

NORTH BURNETT REGION DISASTER MANAGEMENT PLAN

SUB PLAN 9 - North Burnett Disaster Recovery Plan

Version 1.0

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1.0 Preliminaries

Authority

This Sub Plan is prepared under the authority of the Queensland Disaster Management Act 2003 as an operational plan within the suite of disaster management documents which comprise the North Burnett Region Local Disaster Management Plan.

Purpose

The purpose of this Sub Plan is to provide guidance and direction on the preparation for and conduct of Disaster Recovery Operations in the North Burnett Region.

Objectives

The objectives of this Sub Plan are to:

- Describe the North Burnett philosophy for recovery.
- Outline the North Burnett recovery frameworks and management processes.
- Ensure community participation and a community-led recovery process.
- Provide guidance on appropriate recovery measures and activities.

How to use this sub plan

This Sub Plan is provided in three parts:

- Part A – Philosophy of recovery, which describes the principles, and nature of recovery to provide a foundation for the remainder of the plan.
- Part B – Recovery arrangements which provides detail on the frameworks and management of the recovery effort, and
- Part C – Guidance on how to conduct recovery across the four pillars of recovery.

Maintenance of this Sub Plan

The Local Recovery Coordinator maintains this Sub Plan. It is to be reviewed annually, or after activation of Recovery processes following an event, to ensure it remains current and relevant. Any proposed changes to this Sub Plan should be provided to the Local Recovery Coordinator, North Burnett Regional Council for approval by the North Burnett Local Disaster Management Group.

PART A – Philosophy of Recovery

2.0 Introduction

The need for recovery may arise from a range of events, including natural and technological disasters, major incidents, and major health emergencies, including pandemic and animal and plant diseases. Recovery begins shortly after the response phase has begun and damage has been identified. There will normally be an overlap of the response and recovery phases. During this period the Local Recovery Coordinator (LRC) will work closely with the Local Disaster Coordinator (LDC) to assess the level of impact of any particular event upon the community.

Where the impact on the North Burnett Community (in whole or part) is deemed to be significant the LDC, in consultation with the LRC, will recommend to the Local Disaster Management Group that a Local Disaster Recovery Group (LDRG) be established to oversee the recovery from the particular event. The LDMG will then meet and resolve to set up a LDRG, that resolution will also appoint the Recovery Committee chair (usually the Deputy Chair of the LDMG).

Disaster recovery is:

“the coordinated process of supporting affected communities in the reconstruction of the built environment and the restoration of emotional, social, economic, built and natural environment wellbeing.

Recovery is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process. Recovery provides an opportunity to improve aspects beyond previous conditions by enhancing social infrastructure, natural and built environments, and economies.

The manner in which recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community is able to exercise a high degree of self-determination. Well-designed communication plans are also critical to the success of an affected community’s self-determination.” (AEMI Community Recovery Handbook, Handbook 2)

Recovery is a fundamental component of disaster management. Figure 1 depicts this in the inter-relationship between the four elements of the comprehensive approach to disaster management, - prevention, preparedness, response and recovery.

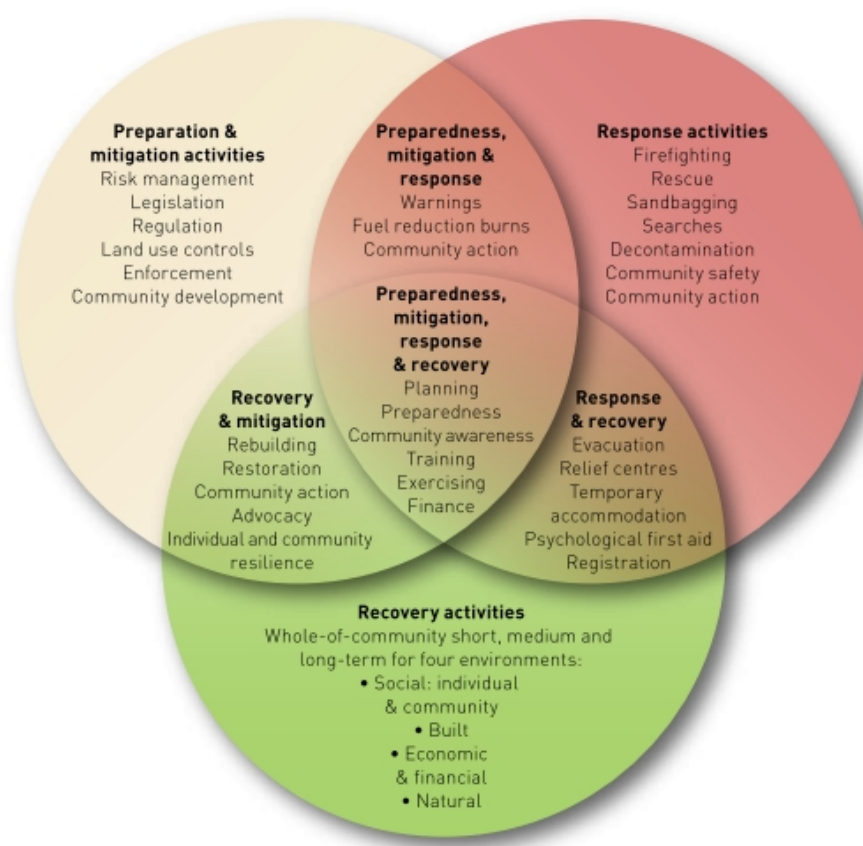


Figure 1 – Interaction between prevention, preparedness, response and recovery
(AEMI Community Recovery Handbook, Handbook 2)

Any event that requires significant recovery also provides opportunities to make communities more resilient for future events. Recovery should be viewed as an opportunity to enhance disaster resilience.

Effective recovery requires a range of services operating in a coordinated and streamlined way. The integration of government agencies, NGO, government owned corporations, industry groups, the private sector and whole-of-community is the foundation of recovery.

3.0 Four Functions/Pillars of Recovery

Effective recovery requires an integrated, multi-disciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery. Coordinated effort by all agencies involved in recovery is necessary. Recovery is a complex and potentially protracted process. To assist in managing complexity, recovery can be conceptually grouped into four inter-related functions applicable in an all hazards environment:

- economic
- environmental
- human-social
- infrastructure.

4.0 Recovery Principles

This plan has been developed in accordance with the national principles for recovery agreed in 2008.

- understanding the **context**
- recognising **complexity**
- using **community**-led approaches
- ensuring **coordination** of all activities
- employing effective **communication**
- acknowledging and building **capacity** (CDSMAC 2009).

These principles are summarised in the following sub paragraphs. Figure 2 depicts these principles graphically.



Figure 2 – National Recovery Principles
(AEMI Community Recovery Handbook 2)

Understanding the Context

Recovery must be relevant to the community(ies) affected. No two disaster events are the same and the context of each event needs to be taken into account when planning and implementing recovery programs and activities. Applying the context of each event to the broader context of the North Burnett across the four pillars is needed to ensure recovery effort meets the community need.

Recognising Complexity

Recovery is complex and dynamic. Information on disaster impact is usually limited at first and then changes over time. There are diverse and sometimes conflicting needs, wants and expectations within the community which may also change over time. Priorities will shift and change over time. Recovery actions may require a variety of approaches and may leave long-term legacies. The four pillars of recovery often overlap and the relationship, or balance, between them must be considered based on the context of the event and the community(s) affected. This complexity must be recognised by those developing and implementing recovery programs and activities.

Using Community Led Approaches

Recovery must be community led which requires engaging with communities (listening and talking). It means empowering the community to be involved and enabling their participation in the recovery process. Communities who have no say in their recovery will take longer to recover. Building strong partnerships and involving community leaders in the recovery process will enable the delivery of recovery programs and activities that are embraced by the community. ¹

Ensuring Coordination of all Activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuous assessment of impact and needs. It requires skilled and trusted leadership, clearly stated shared goals based on desired outcomes, good information gathering and planning processes, teamwork among all supporting agencies and community groups, and clear decision making and reporting structures.

Employing Effective Communication

Effective communication is vital to achieve the above principles. It should be relevant, timely, clear, accurate, targeted, credible and consistent. Communications with the community must be two way and input and feedback should be sought and considered. Information must be accessible to a variety of audiences in diverse situations using a variety of means. To ensure communications are effective and relevant a standing member of the council media and public relations team is to be a member of the LDRG

Acknowledging and Building capacity

Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery planners should assess gaps between existing and required capability and capacity. They should quickly identify and

¹ It is also important to involve community leaders in the preparedness phase to increase community resilience and decrease the impact of an event and the resultant work needed in the response and recovery phases.

mobilise community skills and resources and acknowledge that existing resources may be stretched requiring additional resources to be mobilised. Recovery should consider how to sustain effort over anticipated recovery timeframes. Opportunities to share transfer and develop knowledge, skills and training should be promoted. There should be a clear understanding of when and how to disengage. Disengagement should be well planned and communicated.

5.0 Re-establishing Resilience as soon as possible after an event

Recovery should help re-establish resilience within individuals and communities, and the natural assets and important community connections and assets that support them as soon as possible. This means developing strategies with individuals, businesses and communities to help them prepare for possible events and including these arrangements in relevant plans. It means working with leaders and their networks to understand what can be improved after an event to increase individual and community resilience. Recovery provides an opportunity to rebuild the community back stronger and better.

6.0 Post Disaster Psychology

All emergencies cause a range of stressors on the individual resulting in a broad range of responses. Typically these are 'normal' responses to an abnormal event that has touched the lives of an individual, a family or a community. It is important that those planning recovery and those implementing recovery services are aware of the psychological effects of disasters on individuals, families and the community in order to better deliver recovery outcomes.

Immediately following an emergency, people primarily seek practical assistance and reassurance in an emotionally supportive manner. The emotional impact of traumatic events is very real. Strong feelings may arise when the experience is talked about. Increased worry may interfere with day-to-day living and the experience may leave people shaken and worried about the future. However, most people return to their 'usual functioning level' given time and the support of family and friends.

The diagram at Appendix 1 shows some of the common reactions, experiences and emotions that may be experienced by individuals and communities following disasters and before they feel they are able to get 'back on their feet'.

It is important to note that individual responses will vary and that the cycle is not necessarily a single or linear one, but may alter, extend, diminish or re-occur at different times throughout the recovery process. Friends, family and

local recovery support services can all assist in reducing the frustrations and amount of time people spend in the 'trough of disillusionment', or limit the depth of that trough.

If disaster-affected people understand the types of experiences and emotions they may experience throughout their recovery process, they can establish a stronger understanding that what they are experiencing is not unusual but is a fairly typical response to a post-disaster situation. Understanding this may also help people to more strongly understand the transient nature of these experiences, and that they will get through and recover from a disaster.

7.0 Levels of Recovery

Recovery typically goes through three levels; Immediate/Short Term (Relief), Medium and Long Term Recovery. These levels are graphically depicted in Figure 3. Note that the levels commence during operations and conclude when normal community development processes are returned.

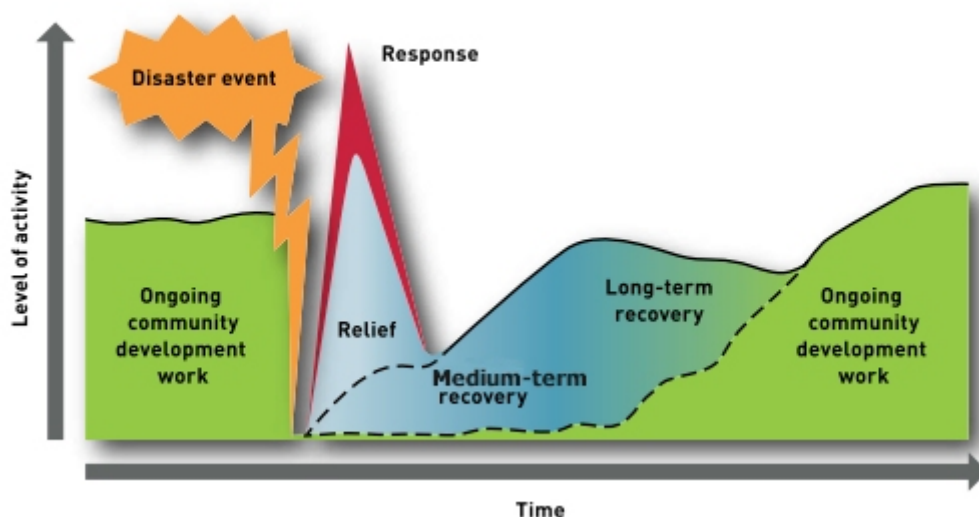


Figure 3 – Three levels of Recovery
(AEMI Community Recovery Handbook 2)

Immediate/Short Term Relief

Immediate/short-term relief aims to address and support the immediate needs of individuals, businesses and the community affected by an event. It often occurs during response operations.

Immediately after an event there is a need to identify what the impact has been, and what needs to be done to ensure the safety of life and property, and return the community to normal. This includes providing services such as:

- immediate provision of shelter, food, and clothing and community services.

- restoration of affected utilities and communications.
- clearance of debris and other hazards resulting from an event.

This phase of recovery is challenging as it coincides with response operations. It is the period after a disaster when initial relief services are offered to the affected community and the full recovery framework is established. It is also the period when detailed recovery planning, including needs analysis is undertaken.

Relief services provided to the community may take many forms however the operation of Recovery Centres (One Stop Shops) and Outreach Programs are the primary mechanisms to provide initial recovery (relief) services and to gather information to support needs analysis and planning for medium and long term recovery.

The transition from the response and short-term relief operations to the next level of recovery must be carefully managed. When it occurs it will be based on a combination of the following criteria:

- the emergency is contained;
- search and rescue groups cease activity;
- public safety measures are in place and work effectively;
- no further hazard or secondary event is likely in the near future;
- initial rehabilitation has commenced;
- damage to community infrastructure has been assessed and/or restoration has commenced;
- temporary accommodation and services have been² provided;
- local organisations which can provide services and/or a hub for services have been identified and engaged;
- local community organisations and cultural groups and their leaders have been identified and engaged; and
- Recovery plans are in place.

Medium Term Recovery

Medium-term recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical wellbeing of those affected. The following recovery activities are conducted during this level:

- Ongoing needs analysis so that recovery can support the changing recovery needs of the community.

² Where the requirement to provide temporary accommodation exceeds local ability (evacuation centres, caravan parks, motels) the request is to be passed to LDMG for assistance from State Recovery Committee

- Recovery Action Statements are implemented and progress monitored and reported.
- Continued and enhanced community engagement.
- Continued and enhanced community participation in decision-making.
- Plans are continuously updated to reflect changing recovery needs and progress of recovery.

The recovery activities of this stage will assist the affected community to return to a state of normality although the community is likely to experience changes resulting from the event.

Long Term Recovery

Long Term Recovery involves the ongoing transition from recovery to normal community development processes. During this stage, most recovery workers leave and systems start to wind down as normal business processes return. It is important that this reduction in recovery support is managed and that documented arrangements are in place locally to continue to address individual and community recovery needs.

8.0 Summary

Figure 4 depicts the community driven recovery process as described in this part.

