Appendix 5
Core Capabilities Descriptors and Indicators

Prevention Capability 1		
Capability: Regulation and Compliance		
Capability Description	**Indicator** (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	**Guiding Questions**
Monitor, investigate and enforce regulations as prescribed in relevant legislation and regulations to mitigate emergency risks. This also includes educating stakeholders on regulatory and compliance requirements.	• Your organisation aligns to comprehensive emergency management legislation that is current, appropriate, and congruent with sound hazard risk prevention Statutory and policy environment is consistent with Emergency Management legal requirements and promotes sound hazard prevention. • Organisational policies are appropriate, useful, usable, in use, and the intent of these policies flows consistently through individual management and supporting agencies. • State Hazard plans and legislative responsibilities adequately inform organisational process and procedure. • The effectiveness of Emergency Management regulatory regime is regularly revieweda and tested. • Your organisation has appropriate levels of trained, capable and supported people to effectively undertake all aspects of emergency management.	• Is your organisation familiar with its regulatory requirements under EM legislation? • Does your organisation allocate resources to monitor compliance with EM legislation? • Does your organisation have suitable plans for emergency management? • What are your policy and plan review schedules, and are your review processes adequate and resourced? • Are you familiar with the emergency management plans of neighbouring administrative areas? • Does your organisation have a strategic plan? • Does your organisation have a compliance and enforcement policy that provides education (assisting compliance) through to sanction (enforcement) functions? • How do you align your regulatory and compliance efforts with relevant legislation, ensuring that the authorising environment supports effective risk mitigation? • What steps do you take to ensure that developments comply with relevant building codes and industry standards?

Prevention Capability 2

Capability: Land Use Planning and Design

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Employ land use planning and design to limit future vulnerabilities and losses in areas of existing and new development. Includes amongst other examples, risk-informed land use decision making and adherence to building codes and industry standards in the construction of infrastructure, buildings, and housing.	• Land use planning is conducted to manage and minimise the impact of known risks. • The natural buffers that aid community protection are identified, protected, monitored, maintained and/or enhanced. • Building codes are in place to mitigate potential hazards. • Insurance is considered as a treatment option. • Plans are in place to identify and protect critical infrastructure, community assets and individual housing.	• Are you aware of hazards which should influence land use planning and design considerations in your area? • Does your organisation engage with Hazard Management Agencies (HMA) in relation to land use planning and other considerations? • How do you consider climate change in land use and development planning? • What measures do you take to educate stakeholders, including developers and residents, about the importance of risk-informed land use planning? • What strategies do you employ to ensure the resilience of infrastructure in the face of potential natural disasters or other threats? • What steps do you take to ensure that developments comply with relevant building codes and industry standards? • What physical and informational resources are critical for effective land use planning and design that limits vulnerabilities? • What documented processes guide risk-informed land use decision-making in your organisation? How do you ensure these processes are consistently followed? • Can you provide examples of continuous improvement initiatives in land use planning and design, adapting to changing risk factors and industry standards?

Prevention Capability 3

Capability: Border Control and Restricted Access

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Manage the movement of people, animals, goods, and products to limit the introduction or spread of disease, pests and hazardous substances or materials. Includes but is not limited to, import and export controls, travel restrictions and protocols, border controls, inspection, and quarantine.	• Your organisation conducts ongoing biohazard and biosecurity research. • Pre-emergency situational awareness occurs by examining international and interstate events that may impact locally. • The community is aware of the hazards your organisation is involved with that may affect the vulnerable elements of the community and understands the role they should play during an emergency. • Resources and skills to undertake both directed and voluntary evacuation of both people and animals are available. • There is ready access to appropriate infrastructure and equipment during an emergency. • Equipment can be mobilised during an emergency, and plans are in place to address pre-deployment, peak surges and redundancies or outages. • Engagement occurs between government, industry, and communities to inform resilience by sharing information, including risks, vulnerabilities, and treatment options. • Border controls comply with relevant legislation and governance frameworks.	• Are your staff aware of their role and those of partner agencies in regard to the management of disease, pests and hazardous substances or materials, including being able to identify and contact the appropriate HMA? • How do you ensure that personnel involved in border control are adequately trained and skilled in managing the movement of people, animals, goods, and products to prevent the introduction or spread of disease, pests, and hazardous substances? • Are there any stakeholder education programs, including border control personnel and the public, on the protocols and restrictions related to disease, pests, and hazardous materials? • How are resources allocated for inspection and quarantine processes at border points.? • Are incident management systems integrated into your border control processes to respond to emerging threats and adapt protocols as needed? • Do you have documented processes for import and export controls, travel restrictions, and quarantine procedures? How do you ensure these processes are followed consistently and adapt to changing circumstances?

