



City of Playford Recovery Management Plan

October 2020



Document Version Control

Authorisation

This plan is approved by the Chief Executive Officer (CEO) of The City of Playford

Document responsibility

This document is the responsibility of Organisational Development

Version	Date	Summary of changes	Author
1	October 2020	Development of City of Playford's Recovery Management Plan in conjunction with the LGA	Paula Paterson

Document location	Confidentiality classification
This document is stored in ECM	This document is classified as low; this is a public document

Review

The City of Playford Recovery Management Plan will be formally reviewed every two years in line with review requirements of other plans as identified in the SEMP Part 4. Informal reviews may be undertaken in the interim as required, including to incorporate changes to legislation, staffing or as a result of findings following incidents.

Supporting Documents

This plan is to be read in conjunction with the following documents:

City of Playford Community Emergency Management Plan

Community Emergency Management Policy

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Introduction

The City of Playford's Community Emergency Management Plan (CEMP) establishes Council's role in an emergency that could occur within the boundaries of, or impacts upon, the City of Playford. A key objective of the CEMP is to assist the community recover from an emergency¹. Recovery is a collective responsibility and the State Recovery Plan states that:

Whenever possible, having regard to the scale and complexity of the event management of a recovery operation should be locally led, including coordinating services information and resources. If the leadership of recovery exceeds local capacity, the State Government will coordinate recovery operations²

Purpose

The Recovery Plan describes how the City of Playford will support the community and provide leadership in recovery.

This plan sets out Council's role in recovery, establishes the principles to guide council, and our approach to working with the community in recovery. The plan is supported by a Recovery Operations Manual that contains procedures for use by council staff in managing recovery.

The plan is structured as follows:

- **Section 1** introduces the plan by defining recovery, Council's role in recovery and the scope of the recovery plan.
- **Section 2** contains the principles that will guide the way the City of Playford participates in recovery.
- **Section 3** contains community mapping and identifies community strengths and vulnerabilities that will influence how Council participates in recovery.
- **Section 4** describes Council's approach to managing recovery.
- **Section 5** describes the transition from recovery to business as usual.

What is Recovery?

Recovery is the process of restoring emotional, social, economic and physical wellbeing, reconstructing physical infrastructure and restoring the environment following an emergency.

There are four domains of recovery which are nationally recognised and reflected in South Australia's emergency management arrangements:

1. **Infrastructure and built** – public and commercial buildings, roads, paths, essential services (power, water, communications) and other infrastructure.
2. **Social** – people, families and communities.
3. **Economic** – employers, industry, investment and job creation.
4. **Natural** – land management, air quality, natural heritage, culture, history and ecological conservation.

¹ City of Playford Community Emergency Management Plan (2019)

² State Emergency Management Plan Part 2- Arrangements State Recovery Plan p.19

Councils are involved in all four domains of recovery, and after a major emergency, recovery becomes a 'whole of council' concern that impacts upon all aspects of the organisation.

Further definitions are available in the Disaster Recovery Guide for Councils available on the LGA Emergency Management Knowledge Hub³.

Council's Role in Recovery

In accordance with the Local Government Emergency Management Framework⁴ and State Emergency Management Plan⁵, the City of Playford will:

- Plan for recovery to establish the principles, structures, partnerships and approaches that will guide council
- Provide leadership, co-ordination and advocacy when the community is impacted by disasters
- Support the identification and assessment of community impacts
- Secure grants and other funding assistance to support disaster recovery.

The City of Playford will be fully involved across the four recovery domains, consistent with councils' service delivery and within council's areas of influence and control. The priority of recovery activities against regular council activities will be based on risk and impact to the community as well as alignment to existing service levels.

Guiding Principles

The following principles, based on the *National Principles for Disaster Recovery*⁶ will be used to guide council's decision making and actions in disaster recovery:

Understand the context:

The City of Playford will work with an impacted community to understand their unique needs, in recognition that each community has its own history, values and dynamics.

Recognise complexity:

Acknowledging the diversity of community and changing needs during recovery, the City of Playford will implement ways to maintain awareness of community needs, strengths and vulnerabilities.

Use community-led approaches:

Because they understand their community on the ground, the City of Playford will establish recovery processes that engage the community to participate in decision making to drive the outcomes they want.

Coordinate all activities:

The City of Playford will work with external partners to coordinate quick responses to the resource and support needs of the community to fast track recovery.