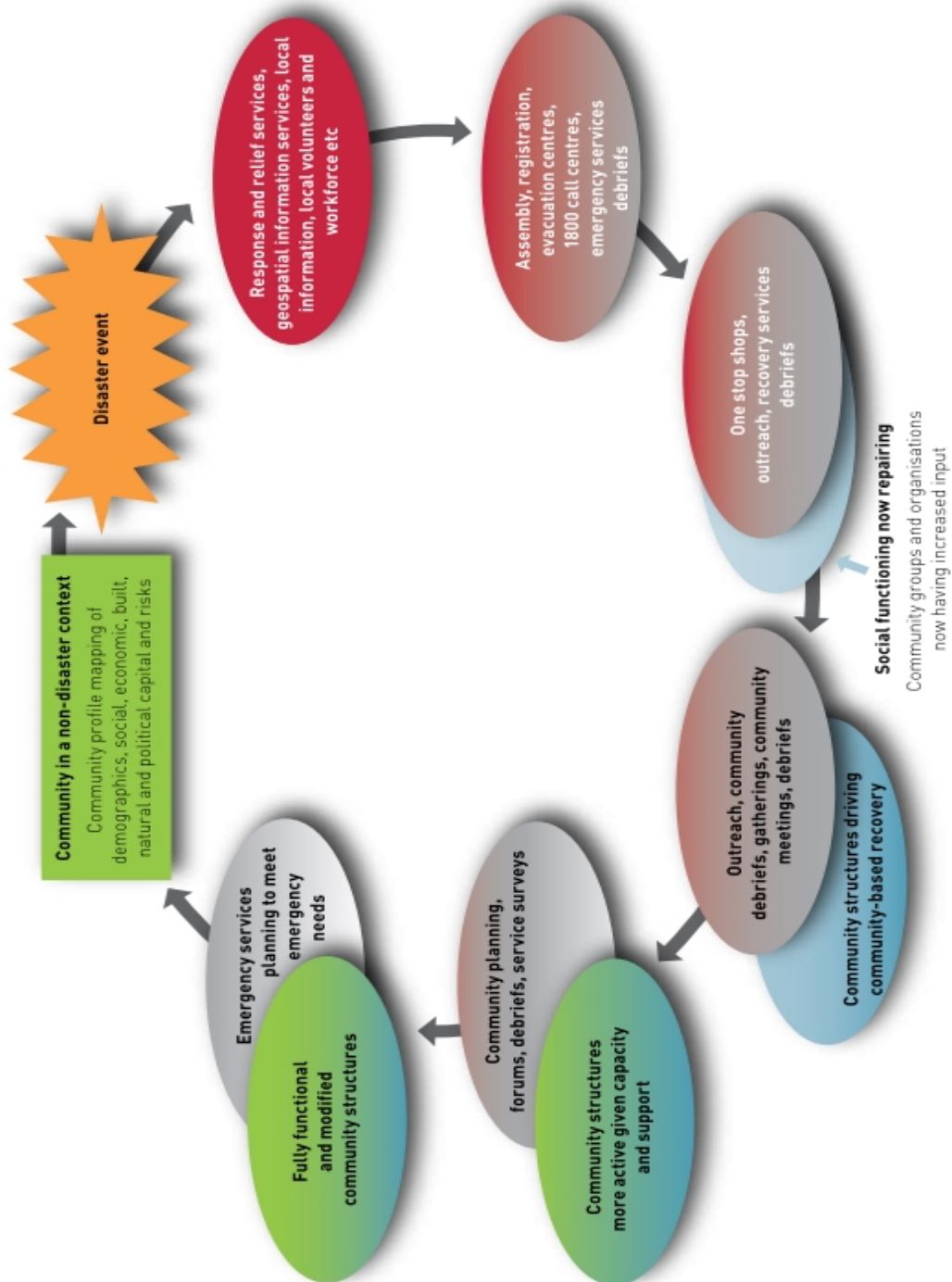


Figure 4 – Community driven Recovery Process
(AEMI Community Recovery Handbook 2)

Part B – Recovery Arrangements

9.0 Queensland's Recovery Framework

Queensland's Recovery Framework is based on providing support to recovery efforts undertaken at the local level working in conjunction with the Disaster District. These efforts are supported at the State level by the State Recovery Coordinator and the State Recovery Group. In addition, Recovery support may be provided by the Australian Government through Emergency Management Australia. Figure 5 depicts this framework and outlines the flow of resources, information and reporting.

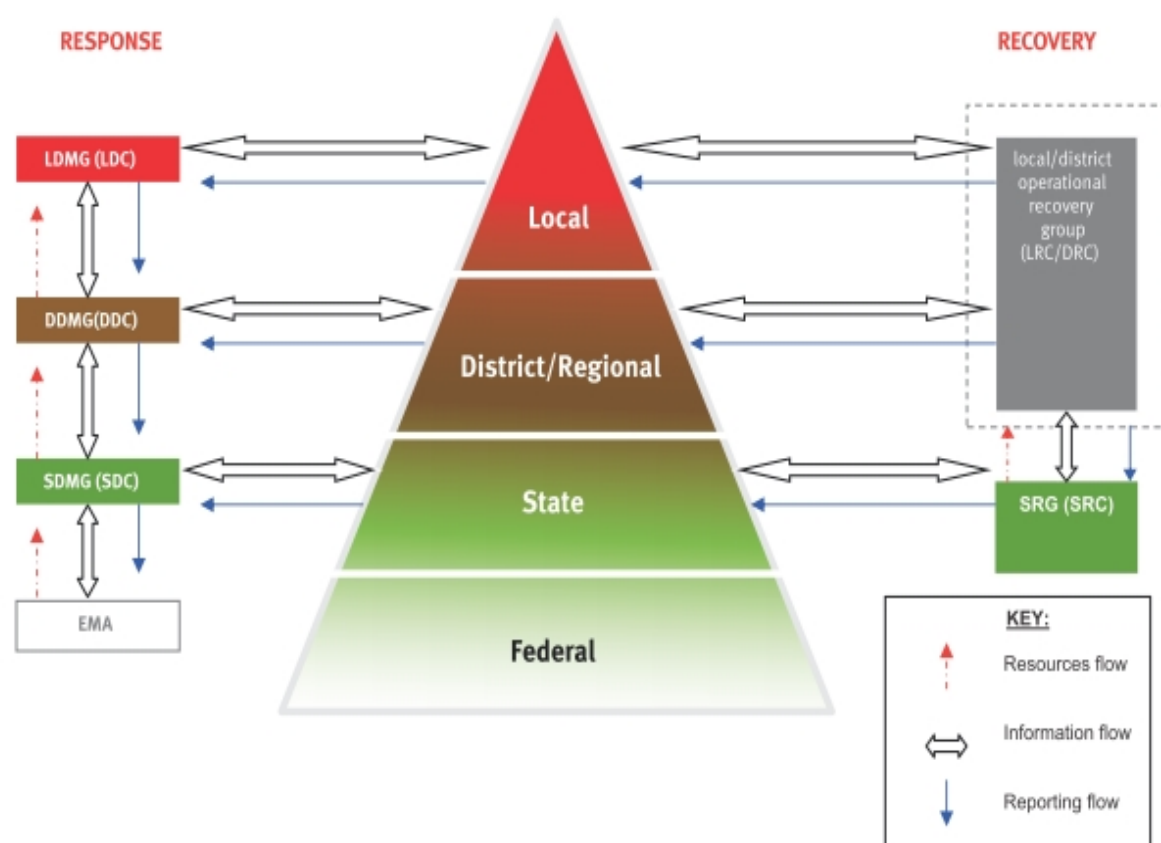


Figure 5 – Recovery Reporting and Resource Flow
(Queensland Recovery Guidelines)

Authority for Recovery

The North Burnett Council has the primary responsibility for planning and coordinating recovery operations within the local government area supported by the State and Australian Governments and the community.

10.0 Recovery in the North Burnett Context

Successful recovery requires an understanding of the context in which the recovery effort applies. Determining what needs to be done in recovering the community depends on an understanding of how any particular disaster changes the community from what is considered normal.

Regional Profiles

Profiles of the community across the four pillars of recovery provide recovery planners with a baseline of what is considered normal in the community. The impact of a disaster can then be compared to this baseline (profile) to assist in determining where recovery effort is needed. Profiles for each of the four pillars (Human/Social, Infrastructure, Economic and Environment) are provided in Appendices 2 to 5 to this plan.

11.0 North Burnett Recovery Framework

Recovery Concept of Operations

Recovery in North Burnett will be planned and coordinated by a Local Disaster Recovery Group (LDRG) that is established by the LDMG. This group will be led by a Local Recovery Coordinator appointed by the LDMG and is supported by relevant State and Australian Government agencies.

Depending on the scale of the event and the complexity of the recovery effort, the LDRG may establish up to four separate sub groups to address each of the four pillars of recovery.

The LDRG maintains a permanent core membership to lead individual sub groups when they are established. The core group will be augmented by additional members representing State and Australian Governments, and the community when recovery is activated.

The number of sub groups, their terms of reference and their membership will be dependent on the needs of the community and the scale of the recovery effort.

Local Advisory Groups may be formed to ensure community participation in the recovery process and to assist the LDRG and sub groups in determining community need and service delivery of recovery programs and activities.

An overview of this framework is provided in Figure 6.

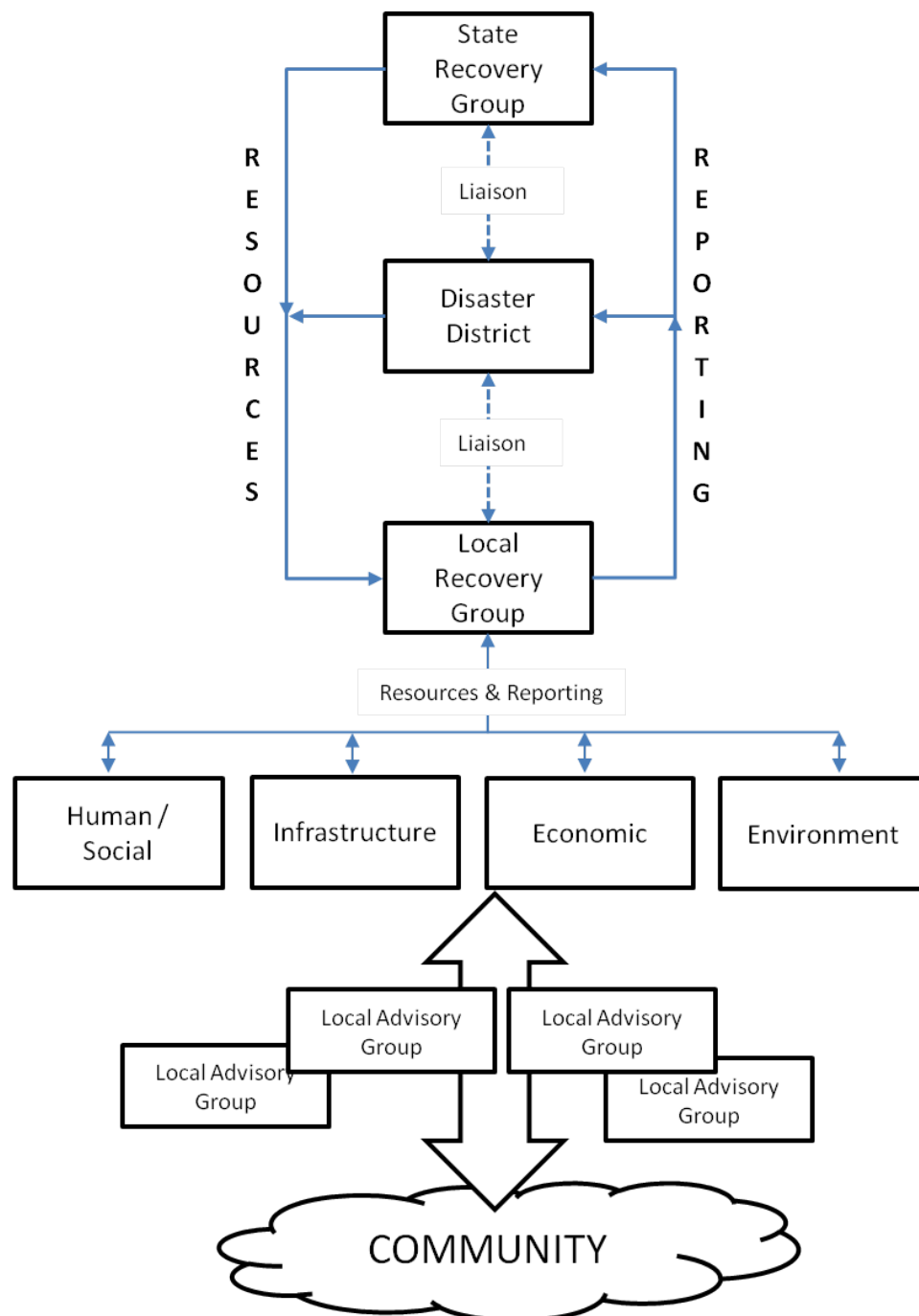


Figure 6 – North Burnett Recovery Framework

Local Recovery Coordinator

The Local Recovery Coordinator (LRC) is appointed as a function within the LDRG to ensure recovery preparedness and to lead recovery operations. The LDMG shall appoint a person who is appropriately qualified and authorised to be the North Burnett Local Recovery Coordinator

The role of the LRC is to:

- Maintain this plan.
- Develop community recovery preparedness.

- Ensure ongoing analysis of need is undertaken throughout the recovery effort to guide the recovery effort.
- Work with the group, relevant agencies and the community to develop the specific aim, objectives and strategies of the Event Recovery Plan.
- Liaise with functional lead agency representatives to obtain required support for recovery programs and activities.
- Manage the implementation of the Event Recovery Plan and Action Statements with the assistance of the LDRG, Sub Groups, Disaster District and SRG.
- Report on the recovery effort to the Disaster District, and the State Recovery Coordinator as well as the community.

Usually the person appointed as LRC is not the same person as the LDC as disaster operations and recovery planning need to occur simultaneously. However, given the limited capacity within the North Burnett Regional Council and the region, both functions may be undertaken simultaneously by the same person (the CEO of the North Burnett Regional Council).

The LRC should be involved in disaster response planning and implementation in addition to the role of leading the recovery effort. This duality of roles immediately after disaster impact is often inevitable given the limited management resources available within the North Burnett. While the LRC may need to be involved in operational response matters from time to time, they should focus on the recovery implications of such matters to ensure response supports the recovery effort. It is important for the LRC to remember that Recovery is a mindset, rather than a strict process.

Local Disaster Recovery Group

The Local Disaster Recovery Group (LDRG) is the planning and coordinating body for all recovery operations in the North Burnett. It comprises key decision makers from multiple agencies and entities that contribute to the recovery effort. The Terms of Reference for the Local Disaster Recovery Group is shown in Appendix 6.

The LDRG is activated by direction of the LDMG during disaster operations (see more under Activation).

The composition of the LDRG is dependent on the nature of the event and the analysis of need within the community. Full membership of the LDRG is therefore situation dependent.

Core members of the Local Disaster Recovery Group are detailed in the group's terms of reference at Appendix 6. Core members are those individuals and agencies that have a clear function in the recovery effort and who form the basis of the full Local Disaster Recovery Group. The core members of the Local Disaster Recovery Group may convene when not

activated in order to develop recovery preparedness at the discretion of the Chair of the LDRG, or the LRC.

Additional members may be appointed to support recovery operations by the LRC after approval of the LDMG. A list of agencies and entities that may be considered for inclusion on the LDRG is provided in the terms of reference.