Prevention Capability 4

Capability: Hazard-specific Controls and Treatments

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Identify, prioritise, and implement hazard-specific risk controls and treatments. Examples include, but are not limited to, planned burning, establishment of liaison networks and industry groups, minimising single points of failure, and community education programs.	• Appropriate levels of trained, capable, and supported people are available to effectively undertake all aspects of emergency management. • There readily access appropriate infrastructure and equipment during an emergency. • Equipment can be mobilised during an emergency, and plans are in place to address pre-deployment, peak surges, and redundancies for outages. • Arrangements are in place for emergency management. Include engagement between Hazard Management Agencies, local government, Non-Government Organsiations, industry, and communities. • Treatments and controls are integrated, occurring at fine and broad scales, and clearly aligned to identified risks. • Coordinate the deployment of local, state, national and international people, and resources. • A regularly reviewed and updated risk register is accessible for planners. • Resource allocation is tailored to minimise single points of failure in hazard-specific control measures.	• Do you use the risk register as a data source for capability development? For example, when seeking funding? • What physical and informational resources are critical for conducting research to inform planning for immediate and long-term risks, especially those that threaten the community, economy, and environment? • How do you involve communities and industry groups in identifying and prioritising hazard-specific risk controls and treatments? • What physical resources and assets are essential for implementing hazard-specific risk controls and treatments, such as planned burning or establishing liaison networks? • Describe the information systems and technologies used in hazard-specific controls and treatments. How do these systems contribute to the efficient identification and prioritisation of risks? • Can you provide examples of continuous improvement initiatives in hazard-specific controls, particularly in response to emerging hazards and community needs? • Does your organisation have a formal risk management process or framework to identify and manage risks through hazard-specific controls and treatments. How do you continuously improve these processes based on feedback and changing risk factors?

Prevention Capability 5

Capability: Climate Adaptation

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Anticipate and pre-emptively manage climate-related risks and adapt the emergency management sector to support climate-resilient development. Includes identification of climate risks and adaptation opportunities, investment in climate-resilience and low-carbon development, and alignment with relevant policy instruments (e.g., Western Australian Climate Policy).	• Effective processes and procedures are implemented to identify the future exposure and vulnerability of critical infrastructure and priority community values are understood. • Future hazard likelihood and consequence is well understood and informs land use planning decisions and engineering responses. • Existent, and fit for purpose, climate adaptation policy. • Collaborative work has been done is the broader region with partner organisations. • Climate Change Authority (CCA) recommendations are considered within the Local Emergency Management Arrangements.	• Are there educational initiatives to enhance stakeholders' understanding of climate risks and adaptation opportunities? • Are any investments or other resources being allocated to climate resilience? • Are opportunities for private industry investment identified across your area? • Outline the documented processes for identifying climate risks, adapting to opportunities, and implementing climate-resilient measures. How do you continuously improve these processes based on evolving climate data and policy changes? • Can you provide examples of continuous improvement initiatives in climate adaptation, particularly in response to emerging climate risks and new policy directions?

