Frequently Asked Questions and Support Guide Bayside Recovery Staff

This Support Guide is designed to assist staff involved in the Recovery phase in their dealings with members of their community. Each Recovery Service Team has developed Operational Procedures that include personnel and contact details. This document is not intended to replace those procedures, but to guide staff in general who may find themselves in contact with members of the community requiring assistance.

Information regarding the Recovery phase can be inserted as/when required.

F.A.Qs	Information
What's the event?	This information is only to be supplied by the Control Agency (e.g. VICPOL, MF&ESB etc). Copies of their Media Releases should be inserted here. Include date/time of media release.
Where are <b><u>we</u></b> at?	This information to be supplied by the MRM via regular Updates that should be inserted here. Include date/time of Update and when next Update is due.
Who to contact?	This is a list of relevant contact numbers for appropriate referrals.
External	<ul style="list-style-type: none"> <li>* List includes Control Agency contact details (NB <b><u>NOT</u></b> 000) as well as any support agencies e.g. power/energy companies, VicRoads, etc.</li> <li>* A hotline number may have been established.</li> </ul>
Internal	List should include only those contact numbers for public use, avoiding mobile phone numbers. The numbers provided should be listed by recovery team focus and not identify individual personnel.
<b>Internal information only</b>	
What does Bayside offer?	<p>This list is to assist staff approached by members of the community. Reference to the list will enable staff to determine if a service is available to assist that community member in this particular event. It should <u>not</u> be used as a "shopping list" for the public to choose from.</p> <p>This list is to be supplied by the MRM via regular Updates.</p>