Function	Appointment
Chair:	Deputy Chair of LDMG
Local Recovery Co-coordinator:	An appropriately qualified and authorised person appointed by the North Burnett LDMG (provisionally the CEO North Burnett Regional Council).
Media Liaison:	A person appointed by CEO, North Burnett Council
Volunteer Coordinator:	A person appointed by the CEO, North Burnett Council
Coordinator Infrastructure sub group:	TBA
Coordinator Environmental sub group:	TBA
Coordinator Human Social sub group:	TBA
Coordinator Economic sub group:	TBA
Administration Officer:	Appointed by the Local Recovery Coordinator
State Agency representatives:	In consultation with the DDC
Community Representatives:	Appointed on an as needs basis

Table 1 – Overview of Local Recovery Group Membership

Sub Groups

Up to four Sub-Groups may be established to address each of the four pillars of recovery. These Sub Groups are:

- Human/Social Sub Group
- Infrastructure Sub Group
- Economic Sub Group
- Environment Sub Group

Generic terms of reference for each Sub Group are provided at Appendix 7. These may be modified to suit the situation by the LRC after consultation with the LDRG.

Sub Groups are “working groups” of the LDRG and comprise the subject matter specialists relevant to a particular pillar of recovery. They develop and oversee the implementation of the plans, activities and programs related to their recovery function.

The formation of Sub Groups is at the discretion of the LDRG based on the community recovery needs analysis. The LDRG may decide to merge two or more sub groups together for greater effectiveness or efficiencies.

Membership of the Sub Groups shall comprise LDRG Core members augmented by State and Australian Government agency representatives, Industry bodies and community groups as required and depending upon the scale of the event and recovery operations required.

Membership of each group is dependent on the situation however a suggested membership for each Sub Group is provided in the Sub Group’s terms of reference.

Local Advisory Groups

Local advisory groups may be established to enable members of the local community, including people affected by the event and representatives from local organisations, to meet and to provide input and guidance to LDRG and Sub Groups on such issues as community needs and service delivery. The formation and composition of any Local Advisory Groups is at the discretion of the LDRG and is dependent on the needs of the community. A guide to possible Local Advisory Groups that may be established is shown in Appendix 8.

Supporting Agencies

Many agencies and organisations contribute in some way to recovery efforts. To assist in the formation of the LDRG, Sub Groups and Local Advisory Groups, a list of agencies and community organisations that may assist in recovery is provided at Appendix 9. This list identifies the functions these organisations may offer to support recovery operations.

12.0 Governance Arrangements

Appointments

- **Local Recovery Coordinator.** The LDMG appoint the CEO North Burnett Regional Council as a person possessing the requisite skills and authority as the Local Recovery Coordinator. An appointment letter is to be retained on file by North Burnett Regional Council. The District Disaster Coordinator and the Chair of the State Recovery Group are to be advised of LRC appointments.

- **Local Disaster Recovery Group (Core).** Core members of the LDRG as defined in Appendix 6 are appointed by the Chair of the LDMG under this plan. Additional members will be identified and appointed to the Local Disaster Recovery Group by the Chair of the Local Disaster Recovery Group during the Lean Forward stage of recovery activation. Membership of the LDRG should be confirmed in the Event Recovery Plan.
- **Sub Groups.** Members of Sub Groups will be drawn from the LDRG and additional members may be invited from relevant organisations at the discretion of the Chair of the Sub Group in consultation with the LRC. Membership of Sub Groups is to be recorded in the Event Recovery Plan.

Meetings of the Local Disaster Recovery Group and Sub Groups

Once activated the LDRG and Sub Groups should meet regularly to perform their functions. Meetings of the LDRG shall be at times and in places as determined by the Chair of the LDRG.

Sub Group meetings shall be at times and places as determined by the appointed Coordinator of the Sub Group after consultation with the LRC.³

Records of Meetings

The LDRG and each Sub Group will keep minutes of all meetings. In addition the LDRG is to develop and maintain the Event Recovery Plan and Sub Groups are to develop and maintain Action Statements relevant to their function. These will be the principle reference documents used by the LDRG and the Sub Groups in the performance and reporting of their functions.

Reporting

Upon activation the LRC shall negotiate with the Disaster District and the State Recovery Coordinator on the LDRG's reporting requirements to those entities. Regular reporting is required to ensure effective coordination and monitoring of progress and use of resources.

Reporting by the Sub Groups to the LDRG shall be at the discretion of the LRC after consultation with the LDRG and the Chairs of the Sub Groups.

Report formats may be negotiated, however, the LDRG is to provide regular updates on the Event Recovery Plan to the Disaster District and SRG. Sub Groups are to provide regular updates on their Action Statements to the LDRG. Reporting formats are to be primarily based on these two documents. Additional information may be required by the District, the State Recovery Coordinator or State Recovery Group.

³ A secretariat position is required to support the LDRG to maintain all administration functions relating to the plan, the committee and the LRC

Disaster District Role

The local level is the entry point for recovery. While the Disaster District will usually stand down from response operations when recovery operations begin or shortly thereafter, it is expected that members of the District Disaster Management Group will continue to provide State Government services to support recovery efforts on the North Burnett.

The four State Government Functional Lead Agencies for recovery are represented at Disaster District level and will coordinate the provision of State recovery resources within the District to the affected area. These services should be coordinated through the LDRG using agreed service delivery arrangements.

Disaster District members will often be asked to contribute to the recovery effort through participation on the Local Disaster Recovery Group or its Sub Groups as appropriate.⁴

Furthermore ongoing liaison with the Disaster District Coordinator (DDC) and the District Disaster Coordinator's Executive Officer on recovery matters is necessary to ensure support from the State through the Disaster District is relevant and coordinated. Reporting on the recovery effort should be provided to the district to assist in coordination and district level planning.

Functional Lead Agencies (State level)

Under the State Disaster Management Plan, key State Government Departments are defined as functional lead agencies for the four functions of recovery. These functional lead agencies are appointed to assist in the coordination of State level support to the local recovery effort. The State functional lead agencies for recovery are detailed in Table 2.

Function	Lead Agency (State and District Level)
Economic	Department of State Development, Infrastructure and Planning
Environmental	Department of Environment and Heritage Protection
Human-social	Department of Communities, Child Safety and Disability Services
Infrastructure	<ul style="list-style-type: none"> • Transportation infrastructure: Department of Transport and Main Roads • Building Recovery: Department of Housing and Public Works • Telecommunications: Telecommunications providers • Energy infrastructure (electricity, gas, fuel):

⁴ State agencies do not require approval or permission from the DDC to assist or sit on the Local Recovery Committee Sub Groups. State Agencies are involved in the Local Recovery Committee as part of their normal business. The Local Recovery Coordinator can approach any State Agency for assistance.

	Department of Energy and Water Supply <ul style="list-style-type: none"> • Water Supply and Sewerage Infrastructure: Department of Energy and Water Supply • Water Entities: Local government
NDRRA and SDRA coordination	Queensland Reconstruction Authority
Recovery coordination and monitoring (coordination function)	Queensland Reconstruction Authority

Table 2 – Functional Lead Agencies (State level)
(Queensland Recovery Guidelines)

Establishment of a Statutory Authority by the State

In circumstances deemed appropriate by the Premier, the recovery structure for the state may be determined by the Premier, under the auspices of a Task Force or Statutory Authority. The Premier, and where necessary the Queensland Parliament, will determine the level of authority and powers given to the Task Force or Statutory Authority for central coordination, support and overall direction of resource allocation. The accountability structures, role and powers for the Task Force or Statutory Authority will be determined by the Premier and/or Queensland Parliament. For example, the QRA was established in 2011 as the functional lead agency for NDRRA and SDRA coordination and central recovery coordination and monitoring.

Establishment of State Recovery Coordinators

Equally, the state may choose to establish one or more State Recovery Coordinators to assist in ensuring a cohesive recovery and reconstruction program. Such appointments, if made, will be by the Premier and will usually be individuals of high standing in the general community. They may be appointed in recognition of unique regional recovery and reconstruction requirements. State Recovery Coordinators will act as a focal point for recovery and reconstruction between the affected region and the State Government through the Minister for Local Government, Community Recovery and Resilience. If a State Recovery Coordinator responsible for the North Burnett is established, they should be included as a member of the Local Disaster Recovery Group.

State Recovery Group

The State Recovery Group is a standing group which reports to the State Disaster Management Group. The functional lead agencies for each of the four functions of recovery are represented on the Group. At the decision of the Chair, other agencies may be invited to become members of the Group. The State Recovery Group is responsible for ensuring the state support across the four functions of recovery are implemented and coordinated in support of local recovery efforts.

13.0 Recovery Preparedness

Recovery preparedness can be achieved by:

- ensuring that the North Burnett recovery framework and arrangements are widely understood within the community (pre-engagement); and
- training of staff and supporting agencies in recovery processes.

Pre-engagement with the Community

This Sub Plan is to be made publicly available on the Council's website and through Council offices. Copies should also be provided to public libraries.

This Sub Plan is to be provided to members of the public on request. Ongoing public information about recovery and the North Burnett Recovery Framework should be provided using normal community engagement strategies (media, Council Facebook, etc).

Pre-engagement with Potential Advisory Groups

Contact with prospective members of Local Advisory Groups can be undertaken to advise them of the possible formation of such groups and their possible involvement. Prior engagement with prospective members of Advisory Groups familiarises them with the North Burnett recovery framework and provides an opportunity for network building under that framework. The LDMG should consider an ongoing program of pre-engagement with potential local advisory groups.

Training in Recovery Processes

Training people with key functions in recovery is necessary to ensure they are able to perform their functions in an event. Recovery training in the North Burnett is to be focused on developing knowledge of recovery principles and arrangements and skill development in Community Needs Analysis and Operational and Action Statements. Recovery training is also discussed in Section 17.

14.0 Recovery Concepts of Operation

Recovery Process

Recovery is a progressive activity that involves many steps. The timeframes for each of these steps is dictated by the situation. The main steps in recovery are depicted in Table 3.

Recovery Step	Description	Remarks
Pre-event preparedness	Undertake recovery preparedness including: training, exercises, network management, and community	Ongoing under the direction of LDC, LDMG and

Recovery Step	Description	Remarks
	engagement.	core members of the LDRG.
Activation	<p>LDMG resolves to form the LDRG and appoints the LDRG Chair (usually the Deputy Chair of the LDMG and the LRC depending upon the area of primary recovery requirements.</p> <p>Commence initial formation of the LDRG and identify possible stakeholders to be included on the group.</p> <p>Commence building situational awareness within the LDRG and agencies / organisations supporting recovery.</p> <p>Work with response operations in the Local Disaster Coordination Centre to influence operational decisions that have recovery implications; and to build situational awareness for recovery planning.</p> <p>Oversee and coordinate the ongoing provision of short-term recovery (relief) services to impacted communities.</p>	<p>Commence communication with stakeholders.</p> <p>Distribute Situation Reports (may be formal or informal)</p> <p>Recovery must be represented in the decision making processes for disaster response.</p>
Needs Analysis	Undertake analyses of community need across the four pillars of recovery and/or by sectors. Engage widely across the community to ensure analysis is comprehensive.	These steps are often undertaken concurrently.
Establish Recovery Framework	<p>Finalise membership of LDRG to include community and state agency representatives.</p> <p>Establish Sub Groups and Local Advisory Groups as dictated by needs analysis.</p>	
Develop Event Recovery Plan	<p>Document and distribute the operational plan for the recovery.</p> <p>Maintain plan throughout recovery process.</p>	

Recovery Step	Description	Remarks
Sub Groups Develop Action Statements	Sub Groups develop Action Statements for their function.	
Medium Level Recovery	<p>Continue to deliver recovery services as outlined in the Event Recovery Plan and as detailed in Sub Group Action Statements.</p> <p>Maintain and update the Event Recovery Plan and Sub Group Action Statements as recovery progresses.</p>	<p>This process may go for many weeks or months (or years in extreme cases).</p> <p>The LDRG must strive to sustain effort in accordance with priorities.</p>
Transition to Long Term Recovery	<p>Progressively close:</p> <ul style="list-style-type: none"> • Local Advisory Groups • Close Sub Groups • Close LDRG <p>Debrief/Review/Evaluation of the recovery effort.</p> <p>Submit final report on recovery to the LDMG</p>	<p>Must have transitional arrangements in place.</p> <p>Suitable alternate process must be in place to support long term recovery needs. Update plans.</p>

Table 3 – Main Steps in the Recovery Process

Activation

The Recovery process is activated in the same manner as disaster operations through four levels of activation. They are:

- Alert
- Lean Forward
- Stand Up
- Stand Down

The LRC should be notified once the LDMG goes to Lean Forward, or in short/no notice events, when the LDMG is activated to Stand Up. This is to ensure that the recovery framework can be established based on the emerging and anticipated needs of the community. The LDRG needs to have a representative present at the LDCC intelligence cell when the initial damage assessment functions are undertaken during Disaster Operations. This will assist the LDRG in developing the Event Recovery Plan. It also ensures that disaster operations consider the needs of recovery during the response phase. The diagram in Figure 7 depicts the activation of recovery relative to the response.

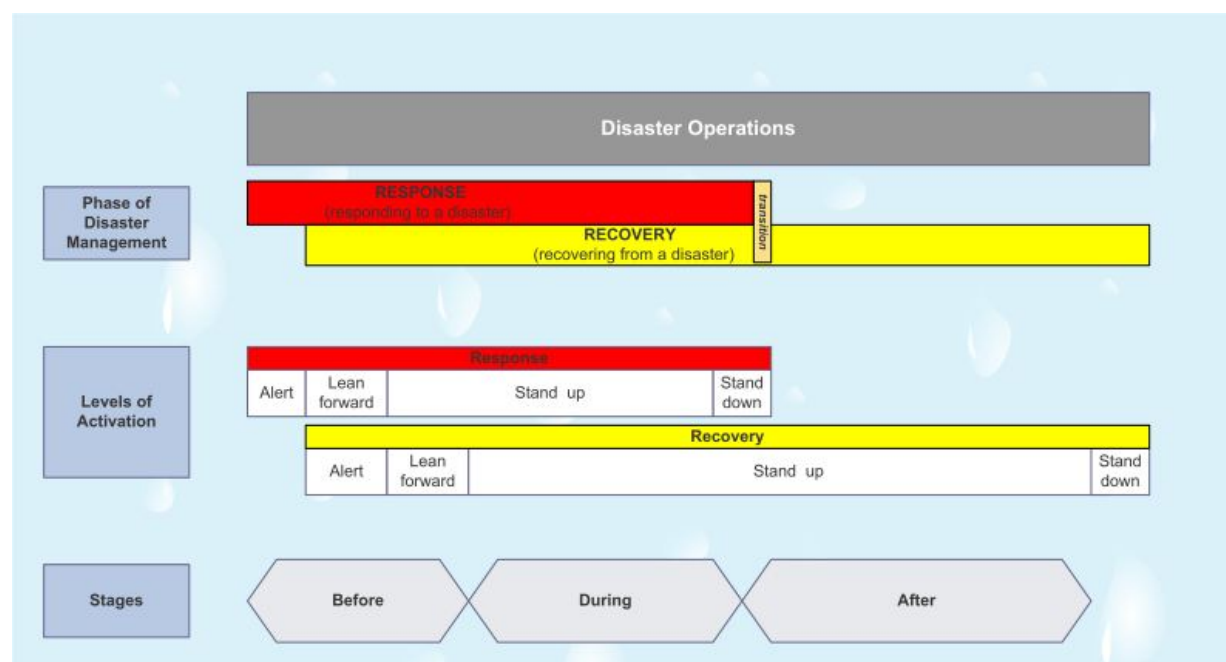


Figure 7 – Response and Recovery Levels of Activation
(Queensland Recovery Guidelines)

Activation Process and Transition between Levels

The LRC activates the Recovery Group automatically in accordance with the diagram at Figure 7 above. The transitions between these levels are crucial periods for Recovery as the recovery activities undertaken at each level are fundamentally different.