Preparedness Capability 6

Capability: Planning and Arrangements

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Undertake a systematic process for engaging stakeholders in the development of useable and scalable strategic, operational, and/or tactical level approaches for managing emergencies. Includes arrangements for interagency and interjurisdictional resource sharing and assistance.	• Business continuity plans are in place and consider hazard specific risks. • There is ready access appropriate infrastructure and equipment during an emergency, and plans are in place to address pre-deployment, peak surges and redundancies for outages. • Robust financial and administrative processes exist to capture and track emergency management expenditure. • Funding for proactive measures and mitigation is available, sufficient, and accessible. • Adequate funding arrangements are in place to manage the response and recovery of a large-scale emergency. • Systems, processes and practices for managing emergencies are consistent with Australasian Inter-service Incident Management System (AIIMS), enabling an integrated and effective response.	• Can you provide examples of training programs or initiatives to enhance the skills of individuals involved in strategic, operational, and tactical-level planning for emergency management? • What physical and informational resources are critical for developing useable and scalable approaches for managing emergencies at different levels (strategic, operational, and tactical)? • How do you allocate resources to facilitate interagency and interjurisdictional resource sharing and assistance in emergency planning and response? • How do you integrate incident management systems into your planning processes to facilitate real-time collaboration and resource sharing during emergencies? • Can you provide examples of continuous improvement initiatives in emergency planning and arrangements, particularly in response to lessons learned from past incidents and changes in stakeholder needs? • Do you exercise and revise your plans based on the results regularly? • Do you have a clear strategy exists for the recruitment, retention, and ongoing training of volunteers.

Preparedness Capability 7

Capability: Community Preparedness and Resilience

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Empower community leaders and stakeholders to enhance local-level emergency management preparedness and resilience. Includes partnering with communities to build local emergency management skills, knowledge and ability to take action; provision of program support and funding for planning and resilience-building initiatives; preparing relevant engagement plans to reach groups within the community whose circumstances may create barriers to obtaining information, understanding instructions, or reacting to an emergency; and provision of insurance information.	• The community is aware of the hazards that may affect them and understands the role they should play during an emergency. • Individuals are empowered to minimise the impacts of emergencies by preparing and adopting appropriate mitigation measures, including having emergency action plans and monitoring and responding to emergency messaging and alerts. • Engagement occurs between government, industry and communities to inform resilience by sharing emergency management information, including risks, vulnerabilities and treatment options. • Consideration is given to the protection and rapid re-establishment of community activities, including cultural and community events, sporting activities and schools. • Business continuity plans are in place and consider hazard specific risks. • A clear strategy exists for the recruitment, retention and ongoing training of volunteers that addresses motivation and barriers.	• If applicable. Does the LEMC meet regularly? Is the LEMA up to date? • How many emergency management staff are employed and how are they organised? • Are MOUs and other formal relationships with major industry, HMA and other stakeholders active? • Can you provide examples of initiatives aimed at building local emergency management skills and knowledge among community stakeholders, including vulnerable groups? • What physical and informational resources are crucial for supporting local-level preparedness and resilience initiatives, including program support, funding, and insurance information provision? • How do you allocate resources to ensure equitable access to preparedness programs, especially for groups facing barriers in obtaining information or understanding instructions during emergencies? • Can you provide examples of continuous improvement initiatives in community preparedness and resilience, particularly in response to lessons learned from past incidents and changes in community needs? • Are your plans informed by local knowledge? • Do you have a Communication and Engagement Plan identifying primary, secondary and tertiary stakeholders to enable information sharing?

Preparedness Capability 8

Capability: Risk Research and Analysis

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Undertake or review research to inform planning for immediate and long-term risks and their management that threaten to impact the WA community, economy and environment to inform strategic decision-making. Includes analysis of risks associated with specific hazards, systemic disaster risks, and credible future conditions (including climate change), encompassing all components of risk (i.e., hazards, exposure, and vulnerabilities, including physical and social dimensions).	• Your organisation can and regularly conducts relevant risk assessments, and the findings are implemented and shared with relevant stakeholders. • Effective governance, processes, and networks are in place to improve intelligence capacity and doctrine. • Process exist that establish and monitor surveillance systems, integrated information sharing systems, tools and networks of trained personnel to deliver intelligence requirements. • Information is collected, collated, processed, analysed and shared in a timely manner across all phases of an emergency should it occur. • Intelligence is relevant, accurate and actionable for end users.	• Do you use your risk register as a data source for capability development? For example, when seeking funding? • How do you allocate resources to support the analysis of risks associated with specific hazards, systemic disaster risks, and credible future conditions, including climate change? • How do you integrate incident management systems and information into your risk assessment processes to ensure that strategic decisions are based on real-time and evolving risk data? • Outline the documented processes for conducting or reviewing risk research, ensuring that immediate and long-term risks are adequately addressed. How do you ensure these processes are consistently followed and updated based on evolving risk factors and research methodologies? • Are you running continuous improvement initiatives?