Communicate effectively:

The City of Playford acknowledges that effective communication is key to successful recovery and will provide relevant, timely and accessible information to the impacted community in a variety of

³ <https://www.lga.sa.gov.au/emergencymanagement>

⁴ https://www.lga.sa.gov.au/webdata/resources/files/ECM_672733_v18_Local%20Government%20Emergency%20Management%20Framework%202019%20update.pdf

⁵ <https://www.dpc.sa.gov.au/responsibilities/security-and-emergency-management/state-emergency-management-plan>

⁶ <https://knowledge.aidr.org.au/resources/national-principles-disaster-recovery/>

ways. We will encourage input and feedback through a range of communication channels, networks and structures.

Acknowledge and build capacity:

As they have chosen to live in the community, and feel connected here, the City of Playford will support individuals and communities to build capacity and resilience through recovery; this also supports Council to get back to delivering services more quickly.

Playford Community Values ⁷

The Playford Community Vision 2043 is an articulation of the communities' collective values and vision for how Playford will look and feel in 30 years.

Innovation

Mustering our collective creative talents and delivering on innovative ideas.

Ethics

Working in the best interests of the community with honesty, integrity and transparency.

Diversity

Recognising and appreciating the variety of characteristics that makes Playford unique, promoting and celebrating individual and collective achievement.

Partnership

Working collaboratively and constructively with stakeholders and harnessing what we already have, whilst improving our skills and attitudes for the future.

Building partnerships to increase our capacity for delivering the Playford Community Vision 2043.

Adaptability

Willingness to change and fit in with different circumstances and situations when they arise.

Leadership

Providing and fostering leadership and initiative, supporting a culture that focuses on driving change and success.

Equity

Promoting fairness and ensuring equal access regardless of cultural, social or economic circumstances.

Good Planning

Ensuring the city is well planned and organised and meets the needs and desires of the community.

Sustainability

Ensuring that consideration is given to the long-term impacts of our actions on future generations and their impact on financial, social and environmental resources, and keeping what is special and building on that to enhance our unique lifestyle.

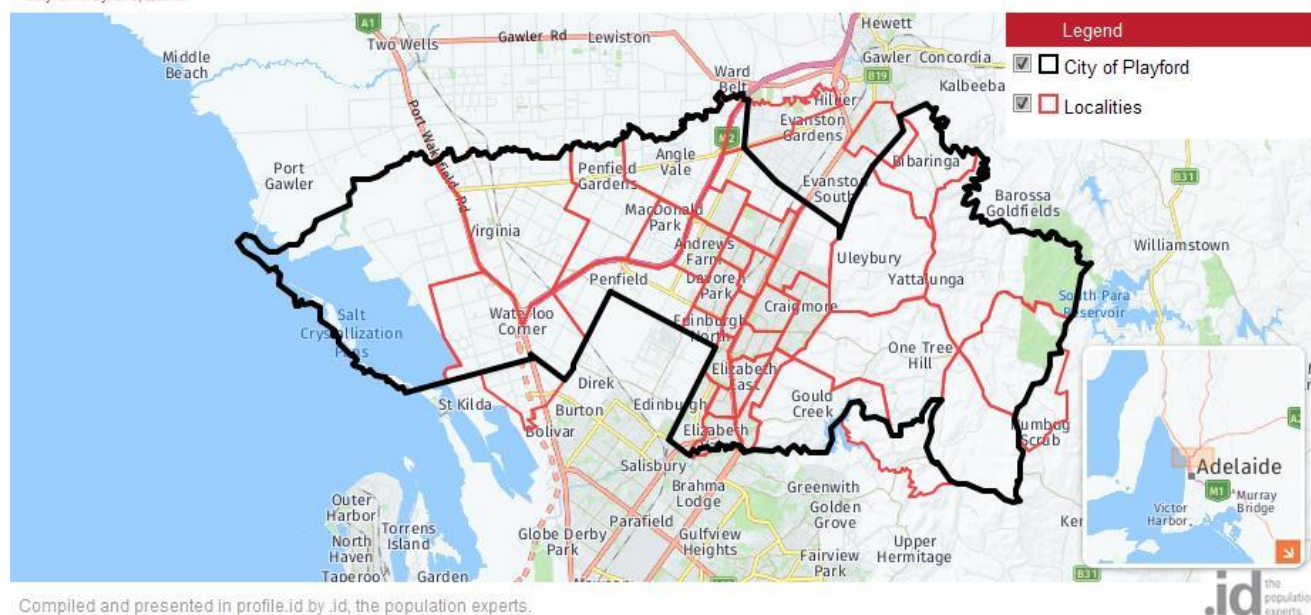
⁷ Playford Community Vision 2043 – Our Values P.28

About our Community

In 2018 the City of Playford's population was 93,426, with a population density of 2.71 people per hectare.