Table 4 details the major recovery triggers, actions and communication requirements apply to each level of activation. Note that the levels of activation are aligned with the three levels of recovery (short, medium and long term).

Response Level		Triggers	Actions	Communications
Response Lean Forward	Recovery Alert	LDMG 'Lean Forward' level of activation	Core members of the LDRG self-activate and commences to gain situational awareness of the event. The Recovery Group needs to be briefed by the Local Disaster Coordinator when the initial damage assessment functions are undertaken during Disaster Operations, This will assist the LDRG in developing their recovery plan.	LDC maintains communication with Local Disaster Recovery Group Core members. Ad hoc reporting as required by the LDC
Response Stand Up	Recovery Lean Forward	'Stand Up' of LDMG LDMG assesses event impact and decides to activate the LDRG Immediate Relief arrangements are put in place	DDC and SRG informed of establishment of LDRG. Monitoring of response arrangements Analysis of hazard impact or potential impact Relief and recovery planning commences through needs analysis and Event Recovery Planning. LDRG and Sub Group structures finalised along with reporting requirements. Deployments for immediate relief may be commenced by recovery functional agencies. Completion of initial needs analysis, finalisation of LDRG and Sub Group membership and issue of Event Recovery Plan signal readiness to move to Stand Up and commence Medium Term Recovery operations.	LRC and LDRG members in routine contact and monitoring email remotely. Group will commence meeting for planning purposes. More regular reporting as required by the LRC and by the Disaster District and SRG. Community engagement and communication strategy developed.
	Recovery Stand Up	Immediate relief arrangements continue Medium Term recovery commences. Response Phase	Transition arrangements from 'response and relief' to 'medium term recovery' undertaken including formal hand over from LDC to LRC. DDC and SRG informed of the activation level and transitional arrangements.	Community engagement and communication strategy implemented.

Res pon		moves to 'Stand Down'.	<p>Local Disaster Recovery Group activated to operate from North Burnett Regional Council offices.</p> <p>Deployments from functional agencies continue to provide immediate relief response.</p> <p>Action Statements developed addressing the four functions of recovery.</p> <p>Participate in response debrief.</p> <p>Action Statements monitored and acted on.</p> <p>Reporting to the SRG and the DDC.</p>	
	Recovery Stand Down	LDRG arrangements are finalised, community returns to normal activities with ongoing long term recovery support provided as required under pre-agreed arrangements and processes.	<p>DDC and SRG informed of activation level.</p> <p>Consolidate financial records.</p> <p>Reporting requirements finalised.</p> <p>Participate in recovery review and assessment.</p> <p>Long term recovery arrangements transferred to functional lead agencies.</p> <p>Council community development programs consider long term recovery needs.</p> <p>Return to Core Business</p>	LRC and LDRG members resume standard business arrangements.
	Reconvene Recovery Group	The recovery committee can be reconvened after it has stood down from an event if new issues come to light e.g. Identification of primary producer hardship 2 weeks after the event	<p>The Chair of the LDRG or the LRC can reconvene the Recovery Committee</p> <p>The LDMG is informed that the Recovery committee will reconvene</p> <p>Reconvened LRC to consult with previous LRC for briefing and handover</p>	Subcommittee chair seeks approval of LRC

Table 4 – Recovery Activation, Triggers and Actions
(Queensland Recovery Guidelines)

Transitioning from immediate/short term relief to medium level recovery

The following are required before finalising the transition to medium level recovery:

- Completion of a community needs analysis across the four pillars of recovery that defines the community's recovery needs and which establishes priorities for the recovery effort and the resources required. This needs analysis will continue to be updated throughout the recovery process.
- Full membership of the Local Disaster Recovery Group is finalised as are reporting requirements to the LDMG, the DDMG and SRG.
- Sub Groups are established as required and membership and terms of reference for each are confirmed.
- The Event Recovery Plan outlining the Aim, Objectives and Strategies for the recovery effort is finalised.
- The community engagement strategy is finalised and detailed in the Event Recovery Plan.
- Sub Group Action Statements are well developed and outline relevant recovery programs and activities.

Transitioning to Long Term Recovery

Long-term recovery requires functional lead agencies, Council and the community to have put in place systems and processes that ensure the ongoing provision of recovery support to those who need it after the departure of recovery workers from the disaster area. These arrangements should be included in the Event Recovery Plan.

Community Needs Analysis

Community need is the driver for all recovery operations. It is imperative that analysis of community need is undertaken and regularly reviewed to ensure recovery operations are correctly focused and resourced.

The purpose of a community recovery needs analysis is to pull together information into a single, consolidated report; information on the physical impacts of a disaster, the economic value of the damages and losses, the human impacts as experienced by the affected population, and the resulting medium and long-term recovery needs and priorities.

Needs analysis begins when the Recovery process is first activated and continues through all levels of recovery. Stand down from recovery is possible only when all community needs have been met; or where normal processes are in place to meet ongoing community recovery needs.

Needs Analysis is about assessing what has changed within a community from the normal baseline and what programs and activities must be undertaken to assist the community to return to normal. These assessments, from which the needs analysis is done, are generally commenced during disaster response operations.

Community needs analysis underpins the development of the Event Recovery Plan. Ongoing needs analyses throughout the recovery process will inform

the evolution of this plan through the three levels of recovery (short/medium/long term). Figure 8 depicts this concept graphically.

The LDC is responsible for ensuring that a rapid damage assessment and a preliminary community needs analysis is undertaken prior to the establishment of the Recovery Committee and the LDRG and the LRC are responsible thereafter to ensure that ongoing needs analysis are undertaken to inform the transition between the three levels of recovery.

Community Needs Analysis relies on the experience and local knowledge of the members of the LDMG, and the LDRG, Sub Groups and Local Advisory Groups combining to identify all aspects of community need throughout the recovery effort. Those undertaking needs analysis must have sound situational awareness emphasizing the need for early activation of Recovery during the disaster response phase and effective communications throughout recovery.

Impact assessments and Rapid Damage Assessments undertaken to support disaster response operations are a foundation of Community Needs Analysis.

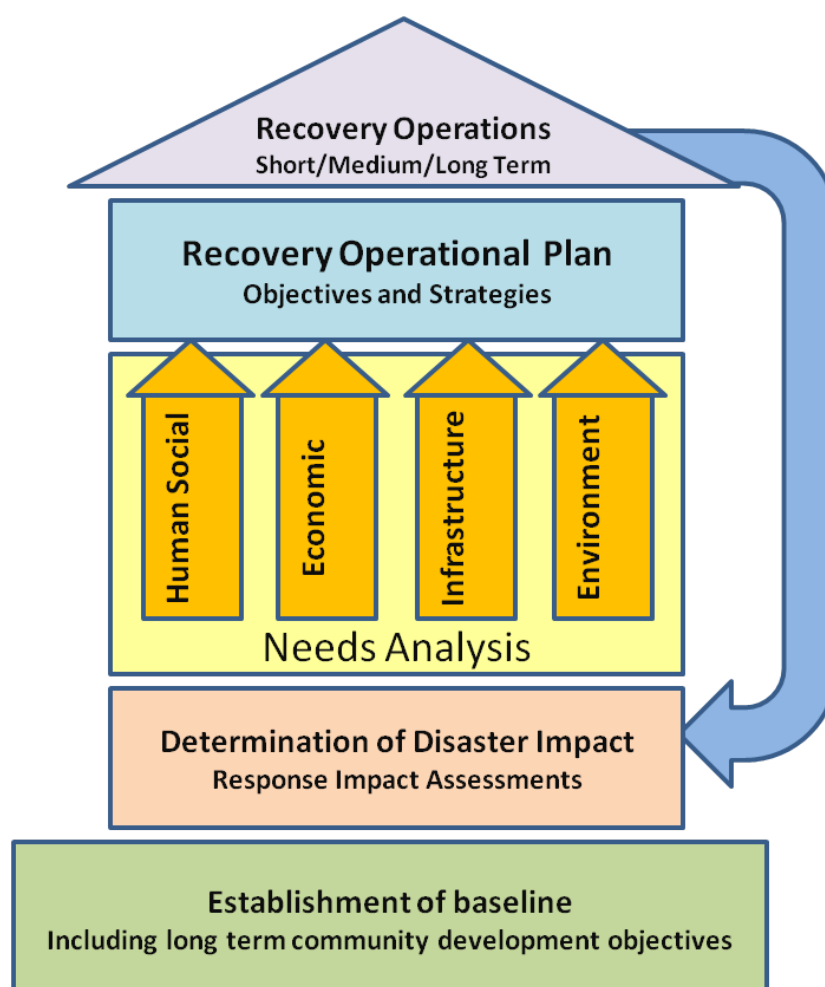


Figure 8 – The Recovery Needs Analysis Concept

Format / Process for Community Needs Analysis

There is no prescribed format or process for the conduct of community needs analysis following a disaster event as each function of recovery will need to apply specific processes to determine need relevant to their function. For example, the process and considerations for an Economic Needs Analysis (economic impact assessment) will be significantly different to that undertaken in the Environment, Infrastructure or the Human / Social pillars of recovery. Each of them will also be different to the others.

Undertaking Needs Analysis by Sector

Needs Analysis may also be undertaken by Community Sectors. Table 5 details the community sectors that may be considered when undertaking Community Needs Analysis using a sector based approach. The LDRG may need to engage with representatives from these sectors when undertaking needs analysis.

Health, Aged Care	Education	Industry & Retail	Essential Services
Sport & Recreation	Retail & Business	Transport & Distribution	Communications
Rural Residential	Urban Residential	Energy	Community Services
Tourism and Recreation	Primary Producers	Individuals and Families	Emergency Services
Environmental Care	Building	Youth	

Table 5 – Community Sectors that may be considered in Community Needs Analysis

Selection of the correct people to the LDRG and Sub Groups is necessary. Development of appropriate Local Advisory Groups with well thought out representation from the community will assist greatly in undertaking community needs analysis.

Establish Recovery Framework

The Chair of the LDRG will likely need to augment the core membership of the LDRG to ensure representation by those who will contribute resources and services to the recovery effort as defined in the needs analysis. Such representatives should have appropriate authority within their organisation to mobilise resources and services in support of recovery. Supporting organisations that may assist in recovery are identified in the Terms of Reference for the Local Disaster Recovery Group and individual Sub Groups.

15.0 The Event Recovery Plan

The Event Recovery Plan is a strategic level document developed during the Lean Forward and Stand Up stages of recovery activation. It is prepared by the LRC with input from the LDRG Sub Groups and the community and is approved by the LDMG. It details the recovery aim, objectives and strategies to address identified community needs across the four pillars of recovery.

The LDRG, Sub Groups and Local Advisory Groups are responsible for assisting the LRC implement the Event Recovery Plan. Implementation is through Action Statements developed and maintained by each Sub Group.

The Event Recovery Plan is a dynamic document that is reviewed and updated regularly to reflect the changing circumstances as defined by ongoing Community Needs Analysis. It should be version controlled.

Event Recovery Planning is similar to Response Operational Planning in that it is a strategic plan specific to the event and the recovery requirements identified during community needs analysis. It is the primary mechanism used to 'operationalise' the recovery effort.

For ease of production, the Event Recovery Plan may be developed and distributed in the SMEAC format similar to Response Operational Plans.

Table 6 outlines the elements of SMEAC and their meaning in a recovery context.

Situation	<p>An analysis of the current and projected situation to determine:</p> <ul style="list-style-type: none"> • The Impact of the disaster across the four pillars of recovery and/or by sector. • Analysis of community needs across the four pillars e.g. analysis of the difference between the normal community baseline and the current situation. • Opportunities and challenges arising from the needs analysis. • Key timeframes relevant to recovery operations
Mission (Aim & Objectives)	<p>What we have to do. It includes the Aim of the Recovery effort and may include several objectives to be achieved. Objectives should be S.M.A.R.T e.g. Specific, Measurable, Achievable, Relevant and contain a Timeframe.</p>
Execution	<p>A description of how we are going to undertake recovery across the four pillars of Recovery. These are broad statements of intent that are amplified in Sub Group Action Statements.</p> <p>Detail the agencies that will contribute to the Recovery effort and the services they will need to offer.</p>

	Specify performance indicators
Administration and Logistics	How we intend to resource and administer the strategies above. Specify extraordinary resourcing or logistics necessary.
Command, Control Communications	<p>Outline the recovery framework adopted for this event and detail membership of the LDRG, Sub Groups and Local Advisory Groups.</p> <p>Outline Communications strategy</p> <p>Specify reporting requirements for the LDRG, Sub Groups and Local Advisory Groups.</p>

Table 6 – SMEAC Structure for Operational Planning

The Event Recovery Plan should be provided to all stakeholders involved in Community Recovery including the District Disaster Coordinator, the State Recovery Coordinator and State Recovery Group. Copies may be provided to Statutory Bodies established by the State e.g. the Queensland Reconstruction Authority.

An example format of an Event Recovery Plan using the SMEAC format is at Appendix 11. This format is a suggested format and may be changed to suit the circumstances of the event.

Action Statements

Action Statements are the primary tool used by Sub Groups to manage the recovery effort. They too are a mechanism to 'operationalise' the recovery effort. Action Statements are the detailed plans developed, maintained and implemented by individual Recovery Sub Groups. Each Sub Group's Action Statements will specify the programs, activities, agencies, resources and timeframes required in order to achieve the objectives and strategies specified in the Event Recovery Plan. Routine reporting by the Sub Group to the LDRG on the progress of their Action Statements is required to ensure the overall recovery effort is proceeding as planned.

A suggested Action Statement format is at Appendix 12.

16.0 Community Engagement Strategies

The LRC and the LDRG must consider the community engagement strategies that will be needed to ensure the community is involved and effectively contributes to the recovery effort. The LDRG should consider the stakeholders and how best to engage with them during the stages of recovery planning. They should be documented in the Event Recovery Plan. Two specific strategies to engage with the community during recovery are Local Advisory Groups and the conduct of Public Forums or Community Meetings.

Local Advisory Groups

Forming local advisory groups are often an effective way of involving the community in the recovery effort. These groups may be geographically based (a town or locality); or they may be functionally based e.g. Economic, Environmental, Infrastructure or Human/Social.

The formation, composition and terms of reference of these Local Advisory Groups will depend on the needs of the community and the will of the community to participate (note members of the community may not have the capacity to participate).

They are formed at the discretion of the LDRG and Sub Groups as required. Sub Groups have no defined structure or governance arrangements. They may have a pre-defined membership or be ad-hoc in nature. They provide a

mechanism to enable effective engagement with the community for planning and decision-making.

Public Forums/Community Meetings

Public forums/and Community Meetings may be called in order to listen to and talk with communities affected by the disaster. They are often instrumental in the needs analysis process and should be undertaken throughout recovery to maintain public dialogue, resolve issues and to gauge recovery progress.