Preparedness Capability 9

Capability: Hazard Detection and Monitoring

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Detect and monitor threats within and beyond WA to inform pre-emptive action. Examples include public hotlines, remote sensing, and modelling and forecasting.	• Engagement occurs between government, industry and communities to inform resilience by sharing information. • Agencies regularly conduct relevant risk assessments, and the findings are implemented and shared with relevant stakeholders. • Your organisations conducts ongoing hazard research. • Situational awareness is developed through examination of international and interstate events that may have local consequences. • Best practice is implemented, identified through hazard research and pre-emergency situational awareness.	• What physical and informational resources are essential for effective hazard detection and monitoring, including for example public hotlines, remote sensing, modelling and forecasting? • How do you allocate resources to support the ongoing development and maintenance of monitoring technologies and systems? • How do you collaborate with stakeholders to ensure that your monitoring activities meet or exceed established standards and contribute to the overall emergency management strategy? • How do you integrate incident management systems into your hazard detection processes to facilitate a swift and coordinated response based on real-time data? • Does the public have access to services to report hazards? Anonymously? • Is (remote) monitoring technology used?

Preparedness Capability 10

Capability: Training and Exercising

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Provide appropriate training for personnel with emergency management roles and responsibilities. Includes the exercising of pre-established systems, plans and arrangements to ensure their functionality, as well as the skills and capability of relevant personnel.	• Your organisation has an appropriate level of trained, capable and supported people to effectively undertake all aspects of emergency management. • Where possible, training is conducted in accordance with nationally endorsed training packages, or state-based equivalents. • Currency of training is maintained and monitored. • Agencies have appropriate levels of trained, capable and supported people to effectively provide training and exercising for employees and volunteers. • A clear strategy exists for the initial and ongoing training of volunteers that addresses motivation and barriers.	• Is the organisation's training program conducted by accredited AQF providers? • Do employees and volunteers have training records? • How do you allocate resources to support developing and implementing training programs and exercises? • How do you collaborate with stakeholders to ensure that training programs meet or exceed established standards and contribute to the overall effectiveness of emergency response systems? • How do you integrate incident management systems into your training and exercising processes to simulate real-time coordination and decision-making during emergencies? • Can you provide examples of continuous improvement initiatives in training and exercising, particularly in response to lessons learned from past exercises and advancements in emergency management practices?

Response Capability 11

Capability: Command, Control and Coordination

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Establish and maintain command, control and coordination structures and required resources that appropriately integrate emergency responders and critical stakeholders and support the execution of core capabilities, including operational communications.	• Incident management occurs consistent with Australasian Inter-service Incident Management System (AIIMS) • Pre-established and well understood protocols and structures exist that define the interrelationships between stakeholders during an event and facilitate effective command, control, and coordination. • Equipment is mobilised during an emergency, and plans are in place to address pre-deployment, peak surges, and redundancies for outages. • Effective and interoperable communication systems (including incident management systems) exist to allow seamless communications during an emergency. • A clear strategy exists for management of volunteers. • There are establish coordination networks to support operational response. • Robust financial and administrative processes exist to capture and track emergency management expenditure. • Agencies have appropriate levels of trained, capable, and supported people to effectively undertake all aspects of emergency management.	• How do you ensure that personnel responsible for command, control, and coordination structures possess the necessary training and skills to effectively integrate emergency responders and critical stakeholders? • What physical and informational resources are critical for establishing and maintaining command, control, and coordination structures, especially those that support operational communications? • Describe the information systems and technologies used in command, control, and coordination. How do these systems contribute to the integration of emergency responders and stakeholders, as well as the execution of core capabilities, including operational communications? • Describe the backup systems in place in case of system failure. • How do you integrate incident management systems into your command, control, and coordination processes to facilitate real-time communication and decision-making during emergencies? • Outline the documented processes for establishing and maintaining command, control, and coordination structures, ensuring effective integration of emergency responders and stakeholders. How do you ensure these processes are consistently followed and adapted to different emergency scenarios?