Summary profile area

City of Playford, 2016



Age – more younger and less older people

Overall, 26.9% of the population was aged between 0 and 17, and 16.8% were aged 60 years and over, compared with 21.0% and 23.0% respectively for Greater Adelaide.

Recovery considerations:

- Young people's reliance on public transport;
- Possible disconnection from 'civic institutions' and services.

Fast Growing

From 2011 to 2016, population increased by 10,264 people (13.0%). This is an average annual population growth of 2.47% per year over the period.

Recovery considerations:

- Facilities and services may not have kept pace with population growth;
- Newer residents are unfamiliar with the area and may not be connected to community networks, nor understand the region's history of emergencies.

People born overseas

18,950 people who were living in the City of Playford in 2016 were born overseas, and 14% arrived in Australia within five years prior to 2016. A higher percentage of people in Playford spoke Dinka, Nepali, Persian/Dari, Khmer or Swahili at home compared to the greater Adelaide population.

Recovery considerations:

People from culturally and linguistically diverse backgrounds may seek support from own networks rather than 'traditional' recovery service providers

Newer arrivals may not be aware of support and resources available after an emergency incident.

Relative Disadvantage

The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage. In 2016 Playford's index was 855, one of the lowest in SA. ⁸

Recovery considerations:

Financial impact of emergency on households with low levels of savings or financial resources

Many households and businesses may have inadequate insurance coverage

A community that has experienced disruption

Residents of the City of Playford have experienced small-medium floods and fires, which are continued risks to the community. The area has also experienced significant social and economic change, for example, the decline of manufacturing with the closure of Holden.

Recovery considerations:

Community resilience may have been undermined by disruption to economic stability and financial wellbeing.

Impact on psychological health and wellbeing, family disruption and uncertainty.

⁸ A higher score on the index means a *lower* level of disadvantage. A lower score on the index means a *higher* level of disadvantage.

Council's Approach to Managing Recovery

This section describes Council's recovery management approach.

Recovery Timescale

Recovery can be broadly envisaged in the following phases and will require a dynamic and flexible approach based on specific needs in the community.

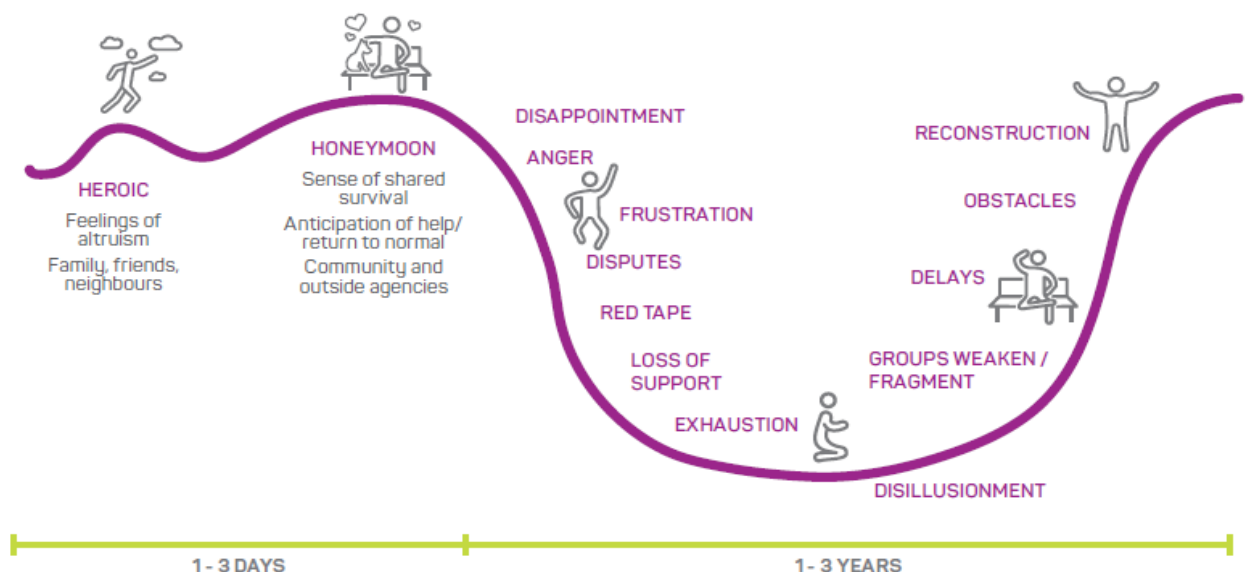
Transition – the period between response and recovery. Some immediate recovery measures are undertaken during this phase.