Public Forums are often specific to a particular function e.g.: a public forum for businesses that are economically affected by the event; or land owners affected by environmental issues arising from the disaster. Community meetings are usually geographically focused and often cover a broad suite of issues across the four pillars of recovery. They are conducted at the discretion of the LDRG and Sub Groups as required. Local Advisory Groups may augment public forums and community meetings.⁵

17.0 Training and Exercising

Training

Core members of the LDRG are required to undertake specific training in disaster management and recovery under the Queensland Disaster Management Training Framework. This training includes:

- Queensland Disaster Management Arrangements
- Local Recovery Coordinator Induction
- Recovery Module 1 – Principles, Functions and Governance
- Recovery Module 2 – Planning and Preparedness
- Recovery Module 3 – Recovery Operations.

This training is provided by Queensland Fire and Emergency Services (Disaster Management) (QFES (DM)). QFES (DM) also maintain records of people undertaking disaster management and recovery training.

Persons from other organisations and entities who will play a role in supporting this Plan may also benefit from attendance on these training courses and should be encouraged to participate where possible.

⁵ It is important that such meetings/forums are accessible, well promoted and involve community and business leaders who can disseminate information to and from the community.

It can be valuable, where possible, to identify and utilize existing community events or activities where the community gathers - rather than initiate an additional activity that the community may be hesitant to attend that is not in a community environment that they feel comfortable with and trust.

The LRC is to negotiate with QFES (DM) for provision of appropriate training for those involved in recovery as part of the LRC's role of developing community recovery preparedness.

Training of persons with key roles in recovery processes is also necessary. The North Burnett training priorities are developing widespread knowledge of recovery principles and arrangements, skill development in Community Needs Analysis and planning (event operational plan and Action Statements).

Exercising

The LRC in consultation with the LDC will determine the exercise schedule for this plan however a recovery exercise once every two years is considered appropriate. Participants should include the Core members of the LDRG and key members of the LDMG including the Chair and the LDC along with anticipated members of the LDRG.

Such an exercise may take the form of a scenario based desktop discussion conducted over a period of 3-5 hours that addresses key components of this plan against a realistic scenario(s).

The LRC should seek the assistance of QFES (DM) and the recovery functional lead agencies on the Disaster District Management Group to assist in the development, delivery and evaluation of these exercises.

The initial priority for recovery exercising is in the immediate / short term (relief) stage of recovery and the undertaking of needs assessment as these are the building blocks for successful recovery.

18.0 Financing Recovery

Natural Disaster Relief and Recovery Arrangements (NDRRA)

This section is a summary of the key funding mechanisms that can assist in recovery. A full description of these arrangements is provided in latest Australian Government Natural Disaster and Relief and Recovery Arrangements and the Queensland Disaster Relief and Recovery Arrangements - Guidelines. A sound understanding of the available financial frameworks for recovery is necessary to ensure that recovery programs and activities are properly funded.

The Australian Government NDRRA Determination details the financial measures available and their eligibility. The Determination states that an eligible measure is an act of relief or recovery that:

- is carried out to alleviate damage or distress arising as a direct result of a natural disaster; and
- is of a type described as a Category A, Category B, Category C or Category D measure.

Category A and B Arrangements

The Category A measure is a form of emergency assistance that is given to individuals to alleviate their personal hardship or distress arising as a direct result of a natural disaster. Assistance may be for one or more of the following:

- emergency food, clothing or temporary accommodation;
- repair or replacement of essential items of furniture and personal effects;
- essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition;
- demolition or rebuilding to restore housing to a habitable condition;
- removal of debris from residential properties to make them safe and habitable;
- extraordinary counter disaster operations of direct assistance to an individual (for example, operations to protect a threatened house or render a damaged house safe and habitable);
- personal and financial counselling aimed at alleviating personal hardship and distress arising as a direct result of the natural disaster;
- extraordinary costs associated with the delivery of any of the above forms of assistance (for example, costs of evacuation or establishment and operation of evacuation centres and recovery centres, being costs which exceed the costs that a state could reasonably have expected to incur for these purposes).

The Category B measure is assistance of one of the following types:

- restoration or replacement of certain essential public assets damaged as a direct result of a natural disaster;
- loans, subsidies or grants list in the Commonwealth Determination to alleviate the financial burden of costs incurred by certain businesses, primary producers, voluntary non-profit bodies and individuals as a direct result of a natural disaster;
- counter disaster operations for the protection of the general public;

Category B loans, subsidies or grants may be one or more of the following:

- a scheme of loans assistance at a concessional interest rate to needy individuals or voluntary non-profit bodies;
- freight subsidy to primary producers;
- interest rate subsidy to small businesses or primary producers; or
- grants to needy individuals or voluntary non-profit bodies.

Category C Arrangements

The Category C measure is a community recovery package designed to support a holistic approach to the recovery of regions, communities or sectors

severely affected by a natural disaster. Funding under Category C arrangements are activated on joint agreement between Prime Minister and Premier. The package comprises one or more of the following:

Community Recovery Fund

A community recovery fund is provided in circumstances where a community is severely affected and needs to restore social networks, community functioning and community facilities. Expenditure from the fund is aimed at community recovery, community development and community capacity building, and is administered by the state government in close collaboration with local government bodies or other community bodies. The amount allotted to a Community recovery fund will be determined at time of triggering assistance.

Recovery Grants for Small Businesses

Grants to small business may be provided where the business sector is severely affected and the community risks losing essential businesses. Grants to small businesses are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses. Under the 2012 Australian Government NDRRA Determination Recovery Grants for small business are for a maximum grant of \$10,000, up to \$25,000 under exceptional circumstances

Recovery Grants for Primary Producers

Grants to primary producers may be applied where the farming sector is severely affected, with threats to viability and disruption of production likely to extend beyond the current season. Grants to primary producers are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses. Under the 2012 Australian Government NDRRA Determination recovery grants for primary producers are for a maximum grant of \$10,000, up to \$25,000 under exceptional circumstances.

In order to qualify as a Category C measure in relation to a natural disaster, the recovery assistance must meet the following conditions:

- it either meets the intent of the community recovery package, or it contains only variations that have been approved by the Minister in writing;
- the use of that assistance has been approved by the Prime Minister in writing in relation to the disaster; and
- it meets any other conditions imposed by the Minister in writing.

The LDRG should, in collaboration with the Disaster District, the State Recovery Coordinator and State Recovery Group, consider proposals for Category C funding for eligible recovery programs and activities. Early consideration, advocacy and implementation of Category C funding,

where applicable, will greatly assist in reducing anxiety and minimizing losses among those affected by the disaster.

Category D Arrangements

The Category D measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances that is, in the opinion of the Minister, exceptional. Category D arrangements are activated on joint agreement between Prime Minister and Premier when they are of agreed view that):

- the community is severely affected;
- additional funding is required to meet the particular circumstances of a severe event; and
- there is a need for special assistance above and beyond the standard suite of NDRRA assistance arises.

Category D funding is provided only in exceptional circumstances.

How to Apply for Category C or D Funding

Category C and D funding like all NDRRA funding is not automatic and must be based on defined need within the community. Evidence supporting such a need must be gathered by the LDRG who should then advocate for the funding through the LDMG, the Disaster District, and the State Recovery Coordinator.

When advocating for Category C or D funding, the LDRG should gather evidence of disaster impact, the losses incurred and the effect of such losses on small business and primary producers and the community in general (community needs analysis).

It is important that the LDRG defines what specific actions / activities are needed to overcome the impact of the disaster. This is often best described in dollar terms in the form of cost/benefit analysis as part of a business case. Emotive argument unsupported by evidence of cost versus benefit for small business, primary producers or the general community will be unlikely to be successful in obtaining Category C or D funding.

This is particularly so when advocating for funding under Category C - Community Recovery Fund. The LDRG will need to define the specific programs and activities that are needed to restore social networks, community functioning and community facilities in order to achieve effective recovery, community capacity building and community development. These programs/activities should address critical matters based on evidence and should be expressed in terms of costs (tangible and intangible) to the community and the impact of not providing adequate funding.

In developing a case for Category C or D funding the LDRG will need to be supported by various State Government departments and agencies as many

of the programs and activities necessary to recover the small business, primary producers and the general community will be undertaken by state government lead agencies.

For example, the Department of Agriculture, Fisheries and Forestry may assist in providing both the evidence of need for loans to primary producers as well as developing the programs necessary to address that need. Equally, the Department of Communities, Child Safety and Disability Services can assist in defining community need and the programs / activities necessary to address them. Departments can assist in advocating for Category C or D funding for such programs through their departmental chains of command.

The LDRG should work closely with State Government departments and agencies to develop specific business cases that detail the programs and activities required to address recovery needs on a cost benefit basis when advocating for Category C or D funding.

Other Funding Options for Recovery

In addition to funding provided through the NDRRA program there are other opportunities to fund appropriate recovery activities. These include, but are not limited to:

- the Federal Government's Australian Disaster Recovery Payments (AGDRP) see below.
- disbursements from official appeals;
- donations of material or in-kind support from individuals, community organisations or businesses; and/or
- public/private partnerships.

These funding and support arrangements should, wherever possible be applied to specific recovery programs and activities as detailed in the Operational Recovery and Sub Group Action Statements.

The LDRG may need to consider a range of funding opportunities to ensure needed recovery programs and activities can be funded to completion.

19.0 Other Payments to Disaster Affected Individuals

Australian Government Disaster Recovery Payment

The Australian Government may provide disaster recovery payments of \$1000 per eligible adult/\$400 per eligible child affected by disaster.

These payments are not automatic and are only activated when the impacts of a disaster on a regional area are deemed by the Federal Attorney General as being so severe that further Commonwealth assistance, in addition to that provided under the NDRRA, is warranted.

To be eligible, individuals must: (as at March 2013):

- be an Australian resident, and
- be 16 years or older or receiving a social security payment, and
- have not already received an Australian Government Disaster Recovery Payment for the disaster, and
- have experienced one or more of the following:
 - have been seriously injured
 - are the immediate family member of an Australian killed as a direct result of the floods
 - the applicant's principal place of residence has been destroyed or has sustained major damage
 - the applicant has been unable to gain access to their principal place of residence for a period of at least 24 hours
 - the applicant has been stranded in their principal place of residence for a period of at least 24 hours
 - the applicant's principal place of residence was without electricity, water, gas, sewage services or another essential service for a continuous period of 48 hours
 - the applicant is the principal carer of a dependent child who has experienced any of the above

Claims may be lodged at Centrelink Offices or at designated recovery centres established in the disaster area.

Disaster Income Recovery Subsidy Payment (DIRS)

The Australian Government Disaster Income Recovery Subsidy may be offered to provide ex-gratia financial assistance to employees, small business persons and farmers who have experienced a loss of income as a direct result of a specific event. As at March 2013, eligible persons must meet all of the following criteria:

- be 16 years of age, or older, not a dependent child,
- be Australian resident and living in Australia for the period of time you receive the subsidy, or a foreign national living or working in Australia at the time of the disaster and for the period of time you are in receipt of the subsidy,
- derive an income from the area affected by the disaster, or reside in the area affected by the disaster; and
 - have experienced a loss of income as a direct result of the disaster
 - can show evidence supporting the claimed loss of income within 28 days

- are not currently (at the time of lodgement) receiving another income support payment or pension (such as Age Pension, Newstart Allowance, service pension from the Department of Veterans' Affairs, or Exceptional Circumstances Income Relief Payment)
- are not currently (at the time of lodgement) receiving an income support payment at the married rate to one member of a couple (such as Exceptional Circumstances Income Relief Payment, Transitional Income Support Payment, Interim Income Support Payment and Farm Family Support Payment)
- if you are the member of a couple, you must qualify in your own right.

The payment is subject to an income test to determine eligibility. Claims may be lodged at Centrelink Offices or at designated recovery centres established in the disaster area.

Coordination of Donations and Offers of Assistance

Following disasters, it is frequently the case that offers of assistances; such as financial, goods and services, contra-arrangements or the donation of a person's time, start to overwhelm the affected area.

History has shown that most disaster affected areas are unable to cope with a large influx of donations or offers of assistance; often resulting in problems such as:

- Stewardship
- Proper disbursement
- Disposal of donations that did not fit the needs of the affected community
- Storage issues
- Health issues relating to donated food that has spoiled.
- Difficulty arranging effective means of donation transportation or delivery
- An inability to match offers of services with current needs.

Ultimately, the best and most versatile way of helping disaster-affected communities is through a cash donation to a reputable disaster relief agency. In this way, funds can be allocated according to need, e.g. to purchase goods locally, the reconstruction of disaster affected areas, provision of medicine or food etc.

Where possible a wide spread blanket approach to distribution of funds should be minimised or discouraged to avoid raising community expectations that immediate assistance will be forthcoming for all disaster events; it is now known such assistance can foster community belief there is no longer a requirement for the community to take responsibility for their safety, recovery

or basic measures to protect their property. If possible eligibility for financial assistance should be assessed on a case by case basis.

Whilst all efforts should be made to show appreciation; in the spirit in which offers of assistance are made, the Local Disaster Recovery Group should work with the LDMG and disaster relief agencies in providing media releases on what is and is not needed at a very early stages of response and/or recovery.

20.0 Recovery Centres and Outreach Services

The Department of Communities, Child Safety and Disability Services is responsible for the coordination and setting up of Recovery Centres often known as *One Stop Shops*. Recovery Centres provide community members with access to a range of support services; offered by government and non-government organisations. These outlets engage the maximum number of the affected population by providing a unified point of contact and support to people requiring assistance.

One stop shops are a useful two way conduit of practical help, information and advice; they can also be a good means of assessing 'health checks' on the affected population.

A list of sites in the North Burnett local government area that may be used as Recovery Centres is provided at Appendix 14.

The Department of Communities may also provide Outreach Services to address the needs of those unable to attend recovery centres. Outreach programs are usually based on teams of recovery workers provided by the Department of Communities, Child Safety and Disability Services who visit people in their homes and businesses to render assistance and determine needs. Outreach services are primarily designed to reach those isolated and will likely be a key strategy for the North Burnett area. The LDRG may need to assist the Department in providing support services for outreach teams e.g. accommodation, local knowledge, etc.

21.0 Debrief, Review and Evaluation

A formal review and evaluation of the recovery effort should be undertaken at the conclusion of recovery operations. This is usually conducted on Stand Down.

The primary method of undertaking review and evaluation is through the conduct of debriefs after the event. A debrief in this context is the gathering of relevant stakeholders to review and discuss and document the learning from

the event and the changes that need to be made to incorporate this learning.⁰

Periodic Debriefs

Recovery can be a long process and debriefs may be undertaken at any time during the recovery process for any particular activity. Undertaking periodic debriefs will assist in capturing recommendations for improvement and may improve ongoing delivery of recovery services.

The LRC, LDRG and Sub Groups will determine the nature and extent of periodic debrief during the recovery process as part of ongoing continuous improvement. For example, a debrief of those involved in facilitating a public forum or community meeting should be conducted following the activity to determine how to improve for the future. Periodic debriefs of individual recovery programs and activities are encouraged and should be promoted by the LRC, LDRG and Sub Groups.

Final Debrief

At the conclusion of recovery operations formal Review and Evaluation processes should be undertaken of the entire recovery effort. The most effective way of undertaking this overall review is through a series of debriefs of Local Advisory Groups, Sub Groups and the LDRG upon Stand Down. Such debriefs should be conducted as close to the conclusion of recovery operations as possible.