Response Capability 12

Capability: Situational Awareness and Intelligence

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Develop a shared understanding of present and forecasted emergency conditions through the collection and analysis of multiple data sources and the communication of their meaning. Includes data collection from various sources, application of analytical methods, and generation of intelligence products that support informed decision-making.	• Situational assessments are undertaken to accurately inform decision makers about the nature and extent of the hazard, vulnerable elements and what resources are required. • Authoritative data and information sources are properly identified and interrogated to develop situational awareness • There are appropriate levels of trained, capable and supported people to effectively undertake all aspects of emergency management. • Pre-emergency situational awareness occurs by examining international and interstate events that may impact locally. • Effective governance, processes, and networks to improve intelligence capacity and doctrine exist. • Your organisation has developed, establish and monitor surveillance systems, integrated information sharing systems, tools and networks of trained personnel to deliver intelligence requirements. • Intelligence is disseminated to stakeholders in a timely manner.	• How do you ensure that personnel responsible for command, control, and coordination structures possess the necessary training and skills to effectively integrate emergency responders and critical stakeholders? • What physical and informational resources are critical for establishing and maintaining command, control, and coordination structures, especially those that support operational communications? • Describe the information systems and technologies used in command, control, and coordination. How do these systems contribute to the integration of emergency responders and stakeholders, as well as the execution of core capabilities, including operational communications? • Describe the backup systems in place in case of system failure. • How do you integrate incident management systems into your command, control, and coordination processes to facilitate real-time communication and decision-making during emergencies? • Outline the documented processes for establishing and maintaining command, control, and coordination structures, ensuring effective integration of emergency responders and stakeholders. How do you ensure these processes are consistently followed and adapted to different emergency scenarios?

Response Capability 13

Capability: Evacuation and Relief Assistance

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Coordinate the evacuation of displaced or higher risk people to appropriate evacuation/welfare centres. Includes community liaison and provision of incident-specific information to impacted community members, the provision of essential services that meet physical, psychosocial and cultural needs of affected people, financial hardship assistance, and the reunification of family separated by an emergency. Provisions to support the evacuation of animals are also considered.	• Your organisation has the resources and skills to undertake directed and voluntary evacuation of people and animals. • Suitable sites have been identified and are available that maintain the provision of critical goods and services (e.g. food, potable water, shelter). • Welfare and social services are available, timely and sufficient during or immediately after an emergency, including critical support services and communication plans to inform affected people of impacts. • Your organisation has appropriate levels of trained, capable and supported people to effectively undertake all aspects of emergency management. • Systems are in place or can be implemented to assess and provide financial hardship assistance payments. • The reunification of separated families can be facilitated. • Provision for the feeding of livestock has been considered.	• Are there traffic control plans? • Are there evacuation plans? • Are evacuation centres identified, known, and safe? • What physical and informational resources are crucial for coordinating the evacuation of displaced people and providing relief assistance, including the provision of essential services that meet diverse needs? • How do you collaborate with stakeholders to ensure that evacuation and relief assistance plans consider affected people's diverse physical, psychosocial, and cultural needs? • Are there sufficient volunteers or employees with Working With Children Checks? • Do you have a strategy to manage good Samaritans and spontaneous volunteers?

Response Capability 14

Capability: Public Order and Community Safety

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Undertake activities that provide for the safety and security of affected persons and first responders. Includes restricting access to affected locations, managing traffic flow, provision of security personnel and/or services.	• Necessary measures exist to control access and verify the identity of personnel or members of the public seeking entry to critical locations. • Organisations can protect against unwanted activity within an impacted area. • There are sufficient resources for the establishment of traffic control points to secure areas and (supply) routes. • Planning considers the security of homes and businesses in evacuated areas and the resource escalation requirements if it is safe to secure these areas.	• Can private security firms be contracted? • Do the police have enough staff at the local level? • What physical and informational resources are crucial for undertaking activities that ensure the safety and security of affected persons and first responders, including the provision of security personnel and services? • How do you allocate resources? • Explain how your public order and community safety efforts align with relevant legislation, governance frameworks, and policies, ensuring the provision of security measures in line with established standards. • How do you collaborate with regulatory authorities to ensure that public order and community safety plans are effective and consider the diverse needs of affected persons and first responders? • How do you integrate incident management systems into your public order and community safety processes to facilitate real-time coordination and information sharing?