Initial – focused on meeting immediate needs of individuals and restoring essential services.

Short-term – assist communities dealing with the aftermath of the emergency.

Long-term – restoring the physical, social, economic and emotional wellbeing of the community.

Recovery needs will vary depending on the scale of the incident i.e. size, complexity, impact and likely duration. Recovery actions may be based on the normal business of the Council or may require additional resources and management structures.



Recovery Governance

Recovery management and coordination will vary based on the scale of the emergency incident – event size, complexity and impact. The table below provides an indication of council's involvement and how this relates to likely actions of other agencies.

Scale of emergency	Recovery Management	Council Actions	Other agency actions
Minor	Formal structures not required. Council partners with community and/or business leaders.	Council responds through business as usual.	No support from other agencies.
Small	Formal structures required for a short time.	Recovery Action Plan developed and implemented.	Local community groups and services participate.
Medium	Formal recovery structures required for multi-agency coordination. State Government likely to appoint a Local Recovery Coordinator.	Council sits on Local Recovery Committee and liaises with other agencies.	Wider range of community groups and services from outside the region are required.
Large (undeclared or declared)	State Government recovery processes with coordination of multiple agencies.	Councils work with and support other agencies. Manage new grant funded programs.	Wide range of support required and coordinated by state agencies.
Catastrophic	Enhanced governance arrangements e.g. task force, new authority.	Work closely with state/Federal coordination and support.	High level coordination of support services.

Recovery Action Plan

Where an incident cannot be managed through business as usual, council will develop a Recovery Action Plan. The Plan will focus on delivering outcomes consistent with the guiding principles described above and document priority actions based on an impact assessment across the four recovery domains.

The *Recovery Action Plan* will consider:

- whether recovery is manageable within existing resources, additional resources that Council will commit and extra resources that may be needed.
- recovery phases and timeframe based on event scale and complexity.

The Recovery Action Plan will be regularly monitored and reviewed to reflect changing needs and opportunities during the recovery process.

Recovery Management

Where Council cannot manage recovery through Council's business as usual, a Recovery Manager will be appointed, and a Recovery Team established. Further details of this is provided in the Recovery Operations Manual.

Communication

During recovery Council will support effective communication with staff, senior management, elected members and the community by providing relevant, timely and accessible information.

Impacted community

Information to the impacted community will be provided in a variety of ways and in relevant community languages. The mechanisms council will use to communicate will be based on the scale of the recovery event and will include:

- Social media channels
- Community newsletters
- Community meetings
- Engagement with community leaders and community networks (phone, email, in person)
- Community recovery committee (if established)
- Outreach.

Media

Media release, statements and interviews will be issued using Council's normal processes.

Community Engagement

During recovery, Council will engage with the community based on the Guiding Principles identified in this Plan and encourage input and feedback from the community through a range of communication channels and networks. Council may also refer to the Public Consultation Policy to further engage with the community.

Community Recovery Structures

Depending on the nature and scale of the event Council will establish a Community Recovery Committee or participate in a Local Recovery Committee established by the State Recovery Office. Where a formal recovery structure is not required, Council will engage with the community using existing community groups and networks.

Membership of a council-initiated Community Recovery Committee will include people from the impacted community, relevant existing community groups and networks, other agencies as required and a representative from the incident control agency.

Community Needs

City of Playford acknowledges that effective recovery programs are led by sound knowledge of local communities, their capacities and strengths. Council will use the local community profile to understand the characteristics of the community and to work with them during recovery.

Depending on the recovery management and coordination structures in place Council will maintain awareness of the situation and community needs through community feedback, the Community Recovery Committee, outreach activities and/or the Local Recovery Coordinator and Committee.

External Relationships

Partners in recovery will differ based on the type, impacts and scale of event. The event-specific *Recovery Action Plan* will identify relevant partners and how they should be involved in recovery. Council will escalate requests/issues/ needs outside its scope and capability to the State Government.

Council's Recovery Manager or delegate will engage with community groups, agencies and services to support the community in recovery which may also be involved on the Community Recovery Committee.

Transition to Business as Usual

Incident – specific recovery assistance is time limited however the transition requires planning and consideration. Council will work with the community and external recovery partners to develop and communicate the transition strategy.

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