Usually debriefs are conducted from the bottom up meaning that subordinate entities debrief first and their findings are included in the debrief of the next higher group. On this basis, debriefs should, where possible, be conducted in the following priority order:

1. Local Advisory Groups
2. Functional Sub Groups
3. Local Disaster Recovery Group

Debrief Framework

Debriefs should be conducted using an agreed framework to ensure all aspects are adequately covered. All participants must understand and adhere to this framework in order to effectively contribute to the review and evaluation process.

⁰ Evaluation can also be taken from assessing the status of Action Statements and needs analysis over time.

Community input into the debrief, review and evaluation is also important to inform the reporting and look at improvements for future events.

The debrief framework for review and evaluation of North Burnett recovery operations is based on responding to three primary questions:

- *What did we do well?(Sustain)*
- *What did we do well but needs improvement? (Improve)*
- *What were the gaps and how do we fix them for next time?(Develop)*

This broad framework can be expanded depending on the nature of the debrief. For example, the debrief of the LDRG and Sub Groups may examine each of these broad questions against the major steps of the recovery process (see Table 2). A more flexible debrief framework may be needed for Local Advisory Groups.

Debrief Reports

Individual debriefs are to be documented using the framework applied to that debrief; and provided to the next higher level group in a reasonable timeframe after the event. The final review and evaluation report from the LDRG is to be provided to the LDMG, Disaster District and the State Recovery Group no later than three (3) months after Stand Down from Recovery Operations.

PART C – Recovery Activities

22.0 Introduction

This section of the plan provides guidance to the LDRG and the Sub Groups on 'how to' conduct recovery operations. It draws from material provided in the Australian Emergency Management Australia – Community Recovery Handbook 2 which offers current best practice guidance on recovery.

This part is divided into four sections each aimed at one of the four pillars of recovery. This part should be used by the Sub Groups to assist them in undertaking their function.

It should be noted that Recovery is essentially a creative endeavour aimed at addressing and resolving problems and issues to achieve defined objectives. Each disaster is essentially different and the recovery activities undertaken for each disaster event will often be unique to that event. This part is provided to guide the LDRG and Sub Groups by providing typical methodologies and considerations for recovery. It is not exhaustive and the LDRG / Sub Groups must recognise that a range of methodologies and considerations may be applicable to any particular event.

23.0 Recovery Project Cycle

The LDRG and Sub Groups should strive to manage recovery operations using the recovery project cycle. Figure 9 depicts this cycle.

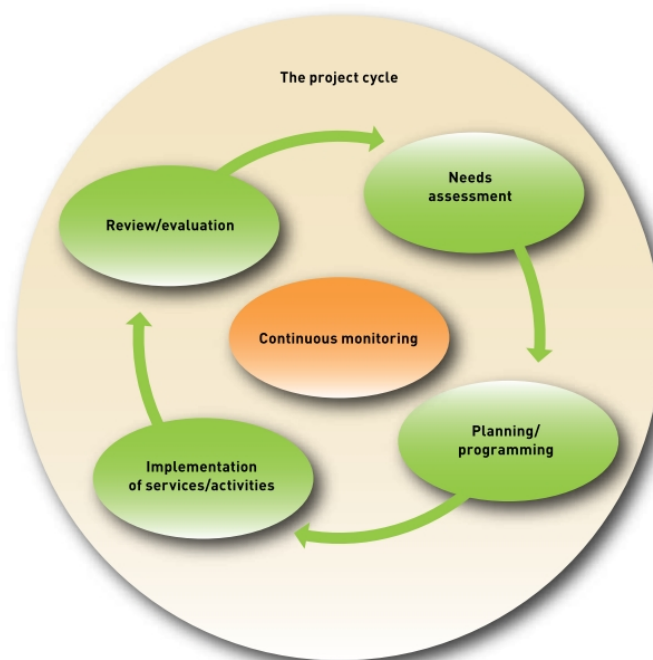


Figure 9 – Recovery Project Cycle
(AEMI Community Recovery Handbook 2)

Human/Social Recovery Activities

Human/Social recovery activities often begin spontaneously within a community and it is the role of the Human/Social Recovery Sub Group to provide structure and resources to support, integrate and coordinate these spontaneous efforts.

This section outlines the range of social recovery activities and services that address aspects of safety, health and psychosocial wellbeing.

Appendix 13 provides a checklist or the Human/Social Recovery Sub Group for human/social recovery activities.

24.0 Principles of Effective Social Recovery

There are five empirically supported principles to guide intervention efforts in the early to mid-term stages post-disaster. The five principles are concerned with:

- promoting a sense of safety
- calming (providing reassurance, strategies to reduce worry, fear, distress)
- enhancing 'self-efficacy' and 'community-efficacy', giving people a sense of control over positive outcomes
- promoting connectedness, encouraging support networks, helping people to feel part of their community
- instilling a sense of hope and optimism for the future

Effective recovery is strongly influenced by very practical issues such as food, housing, jobs and financial security. As a general rule, the more the community can be supported to rebuild the social and physical infrastructure, to return to their jobs and schools, and to regain financial stability, the greater the benefit for their wellbeing and recovery process.

The following seven indicators of social wellbeing may be used by the Human/Social Sub Group:

- wealth
- employment
- amenity
- health
- social issues
- social belonging
- recreation and leisure

As a guide, the Human/Social Recovery Sub Group should strive to:

- Provide timely and accurate information
- Re-connect people with their families, friends and community networks
- Empower people to manage their own recovery and to access practical assistance
- Provide engagement and emotional support at individual, family and community levels

25.0 Categories of Human/Social Recovery

Activities and services in the social environment are developed in the following categories:

- safety and security
- shelter, including accommodation in the short, medium and long term
- health, including medical, allied health and clinical services, public health, water, sanitation, hazardous materials, food security, mental health support and health promotion activities
- Psychosocial support, including individual and community activities and services.

Safety and Security

Loss of life, injury, loss of shelter and threats to safety as a result of a disaster all impact on an individual's and/or a community's sense of safety and security. Social order and strong governance provide the sense of safety that people require to reduce their anxiety about the future. Disaster affected people will need timely information about safety, protection issues and mitigation actions to address emerging safety and wellbeing issues.

Shelter

A paramount concern for displaced people is to have safe, alternative accommodation when their homes have been damaged, destroyed or are inaccessible due to contamination or ongoing hazard threats.

Ensuring displaced households and individuals have appropriate shelter (accommodation) is a key to ensuring their safety and commencing their recovery. Accommodation arrangements may range from short term to long term. Further information on building matters is provided in the section on infrastructure recovery.

The Human/Social Recovery Sub Group should:

- keep accurate and up-to-date records of where people relocate and their contact details
- organise emergency accommodation in conjunction with local agencies

- preferably arrange for transitional or longer-term accommodation on or near home sites of those people whose own homes are not habitable
- if people need transport, consider how this may occur
- ensure privacy is respected and maintained at all times.
- establish a referral mechanism for psychosocial support.

Emergency and Short Term Accommodation

Emergency and Short term accommodation is considered to be that provided in Evacuation Centres during the response phase of disaster management. However it may include the use of hotels/motels, caravan parks, private houses including family and friends. It will usually be only provided for a few days during the impact and immediate aftermath of an event.

Arrangements to meet people's emergency or short term accommodation needs are managed by the LDMG's Community Response Coordinator and the LDC.

When people need longer-term accommodation following a disaster these needs will be managed by the LDRG and the LRC

When people need longer-term accommodation these needs will be managed by the LDRG and the LRC.

Interim/Medium term accommodation

Responsibility for providing people with interim accommodation while their house is being repaired or alternative long term accommodation sourced rests with the LRDC and the LRC. Interim accommodation can be in a house, flat, or caravan and can continue for extended periods of weeks, months or longer prior to permanent housing becoming available. In some cases interim accommodation may transition into permanent housing.

Interim accommodation can also be provided by friends, family, community, business or government and non-government organisations.

The Human/Social Recovery Sub Group should work closely with Department of Housing and Works and the community to develop and implement appropriate interim/medium term accommodation to suit the needs of those displaced. Use of any of the following should be considered:

- Use of rental properties on the market
- Use of existing caravan park accommodation
- Use of tourism accommodation providers, particularly those who cater for longer term stays
- Transport of demountable buildings to designated locations e.g. show grounds, existing caravan parks, or on or near displaced people's homes/farms.

- Community billeting using the resources offered by the community to provide longer term accommodation e.g. granny flats, etc.

Locations for temporary accommodation will vary considerably for each person/family. Temporary accommodation solutions should be tailored to meet people's needs as far as is practicable. Considerations for interim/medium term accommodation include ensuring equity, adequate safety and security as well as access to services such as:

- water/waste management, power and communications;
- health;
- transport;
- schools and work; and
- social services including social networks and support organisations.

Other Considerations for Recovery Accommodation

Other considerations for the provision of shelter may include:

- **Living with family and friends.** Displaced people may choose to stay with family and friends. While this may seem a good solution to meeting accommodation needs the Human/Social Sub Group must understand that the stressors on displaced and host families co-existing in shared and/or cramped environments for extended periods can have a detrimental effect in social recovery, particularly over the medium to long term.
- **Spontaneous offers of accommodation.** Offers for temporary accommodation such as caravans, granny flats and spare rooms of homes often occur after a disaster. The Social Recovery Sub Group must ensure that managing and coordinating these offers occurs and that all accommodation meets consistent standards of safety and suitability for the duration of the displaced person's stay.
- **Proximity of Temporary Shelter.** Most people whose homes have been destroyed or significantly damaged prefer to return to their house blocks or farms to be as close as possible to their home sites, livelihoods and communities. This should be considered when developing temporary accommodation plans and arrangements.

Health

Health is a state of physical, mental and social wellbeing and not merely the absence of disease and infirmity. Queensland Health is primarily responsible for the provision of health care services to the community and should have effective representation on the Human / Social Recovery Sub Group, in consultation with the health services subgroup and in accordance with the health services sub plan. Public health services are provided by both

Queensland Health and North Burnett Regional Council and play a key role in recovery to reduce adverse public health affects after a disaster:

- managing communicable disease issues - surveillance and review of morbidity that may be occurring in the community and subsequent implementation of interventions such as vaccine programs, if, for example, there is an increase in diagnosis of influenza or hepatitis A.
- health protection/environmental health and air quality, food and water inspections and advice (for example, to boil water, water tank quality, disposal of spoilt food stores, review of food preparation procedures in evacuation centres, etc.);
- inspections and review of sewerage and other contamination issues that may impact on the health of the community
- health promotion activities, such as information and advice about heat stress, clean up, health hazards (such as mould and asbestos), and other activities that aim to enhance self-care and prevention of later hazards in recovery

Psychosocial Support

Psychosocial impacts can be very broad and may be a result of how a disaster affects peoples' emotional, spiritual, financial, cultural, psychological and social needs as part of a community.

Disaster affected people often receive the majority of their support from their families, friends, colleagues and community organisations. In addition social recovery is enhanced through the provision of adequate food/water/shelter and the return of services such as transport, access, communication, power and health.

Psychosocial support builds on these measures by providing a variety of services that range from supporting individuals and households to communities through community development activities and projects.

Psychosocial support to individuals and households includes psychological first aid and personal support services (discussed further below).

Community Development activities/projects are often low cost, simple activities that provide the foundation for the establishment of a meaningful recovery program. They are focused on providing assistance in re-establishing social connections and functionality through group and community activities. Examples include:

- Neighbourhood barbeques
- Street meetings
- School activities
- Community recovery planning

- Spiritual and sporting events
- Ceremonies
- Planning for remembrance activities
- Virtual forums
- Impromptu displays such as photographs or artwork depicting the event and /or the community's recovery.

Figure 10 depicts the multiple layers of the community that should be considered when delivering human/social recovery services.

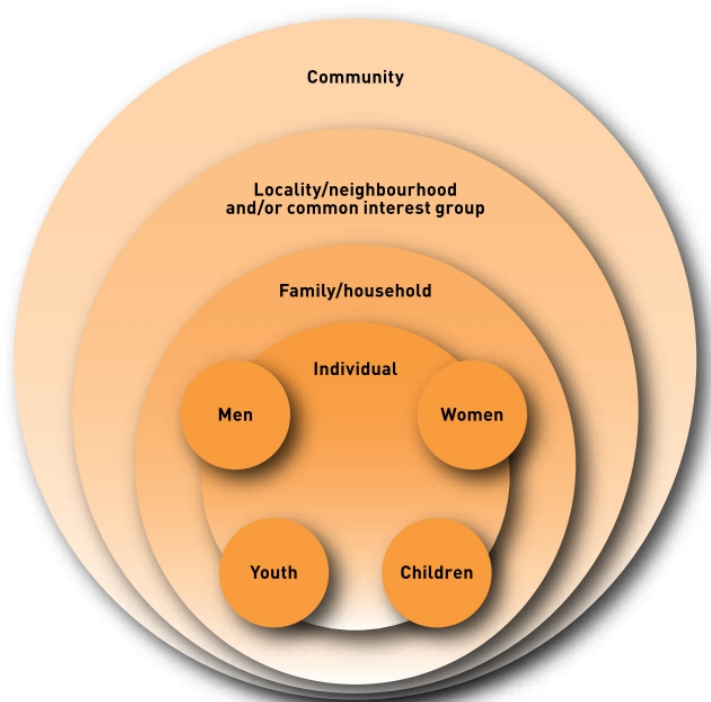


Figure 10 – The multi-layered aspects of the community
(AEMI Community Recovery – Handbook 2)

Psychological First Aid

Psychological first aid is a key component of psychosocial support, and provides a set of skills to underpin the effective provision of psychosocial support services. It is an evidence-informed approach based on common-sense principles of support to promote normal recovery, and includes helping people to feel safe, connected to others, and calm and hopeful; facilitating access to physical, emotional and social support; and enabling people to be able to help themselves.

The goals of psychological first aid are to:

- Reduce distress
- assist with current needs
- promote adaptive functioning
- get people through periods of high arousal and uncertainty

- set people up to be able to naturally recover from an event
- assist early screening for people needing further or specialised help
- reduce subsequent post-traumatic stress disorder.

Community leaders and other key members of the community can be trained in the principles and delivery of psychological first aid to ensure that an appropriate response is immediately available within the community and to allow community members to work alongside emergency support workers to manage community needs. Under the current Queensland State Disaster Management Plan, Lifeline Community Care Queensland is a key agency involved in the Community Recovery Process and has been delegated the lead agency in the provision of Psychological First Aid following a disaster event.

For anyone seeking to work as a Community Recovery Officer, Lifeline Community Care Queensland offers a nationally recognised qualification in Psychological First Aid.

Personal Support Services

The term personal support services refers to the specific role within the social recovery workforce, which provides a diverse range of practical assistance coupled with physiological first aid for the immediate and early recovery needs of individual, families or groups of disaster affected people.

Personal support services can be provided by a wide range of personnel from government and non-government agencies and local communities. These personnel can be employees, trained volunteers or trained local community members who have the capacity and interpersonal skills to support people in distress. These personnel do not provide counselling or psychological services but should be able to recognise people with these needs and refer them to the appropriate service providers. These services are primarily provided and coordinated by the Department of Communities, Child Safety and Disability services and are evident in services such as Evacuation and Recovery Centres (one-stop shops); and Outreach programs.