Response Capability 15

Capability: Mass Care

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Provision of pre-hospital and hospital services for the effective management of a high volume of casualties resulting from an emergency. Includes the triage, treatment and distribution of patients across the health system, and the provision of various services including, health, psychological, aged, pharmaceutical and disability care.	• Pre-hospital mass casualty management services are available, timely and effective during an emergency event, including first aid, ambulance, aero-medical retrieval, and medical teams. • Hospital mass casualty management is considered within workforce and surge planning, including providing and maintaining specialist services, community health and early discharge programs. • Existence of suitable triaging facilities to assess patients. • Coordination of patient transfer can be facilitated. • Sufficient resources are stockpiled for emergency events. The stockpile must be maintained, including rotation, to ensure effective management of stock with expiry dates. • Epidemiological assessments can be provided.	• What elements constitute your organisation's pre-hospital casualty management service? • What is the exercising schedule at the Health Service Provider level? • Can you provide examples of training programs or initiatives aimed at enhancing the skills of healthcare personnel involved in triage, treatment, and distribution of patients during emergencies? • How do you allocate resources to manage the effective distribution of patients across the health system during emergencies? • How do you ensure that mass care plans consider the diverse needs of patients, including health, psychological, aged, pharmaceutical, and disability care? • Describe the information systems and technologies used in mass care activities. How do these systems contribute to the coordination of pre-hospital and hospital services, patient distribution, and communication during emergencies? • How do you integrate incident management systems into your mass care processes to facilitate real-time coordination, information sharing, and the provision of various services? • Can you provide examples of continuous improvement initiatives in mass care, particularly in response to lessons learned from past incidents and changes in healthcare requirements?

Response Capability 16

Capability: Mass Fatality Management

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Provision of fatality services, including, search, recovery, victim identification, and repatriation. Also includes the timely notification of family or relevant others (including the return of personal effects), bereavement support, and sharing of fatality data to relevant emergency management agencies.	• Services are available to deal with a mass fatality incident, including body recovery, disaster victim identification, mortuary, burial and cremation services and the management of information. • Your organisations can readily access appropriate infrastructure and equipment during an emergency. • Equipment can be mobilised during an emergency, and plans are in place to address pre-deployment, peak surges, and redundancies for outages.	• Are there sufficient morgue and transport facilities? • Are there sufficient reserves of PPE for handling fatalities? Is this stock being rotated in accordance with manufacturer's instructions? • Is there a backup plan in the event of extended power outages? • How do you collaborate with regulatory authorities to ensure that mass fatality management plans consider the diverse needs of families and adhere to ethical and legal standards for victim identification and repatriation?

Recovery Capability 17

Capability: Recovery Coordination

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Develop and coordinate activities that build systems and structures to prepare agencies and communities for future disaster recovery events. Coordinate activities across the sector that assist communities to re-establish a sustainable and resilient level of functioning after an emergency over the short, medium, and long-term. Recovery coordination is underpinned by the principles of community-led recovery and disaster risk reduction. Includes assessing community needs; community and stakeholder engagement; coordination of services, resources, and works; management of spontaneous volunteers and donations.	• There are sufficient resources and skills to support impacted communities to manage their own recovery and achieve the best possible outcome reconstructing and restoring of natural, built, social and economic environments. • Recovery arrangements are in place following a major emergency. This should include engagement between Hazard Management Agencies, Local Government, Non Government Organisations, industry, and communities and should consider long term impacts. • A strategy exists to manage good Samaritans and spontaneous volunteers. • Appropriate funding arrangement are identified and accessed to support recovery of large-scale emergency. • A strategy exists to manage good Samaritans and spontaneous volunteers.	• What physical and informational resources are provided for recovery coordination activities, including assessing community needs, stakeholder engagement, and coordination of services and works? • Who are the essential agencies and partners that will support recovery? What will their roles be during the recovery phase?

Recovery Capability 18

Capability: Recovery Program Management

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Manage a program of works to assist the restoration of the social, economic, environmental and built environments after an emergency. Includes the development, delivery, evaluation, and adaptation of interconnected projects in consultation with affected communities and relevant stakeholders.	• Resources exist that can undertake and complete comprehensive impact assessments across the natural, built, social and economic environments. These findings inform recovery coordination and future emergency management planning. • Adequate funding arrangements are in place to manage the recovery of a large-scale emergency. • There is an appropriate levels of trained, capable and supported people to effectively undertake all aspects recovery management.	• To inform recovery planning, what processes exist to ensure emergency impacts are adequately understood? • What physical and informational resources are crucial for managing a recovery program of works, including developing, delivering, and evaluating interconnected projects? • How do you manage resource allocation? • Explain how your recovery program management efforts align with governance frameworks and policies. • How do you collaborate with stakeholders to ensure that recovery programs consider the social, economic, environmental, and built aspects of restoration and align with community priorities? • Outline the documented processes for recovery program management, including the development, delivery, evaluation, and adaptation of interconnected projects. How do you ensure these processes are consistently followed and adapted to different recovery scenarios and community priorities? • Outline record keeping plans.

Recovery Capability 19

Capability: Social Recovery

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Respond to the needs of the community through the provision of services that enable individuals, families and communities to re-establish a sustainable and resilient level of functioning after an emergency event. This includes services that promote or provide safety, security, shelter, health, and psychosocial wellbeing, as well as the re-establishment of those elements of society necessary for wellbeing.	• Consideration is given to the protection and rapid re-establishment of community activities, including cultural and community events, sporting activities and schools. • Personnel are available that can undertake and complete comprehensive impact assessments across the social environments. These findings inform recovery coordination and future emergency management planning. • Community-led approaches are supported. • Communication platforms and forums are in place to enable effective communication between the affected community and other parties.	• Which services and support mechanisms are most important to the functioning of your community? • How do you allocate resources to support social recovery? • Outline the documented processes for social recovery, including the provision of services that promote safety, security, shelter, health, and psychosocial wellbeing. How do you ensure these processes are adapted to different recovery scenarios and the diverse needs of individuals and communities? • Have you identified staff/positions who will be dedicated to coordination and liaison functions during the recovery phase?

Recovery Capability 20

Capability: Economic Recovery

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Support the return of economic and business activities (including food and agriculture) that restore individual livelihoods and the economic sustainability of impacted communities.	• Business continuity plans are in place to enable rapid restoration of services. • Personnel are available that can undertake and complete comprehensive impact assessments across the economic environment. These findings inform recovery coordination and future emergency management planning. • Communications plans are in place to convey multi-agency (and level of government) technical advice and information. (Federal agencies such as the ATO and Centrelink can be embedded). • The relationship between critical economic contributors and state and federal disaster recovery organisations and arrangements is understood.	• What are the critical economic contributors to your community? How have they been impacted? • What resources are crucial for supporting economic recovery, including the restoration of economic and business activities? • How are these resources allocated?

Recovery Capability 21

Capability: Environmental Recovery

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Undertake works that return the natural environment (e.g., water, air, land, soil, plants, and animals) to an acceptable condition and that restore environmental values.	• Personnel are available that can undertake and complete comprehensive impact assessments across the natural environment. These findings inform recovery coordination and future emergency management planning. • Monitoring and surveillance activities can be conducted for extended durations. • Decontamination and disposal of hazardous waste systems and facilities are available. • Destruction of organisms and/or susceptible hosts can be managed. • Render (disperse/dilute/neutralise) the hazardous material safe. • Ongoing environmental monitoring is available or can be stood up as required.	• Do you have an environmental rehabilitation strategy to remediate disturbances? • How do you allocate resources to support environmental recovery efforts, considering environmental elements' diverse and interconnected nature? • How do you collaborate with other stakeholders and subject matter experts to ensure that environmental recovery plans consider the diverse needs of ecosystems and adhere to ethical and legal standards for environmental restoration?

Recovery Capability 22

Capability: Built Recovery

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Undertake works that restore and stabilise parts of the built environment affected by an emergency. Includes but is not limited to, the reconstruction or repair of residential and rural properties, maintaining activities in non-affected areas, works that enable effective response and recovery efforts (including waste management), and restoring services to affected areas.	• Build Back Better principles are embedded in recovery capabilities and policy to increase the resilience and sustainability of the community by integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems, livelihoods, economies and the environment. • Personnel are available that can undertake and complete comprehensive impact assessments across the built environment. These findings inform recovery coordination and future emergency management planning. • Restoration of infrastructure can be expedited (see Cross-Cutting Capabilities). • Stabilisation and remediation work to prevent further damage in the interim can be accessed. • Technical assessments can be prioritised.	• How do you allocate resources to support built recovery efforts? • Explain how your built recovery efforts align with relevant legislation, governance frameworks, and policies, ensuring that activities are designed to restore and stabilise the built environment and adhere to established standards for construction and property restoration.