Practical Assistance as a Component of Personal Support Services

Personal support personnel and key recovery agencies can provide, or ensure access to, a wide range of practical assistance. Practical assistance is usually available through evacuation and recovery centres and through outreach programs and can include:

- information about what has happened, services available and plans that are in place
- access to available communication such as telephone, satellite services, free internet access
- comfort and reception

- referral to other agencies
- reassurance and security
- material aid (food, water, toiletries, hygiene kits, bedding, clothing)
- time away for families (respite)
- reassurance and security
- child minding
- child/aged care services
- transport
- advocacy, legal aid, insurance
- pet care and foster care services
- support with cleanup
- meetings and forums
- assistance with funeral arrangements
- medication and medical care
- locating relatives and loved ones.

Designing Individual and Household Psychosocial Support Programs

Several issues need to be taken into account when designing and delivering personal support services.

- The majority of disaster-affected people are not used to using welfare or social services and may find it difficult to approach, access or fully utilise emergency relief and recovery services.
- Some people may need specialist support that is not readily available or may require a complex mix of services to meet their needs.
- In identifying the need for individualised support services, recovery planning needs to consider the impact the event has had on local service providers – there may be a need to develop strategies to augment the availability of local community services to meet surge demand.
- Individualised support programs can graduate in intensity from self-accessed information to coordinated service delivery and case management approaches.

To be successful delivery of individual and household psychosocial support programs should be:

- simple and easy to understand
- consistent

- accessible
- seamless
- have a single point of contact

26.0 Community Development Activities/Projects

Community development programs can be managed by the North Burnett Regional Council, local community organisations or the Department of Communities, Child Safety and Disability Services. The decision about the management of these programs is often related to local presence, community trust and capacity to manage. Most community development programs in the North Burnett will be coordinated by the North Burnett Regional Council with assistance from community organisations and the State.

To address the important recovery issues of family and community interaction, the organisation of social activities has proven very effective. Neighbourhood barbeques and local social events that make use of the arts, music, theatre or sporting activities all provide opportunities for people to mix, tell their accounts of events and work cooperatively to plan future events. Practical activities such as fence building or weed clearing can also include a social component, and may be attractive to people who would not necessarily attend a 'social' event.

Managing Volunteers and Donated Goods

The management of volunteers and donated goods is best handled under the Human/Social Recovery Sub Group as their effect is often felt at the individual and household level. Volunteers are often spontaneous and their service should be coordinated to ensure effectiveness. Uncoordinated volunteerism usually results in a long term lack of volunteers and ill feelings on behalf of those volunteering and those who could have benefited from a coordinated approach.

Volunteers take many forms from motivated individuals to organised and structured groups. They may be local or from outside of the local government area. Local level volunteerism is not normally high after disaster events as local people are often helping family and friends.

Donated goods will also spontaneously emerge as altruistic people and informal community groups seek to render assistance. If left uncoordinated and unsupported, they often attract donations of material goods that are either not needed, or which undermine the local economy.

A guide to volunteer coordination is at Appendix 19.

Groups with Special Needs

It is widely recognised that men and women have different needs and human/social recovery activities and programs may need to be categorised by gender. This is particularly important for males who may find it difficult to acknowledge problems, to ask for assistance and to make use of naturally occurring support networks. Examples of types of social recovery networks for men may include:

- Men's sheds, which encourage men to work on projects that will have real and practical benefits for themselves and the community and at the same time, provide opportunities to talk over their issues with others seek advice and give help.
- Tool libraries which are a practical and tangible way for men to receive assistance with tools that may have been lost or damaged as a result of the disaster.
- Locally organised events relevant to the men in an area affected by an emergency such as sporting and leisure activities and other outdoor pursuits.

For many women, sharing their experiences is one of the most important aspects of their personal recovery. Programs that focus on ways in which women can interact, learn and share experiences are vital and may include:

- Rural women's networks
- Locally organised events relevant to the women in an area affected by the disaster such as pampering weekends, gardening groups or women's health information sessions.
- Support groups that facilitate the sharing of stories and experiences.

Children and Young People

The additional needs of children and youth need to be considered by the Human/Social Sub Group. Considerations include:

- Recognition that children and youth are uniquely vulnerable following an emergency event and require targeted and specialised support
- Children are not little adults and should not be managed in the same way as the adult population
- There is no one size fits all approach to recovery for children and youth and recovery plans must consider the developmental stage of those affected.

The importance of family and community support in helping children and young people overcome the impact of their experiences cannot be overstated. Parent information sessions that provide advice and information to parents on ways to support their children may be beneficial.

Local schools are key community organisations that can provide support to the younger members of the community. Engaging with schools and education facilities to gauge the level of impact on the young people in a community and involving them in development of plans and activities will assist in ensuring young people are cared for after a disaster.

The Human/Social Recovery Sub Group should consider providing information to school and childcare centres perhaps through newsletters that explain the activities and support that are available to young people and children. While schools are an important conduit to reach young people and children, consideration must be given to supporting young people after school or during school holidays or closures. Holiday programs and mobile playgrounds may be useful to provide suitable activities to children and young people.

Culturally and Linguistically Diverse Communities

Non-English speaking people may be especially vulnerable to prolonged impacts following a disaster by virtue of their inability to communicate well with emergency and relief workers, and their difficulty accessing information that helps them to make sense of the event and its aftermath.

Different cultures approach and react to disasters in different ways. This can potentially cause tensions in the broader community if these reactions are not understood by others. It may mean that minority groups in the community can feel left out, marginalised and misunderstood if they do not understand or cannot relate to the recovery processes put in place by the government and other organisations. They may also feel unable to express and manage their grief or distress in their usual ways.

Refugees and asylum seekers can be particularly vulnerable, especially if they have suffered extreme hardship and trauma in their countries of origin. The Human/Social recovery sub group should be aware of the different cultural groups in their communities and should ensure that appropriate recovery services are made available to meet their needs. However, it is also important to be cognisant that many of these communities demonstrate great resilience because they often possess a range of experiences and skills in dealing with emergencies.

Aged

Members of the aged community can be incredibly resilient but in other cases are particularly vulnerable during a disaster. Their experiences in a series of events such as wars, the Depression, bushfires, floods and droughts, which demanded great self-reliant resources, gave them the strength to deal with unusual circumstances.

People who are older, however, may be isolated, frail, suffering from chronic illness or dependent on others for transport, meals and self-care. Some older people may have lived in the community all their lives and suddenly be put in

a position of needing to relocate, in addition to losing a lifetime of memorabilia and familiarity.

The Human/Social Recovery Sub Group needs to quickly establish who these people are and where they are located in the community and link them into aged care services that can help them re-establish a sense of safety and security as quickly as possible. In the same way that children and youth may be brought together to help them talk about and process their experiences of the disaster, it may be helpful to organise groups of aged people to get together and share stories and information.

Support for the Bereaved

People who are bereaved are an example of a vulnerable group that needs specialised support and attention. The bereaved group will include surviving family members who directly experienced the emergency event and family members who did not, so plans need to be made to identify extended family members who may not be local to the community of impact.

Counselling services should also be identified to assist with grief and bereaved communities. The Human/Social Recovery Sub Group should maintain close liaison with the police and the coroner's office to ensure clear communication about support services is available to bereaved groups.

Bereavement services are led by the Department of Communities, Child Safety and Disability Services

Services may include:

- one-on-one and family counselling
- bereavement support groups
- delivery of an annual commemorative event, including consultation and input from the bereaved community

People temporarily separated from, or have lost, their companion animals

Companion animals can help people to maintain their social, emotional and physical wellbeing. Companion animals are significant partners in many people's lives.

Increasingly, research shows that companion animals can also contribute to the recovery and maintenance of both physical and mental health.

The Human/Social Recovery Sub Group should:

- Recognise that restoring animal-owner links in the aftermath of evacuation is an important aspect of social recovery and return to normalcy
- Recognise that the grief from loss of companion animals can be as equally powerful for some people as other losses, and this should be recognised in access to services and remembrance activities

- Work with animal welfare agencies (for example, the RSPCA) and take the opportunity to use volunteer support to provide services related to animal welfare.

In addition, loss of stock and native animals can cause distress in both children and adults. Arrangements for the care of stock and native animals should be provided for and information on them given to the community.

Cultural and Spiritual Factors

The Human/Social Recovery Sub Group should be aware of and respect the cultural and spiritual worldviews that shape many communities' views of the disaster.

Cultural and spiritual symbols and rituals can provide an essential dimension to the community recovery process. Rituals and symbols provide something that is familiar and comforting in times of uncertainty and change. Commemorative events and memorials can assist the community to interpret and share their emotions and collectively make sense of the disaster.

Communities identify symbols and rituals (for example, spontaneous floral tributes at or close to the sites of a disaster, and probably beginning in the immediate aftermath).

The Human/Social Sub Group should note that that these symbols may be identified pre- or post-disaster. If these are recognised, supported and coordinated as part of the recovery process, which is owned by the community, they will provide the focus for cultural and spiritual activities.

Remembrance activities must recognise that all people are affected and have equal rights to participate in planning commemorative events or permanent memorials.

Memorialisation has traditionally honoured a society's dead, so there is a tendency to focus upon the bereaved. The Human/Social Recovery Group should facilitate processes that are sensitive to the wishes of the bereaved, but that are inclusive of all people affected by the disaster.

These activities assist in the long-term integration of the emergency or disaster into the history of the community. Often these activities can be conducted on anniversaries or other significant community occasions.

27.0 Community Development Officers

In some circumstances it may be necessary to provide additional resources to support the community development component of the recovery process. In particular, the employment of one or more community development workers may be necessary to facilitate a range of activities which will enhance the recovery of individuals and the broader community affected by any given event.

Funding for Community Development Officers will vary however may be funded as part of a Community Recovery Package under NDRRA Category C funding. The Human/Social Recovery Sub Group should consider the need for one or more community development officers and prepare funding submissions and business cases to the Local Disaster Recovery Group to enable advocacy for appropriate funding.

Further guidance on defining the needs for such officers, their recruitment, selection and roles and responsibilities is contained in Emergency Management Australia's – Community Development in Recovery from Disaster Guideline.

Infrastructure Recovery

28.0 Introduction

Depending on the nature of the event, infrastructure recovery may cover significantly more scope than simply the restoration of essential services. The built environment is the physical foundation of our society and damage to any part of it may have widespread impact on many sectors of our community.

The complex character of the built environment is highly regulated and legislated, has a mix of public and private service providers, and has evolved over a long period of time so that it incorporates facilities built to different standards. Ownership of elements in the built environment brings another layer of complexity. Parts of the environment may be owned by multinational companies, individuals, government, community groups and all manner of other entities.

Recovery of the built environment also provides opportunities to build to meet the needs of the future environment.

It supports the recovery of the social, economic and natural environments of the community.

A coordinated response across levels of government, the private sector and the community is necessary to resolve complex infrastructure recovery issues.

It is therefore important that the Infrastructure Recovery Sub Group's membership reflect the scope of infrastructure recovery required as defined in the Community Recovery Needs Analysis.

This section details the matters the Infrastructure Recovery Sub Group should consider when addressing Infrastructure recovery.

29.0 Categories of Infrastructure Recovery

The following categories of recovery will need to be considered by the Infrastructure Recovery Sub Group:

- Essential Services
- Rural Infrastructure
- Residential Infrastructure
- Commercial/Industrial Infrastructure
- Public Buildings and Assets

30.0 Essential Services

Communications Network/Systems

Communication systems are essential to effective recovery. Communications underpin social and business networks and are essential in ensuring effective public information. The Infrastructure Sub Group should involve the Communication sector to assist in prioritising communication network repair and reconstruction.

Energy Supplies

This includes liquid fuel, electricity and gas. Consequences of loss of energy supplies may be widespread. The Sub Group should consider the following possible impacts of power supply disruption:

- Perishable food spoilage
- The impacts on supply of essential services, such as water, sewerage and gas
- Failure of communication and information technology-based systems
- Disruption to fuel distribution
- A potentially high demand for portable generators
- Security and safety concerns due to lack of lighting and loss of traffic lights and rail signals, compromising transportation
- impacts on commercial and industrial activities
- impact on primary production
- impact on other key essential services such as food storage and food distribution
- Implications for the location of a recovery centre
- Difficulties in maintaining accommodation for displaced people and recovery workers
- Problems for medically dependent residents who require electricity.

The Infrastructure Sub Group should involve the Energy Sector to assist in prioritising energy repair and reconnection.

Water Supply, Treatment and Sewage

The consequences of damage to the water and sewage infrastructure may be widespread. The Sub Group should consider the following possible impacts:

- Impact on the quantity and quality of water for community and commercial use.
- Impacts community health caused by failure of sanitation systems
- Firefighting may be compromised.

- Overflows caused by blockages and local flooding may lead to flooding of homes and businesses.

Transport Networks

Transport networks, including road, rail, aviation and maritime, and the infrastructure that supports them, can be affected during an event. Restoration of these networks is a priority in support of recovery.

Food Production and Food/Merchandise Distribution

Following an event some households will have sufficient food and groceries to sustain them for a period of time, but many will not. The food and groceries industry suggests that on average 95% of households have between two and four days of pantry supplies and that 40% of meals are purchased and consumed outside the home. People in rural areas however may have significant pantry supplies due to their experiences and location.

The impact on the food supply chain depends upon the extent of the event. The food supply chain is very flexible and can respond very quickly where the event is regionally contained. However, in the affected area supplies may be limited due to the direct impact of the event and panic buying by the community. The food supply chain is also the primary channel to market for a range of essential household health, sanitary, cleaning and disinfecting supplies.

Restoration of the food supply chain is a priority.

Health Infrastructure

This includes aged care, hospitals, and health care facilities (general practitioners, chemists). Health and community services are primarily delivered from premises within the built environment. Damage and disruption to these premises reduces the capacity of the service system to meet the existing and emerging health and psychosocial needs of the community.

At the same time, a disaster event almost always carries with it the likelihood that people will be killed or injured and/or experience emotional trauma. The demand for medical and personal support is likely to increase, which will place extra burden on a community with an already diminished capacity.

Impacts within health and community services include:

- hospitals, clinics and aged care facilities and/or their equipment may become damaged and inoperable—disruption to water, gas and power will also severely restrict the services these facilities can provide even if they continue to function,
- damage to supported accommodation facilities for housing vulnerable people (frail, aged and people with disabilities), which may put them at higher risk of harm

- public health concerns that arise with the displacement of large numbers of people (including into temporary accommodation)—the interruption and disruption of utilities and sanitation creates a high risk of infectious disease outbreak.

Sanitation (liquid and solid waste disposal)

The level of sanitation may well be severely compromised and result in a risk of infectious disease outbreak or spread. In addition to contaminated water, risks can result from:

- rotting food
- other contaminated materials, such as soft furnishings, papers and even building materials
- dead animals, including pets and farm animals

Security

Security infrastructure such as fire alarms and security lighting and cameras may all be impacted. Security issues following an emergency may also relate to a crime scene or coronial inquiries. The forensic requirements of these issues can hamper recovery of the built environment. Looting may also be an issue requiring additional security resources. Damage to buildings presents genuine concerns for the security of premises and possessions.

31.0 Rural Infrastructure

Damage to rural areas can impact on livelihoods and on living conditions. For rural people, the loss of their homes may result in dislocation from their livelihoods. It may be very difficult for them to remain living onsite to maintain their enterprises.

The following aspects of rural infrastructure may be damaged:

- fences
- pasture
- machinery
- sheds
- irrigation infrastructure

Other specific rural issues include:

- the length of time needed to restore livelihoods in rural areas may be extended
- there may be a difference between commercial and hobby farmers
- the impact on livestock by loss of fodder and pasture and the consideration to sell, agist or cull livestock may be foremost in farmers' minds

- biosecurity can be compromised by damage to fences or movement of soil or water.