Cross-Cutting Capability 23

Capability: Essential Services and Critical Infrastructure Resilience

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Ensure the provision and/or restoration of essential services and critical infrastructure before, during and after an emergency. Includes compliance with relevant regulatory frameworks; planning, risk assessment, and implementation of controls; monitoring and response functions; information sharing and communication; investment and other activities that contribute to sector resilience; restoration of impacted services.	• The establishment, monitoring and maintenance of critical infrastructure and essential services is risk based and informed by a sound understanding of hazards. • Planning for the continuity or rapid restoration of essential services are in place, including water, food distribution, power, sewerage, telecommunications, fuel and local government services. • Plans are in place to identify and protect critical infrastructure, community assets and individual facilities. • Exposure to hazards is limited through the minimisation of single points of failure, and that mitigation options or redundancy planning are in place. • Emergency management planning takes account of emergencies occurring in remote areas of the State. • Business continuity plans are in place and consider hazard specific risks. • Stabilisation and remediation work to prevent further damage in the interim can be accessed.	• How do you collaborate with other stakeholders to ensure that plans for essential services and critical infrastructure resilience consider the diverse needs of different sectors and contribute to overall sector resilience? • How do you allocate resources to service restoration? • How does hazard exposure and vulnerability inform decisions regarding the installation and construction of critical infrastructure and essential services?

Cross-Cutting Capability 24

Capability: Public Information and Warnings

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Provide timely, targeted, and tailored information and warnings that enable individuals, communities and businesses to make informed decisions, take protective action, and reduce the potential impacts and consequences of an emergency before, during and after an event.	• Messages to communities at all stages of emergency management are planned, coordinated, prompt, reliable and actionable. • Messages to communities and stakeholders at all stages of emergency management are planned, coordinated, prompt, reliable and actionable. • The community and stakeholders are aware of the hazards and understands the role they should play during an emergency.	• What physical and informational resources are crucial for providing timely, targeted, and tailored information and warnings, including technology, communication channels, and partnerships with other organisations? • How do you allocate resources to support effective public information and warnings, ensuring that the information reaches individuals, communities, and businesses in a timely and accessible manner? • How do you integrate incident management systems into your public information and warnings processes to facilitate real-time coordination, information sharing, and the delivery of accurate and accessible warnings? • Can you provide examples of continuous improvement initiatives in public information and warnings, particularly in response to lessons learned from past events and changes in communication preferences or technologies? • Does your organisation have specific emergency management public information and engagement plans? If not are there clear sections of your generic public information and engagement plans that can be accessed and activated in emergency events? • Do you have (or have you considered investments in) public communications infrastructure? Or partnerships to deliver infrastructure?

Cross-Cutting Capability 25

Capability: Learning and Assurance

Capability Description	Indicator (Note that there is not necessarily a direct relationship between the guiding questions and the indicators)	Guiding Questions
Support continuous improvement through the collection, analysis, application and review of learning experiences from events (including response and recovery), exercises, programs and reviews. Includes application of lessons management and assurance functions to support institutional and sector-wide learning.	• Performance is reviewed following an incident, emergency or exercise and appropriate treatments are implemented based on the findings. • Your organisation has an appropriate levels of trained, capable, and supported people to effectively undertake all aspects of emergency management. • Assurance activities are conducted as part of business-as-usual processes not only after emergency events. • Monitor and measure improvement activities and outcomes can be implemented.	• Can you provide examples of training programs or initiatives aimed at enhancing the skills of individuals and groups? • What physical and informational resources are crucial for supporting continuous improvement through collecting, analysing, applying, and reviewing learning experiences, including technology, data management systems, and partnerships with other organisations? • Outline the documented processes for learning, ensuring that lessons from events, exercises, programs, and reviews are collected, analysed, applied, and reviewed. How do you ensure these processes are consistently followed and adapted based on changing emergency scenarios and the diverse needs of different sectors? • Outline the documented processes for assurance, ensuring that learning from courses, exercises, programs, and other training is collected, analysed, applied, and reviewed. How do you ensure these processes are consistent? • Do you use independent third parties to conduct assurance reviews? • Can you provide examples of lessons learned from past events and changes in technology or organisational structures?