32.0 Residential Infrastructure

Residential losses can occur in the following categories:

- houses, home units, apartments, flats, sheds, mining camps
- nursing homes, hostels, aged care facilities
- boarding houses, hotels, motels, caravan parks
- residences in commercial buildings and businesses.

33.0 Commercial / Industrial Infrastructure

Much of the economic activity in a community is driven by the commercial and social networks that depend on the built environment. Demand on most commercial facilities increases during the recovery period but the capacity to supply need is often hampered by the damage to the built environment.

Damage or disruption to commercial facilities and infrastructure may inhibit the community's access to the services and support provided by:

- transport
- banking and finance; for example, cash accessed by automatic teller machines
- employment
- hospitals and emergency facilities
- tourism
- supplychains, such as for food (supermarkets, warehousing and transportation offices), fuel, hardware and building supplies, chemists and suppliers of other controlled substances.

Adverse effects of damage to commercial facilities can include:

- Contaminated debris; for example, hazardous waste (asbestos)
- Health hazards; for example, biochemical, animals, food

34.0 Public buildings and Asset Infrastructure

For a community to function or to be viable, it requires operational public buildings and assets, including:

- community/neighbourhood centres
- schools
- kindergartens
- places of spiritual worship

- sporting clubs
- cultural centres
- entertainment venues
- restaurants and cafes
- heritage listed properties and cultural icons
- parks & gardens, public spaces and amenities

Each facility has the potential to help considerably during the recovery, but may be unable to perform its community functions if damaged. The community is reliant on the restoration or replacement of the above infrastructure to re-establish and function.

35.0 Infrastructure Recovery Planning

In planning infrastructure recovery, the Sub Group must:

- Undertake detailed damage and needs assessment
- develop contingency plans to allow work to be done, despite the immediate difficulties (including reduced transportation and communication services)
- recognise the strong links between infrastructure recovery and human response to emergencies and disasters
- prioritise infrastructure restoration and its eventual recovery according to the importance of the service that the infrastructure supports
- recognise that people may be traumatised if they feel that their buildings have not protected them or if they have suffered loss as a result of the event
- recognise that these feelings of loss and deprivation will be heightened if the normal community structures for support are not in place, and if the damage to infrastructure places further threats on their continued wellbeing
- understand that reconstruction of the infrastructure by external parties can alienate the community unless the community is involved in the formulation of recovery strategies.

36.0 Stages/Key processes in Infrastructure Recovery

The key steps in infrastructure recovery planning include:

- Understanding what needs to be done to recover
- Identify external constraints and internal organisational restraints
- Prioritise tasks

- Put in place short term /interim fixes
- Identify the resource and material requirements
- Strategic planning (including long term recovery outcomes)

These are amplified in the Table at Appendix 14.

37.0 Infrastructure Needs Assessment

Infrastructure assessments may be categorised into three separate activities:

- **Initial assessments** which are usually undertaken in the first few hours after impact during the response and immediate/short term (relief) stage of disaster management. These assessments usually only provide an indication of the scale of the problem and allow for response and relief operations.
- **Rapid impact assessments**, which are usually conducted within the first 24 to 48 hours after impact and involves the sending out of damage assessment teams to make first hand assessments. Rapid Damage Assessment can be undertaken by Queensland Fire and Emergency Services (Fire) is an example of this form of assessment.
- **Detailed assessments**, which are normally conducted within the first 72 (+) hours and which informs the development of the Event Recovery Plan and the Infrastructure Recovery Action Statements. These assessments will normally be undertaken by individual agencies and coordinated by a suitably qualified person appointed by the Executive Director Infrastructure Services

When gathering information for infrastructure recovery assessments, the Sub Group should consider:

- power
- water
- gas
- fences
- roads
- rail
- communication networks (exchanges, etc)
- hazard footprints, locations
- displaced people
- food supplies and food and merchandise supply chains
- alternative access points
- damaged residential and commercial buildings

- damaged hospitals
- dam walls

Complications in damage and impact assessment often occur because:

- owners of properties are not present at the time of inspection
- professional advice may be needed and may not be readily available
- organisations and individuals have differing priorities and agendas which impacts on the timeliness and relevance of the impact/damage assessment
- data on damage may not be complete due to inaccessibility
- insufficient resources available to analyse impact data and needs
- data reporting in a variety of incompatible formats

38.0 Reconstruction

Reconstruction is generally more complex than regular building and development activity. Some of the key issues to be considered by the Sub Group include:

Planning for reconstruction

- **Community consultation.** Works should be prioritised and staged (i.e. temporary fixes with more detailed solutions developed over longer time frames) in consultation with the affected community.
- **Assessment.** There are likely to be differing assessments e.g. insurance versus those affected. Limited assessments done early may miss things or under report or over report the scale and nature of damage. Damage may be missed by inexperienced or overwhelmed assessors.
- **Environment.** There is a need to reduce exposure to future risk or creation of new risk from reconstruction effort
- **Regulation and Frameworks.** Temporary relaxation of planning regimes may allow buildings and structures to be built that reinstate pre-disaster vulnerabilities /threats. In addition, house repairs might not have to meet new building codes, whereas rebuilding is usually to the new standard. Underinsurance and low damage write-offs may place a significant burden on building owners and the Recovery Sub Group may engage with insurers and building owners to assist in negotiations. Betterment programs and initiatives should also be explored to “build back better” damaged infrastructure to a higher standard than the pre-disaster design standard.

Approvals and Planning

Appropriate standards for reconstruction may not always be clear. Buildings must conform to the current building regulations at the time of their

construction, however, over time, these regulations may change. This can cause difficulties for owners, insurers and financiers. In addition, supervising the reconstruction may bring other problems.

Many people may not be aware of the need to apply for building approval for major repairs and may try to start major repairs without approval – in the confusion of clean up and general construction activity, their work may go unnoticed.

Although temporary repairs to give some amenity are accepted in the early stages of recovery, some temporary repairs may become incorporated into the final structure without approval

Additional staff to approve and inspect building and construction will likely be required to augment existing staff overloaded with planning and approvals.

Planning processes may need to be streamlined to ensure quicker turnaround to those affected by disaster.

Volunteers may be required to show that they are appropriately qualified, particularly interstate trades people who may not be familiar with Queensland requirements for building and construction.

39.0 Implementing Reconstruction

Wherever possible, the Sub Group should encourage the use of local contractors for reconstruction and building tasks. This enables local work opportunities and supports the local economy. Local contractors also have local knowledge.

Delays in reconstruction are inevitable either because of continuing hazards, the scale of the event and / or the availability of resources. Lack of funding can also cause delays. The Sub Group should seek to minimise delays wherever possible to alleviate stress in the community. Where delay is unavoidable, the Sub Group should engage with the community to provide public information and to confirm temporary arrangements.

Many organisations involved in recovery may be contracting work or issuing tenders. Normal tendering, awarding work and contracting processes should be followed. The sub group should encourage all organisations to ensure they adopt sensible and accountable procedures for the contracting of services.

The changing nature of recovery means that:

- staged reinstatement may be needed to deliver some quick but temporary outcomes that address the immediate needs (with later work required to address longer-term needs)
- plans may need to change to meet the changing needs

- at all stages, time should be set aside to reflect on the decisions that have been made and to make sure that they provide the best solutions—in some cases, rushed decisions are not necessarily the best ones
- communication (both by listening and talking) is important with all stakeholders—this includes the Sub Group and Local Advisory Groups.

40.0 Other Considerations

Make Safe

It is important that safety and security is maintained throughout the recovery process. There is a risk that people will not maintain normal safety measures and procedures in their haste to effect repairs and restore some sense of normality to their lives e.g. ensuring that only appropriately qualified people perform work. The term 'make safe' means many things and can include:

- classifying structural soundness
- establishing safe areas by removing hazards
- maintaining health, public health and safety standards
- managing ingress and egress routes
- receiving suitable sign off
- requesting domestic and industrial consumers of gas, water and electricity to shut off equipment to preserve limited supply.

The Sub Group should plan for and implement programs that promote and enhance safety in building and construction. Agencies such as the Building Services Authority and trade unions can assist in these matters.

Clean Up

A significant volume of damaged material must be removed prior to the construction of new facilities. In many cases this operation must be performed to restore amenity to the community.

- **Clean-up operations** include:
 - removal of debris and other matter - green waste, building waste
 - removal of rotting food from shelves and refrigerators in commercial establishments and houses (both attended and unattended)
 - removal and disposal of hazardous substances (for example, asbestos containing material, dust from fluorescent tubes)⁷

⁷ Where the amount of asbestos exceeds council control and handling, a request for assistance is to be made to the DDMG

- removal of enviro-hazards (for example, oil or chemical spills, copper and arsenic, treated timber, lead, silt, flood debris which may become a future fire risk)
- disposal of carcasses from pets or agricultural animals—this may require special disposal and environmental health officers should be consulted for appropriate areas and requirements
- processing waste—grinding, compacting, recycling
- disposal of medical waste, including pharmaceutical waste—this may require special supervision and disposal at secure sites (consult environmental health officers)
- managing and removing debris that presents a safety hazard to the community and may require special steps to remove (for example, glass in school playgrounds)
- **Handling, safety and regulation**
 - a need to take care with removal, handling and disposal of hazardous substances (for example, lead or asbestos-containing products)
 - calculating the logistics of moving the waste and debris—transport and
 - heavy equipment within built-up areas and high traffic levels at the disposal site may impact communities
 - consulting the Environment Protection Authority (obtain sign-off) for some disposal processes
 - assigning landfill and burial sites—these may have to be new sites and would be subject to permissions and approvals
 - obtaining specialist services/contractors/expertise
 - obtaining suitable sign-off at the commencement of the work or on completion of debris removal—the requirements for these may vary for different services
 - disinfecting water-damaged facilities and other areas where there is concern about continuing health and amenity of the facility
 - maintaining normal safety measures through all operations
- **Site-specific issues**
 - work performed on and around heritage-listed facilities may require special permissions
 - working in an environment affected by coronial matters—where there are deaths associated with the event, or crime has been

associated with the event, the access to the site may require clearance from police or coronial staff.

41.0 Economic Recovery

42.0 Introduction

Disasters can cause devastating and widespread economic impact. Houses, business and community infrastructure may be damaged or destroyed and people's livelihoods may be temporarily and sometimes permanently disrupted. While physical damage is the most visible economic impact, less obvious impacts such as loss of income from disruption of trade can often be more significant and extend well after infrastructure has been repaired or replaced.

43.0 Categories of Economic Impacts after Disaster

Table 7 outlines the categories of economic impact at the household and business/industry levels:

Household	Business/industry
Loss of employment and income (loss of livelihood)	Loss of supply chain networks
Loss of household assets	Loss or damage to business assets
Instability or loss of social networks	Loss of employees due to business closure and migration of skilled staff
Increased costs due to short supplies of goods and services	Infrastructure damaged or devastated
Lack of childcare and school facilities	Damage to or loss of natural resources

Table 7– Economic and financial impacts of disasters at the household and business / industry level

(Derived from AEMI Community Recovery, Handbook 2)

Livelihood - Communities are economically disadvantaged when individuals are unable to work, either because their place of employment has been impacted by the emergency event or by other disruptions, such as school and childcare closures, which necessitate children being cared for at home. Being able to work in paid employment or to run a business profitably empowers affected individuals and motivates communities to regain charge of their lives by meeting their own needs as they best see fit. The consequences of extended periods of downtime in trading or production can result in: bankruptcy, forced sale of businesses, forced sale of stock, business closure, loss of experienced workers, loss of supply chain linkages and/or a depleted customer base due to temporary or permanent population shrinkage or as a result of an influx of material donations to the area.

44.0 Economic Impact Assessment and Needs Analysis

Assessing the impacts of emergencies and disasters is integral to the recovery process. Impact assessments provide communities and policy makers with invaluable information about how a disaster manifested and what needs to be done to return the community to normal as well as helping to identify strategies to build back stronger. These assessments can inform future disaster risk management, as well as broader sustainability goals.

Measuring Economic Impact

Measuring the economic impacts of a disaster can be a complex undertaking and needs to be strategic in nature. It therefore requires thorough planning. The principle reference for disaster loss assessment in Australia is: Emergency Management Australia, Disaster Loss Assessment Guidelines, 2002. It provides guidance on assessing disaster loss primarily for the purpose of planning and justifying future risk mitigation and community resilience measures.

Due to the complexity of undertaking an economic impact assessment, some specialist expertise will be required. At a minimum some members of the Economic Sub Group should have formal experience or training in disaster loss assessment or economics. Organisations like BIEDO can assist in developing a broad economic impact assessment including disaster loss.

Economic impact assessment attempts to quantify, in a common unit (dollars), all impacts (both costs and benefits) possible. Importantly, the *economic* in economic impact assessment applies not only to goods and services that are traditionally traded in the market place, but also to the value attributed to social and environmental assets. Economic impact assessments are conducted to ensure long term economic outcomes can be visualised and planned for.

Economic Impact versus Financial Impact

Economic impact assessment is distinct from financial impact assessment. Economic impact assessment includes *all* impacts on a community while financial impact assessment often concerns a single economic unit such as an industry, business or household. In the early stages of recovery, the Economic Sub Group may well focus on the conduct of a series of financial impact assessments (across sectors) which will in turn collectively help inform the overall economic impact assessment.

Tangible versus Intangible Impacts

As well as direct and indirect impacts, economic impacts are typically divided into tangible and intangible impacts:

- tangible impacts—the loss of things that have a monetary (replacement) value (for example, buildings, livestock, infrastructure)
- intangible impacts—the loss of things that cannot be bought and sold (for example, lives and injuries, environment, memorabilia, heritage).

Tangible impacts are typically easier than intangible impacts to assign a dollar value to because they are traded in the market place. Intangible impacts are much harder to assess. Intangible impacts are often described as a 'catch all' that includes all those costs that are very difficult to estimate, for which there is no agreed method of estimation and for which there is no market to provide a benchmark. However they should be considered and included appropriately in impact assessments.

Direct/Indirect impacts on Sectors

Impact assessment may be undertaken by identifying impacts, both direct and indirect on key community sectors. Table 8 outlines some considerations for the assessment of direct and indirect impacts on the key sectors of the community.

Sector / area of impact	Direct	Indirect
Residents and households	Structural (roofs, walls etc).Contents (furniture, floor coverings etc). External (swimming pools, gardens etc).Death and injury.	Additional costs (alternative accommodation and transport, heating, drying-out costs, medical costs etc)
Public Infrastructure, community facilities and natural environment	Damage to or loss of roads, bridges, dams, sports grounds and facilities, schools, halls, parks, waterways, bushland.	Transport (traffic delays, extra operating costs etc) Loss of computer-controlled systems Loss of other lifelines (electricity etc)
Business enterprises and supply networks	Structural damage to buildings such as shops, factories, plants, sheds, barns, warehouses, hotels etc. Asset damage or loss: farm equipment, food, records, product stock (finished manufactured products, works in progress and input materials), crops, pastures, livestock, motor	Impact on production (manufacturing, agriculture, services etc) Impact on income/trade/sales/value added (tourism operators, retail traders etc) Increased costs (freight, inputs, agistment etc.) Loss of supply chain networks Increased work (construction

	vehicles, fences or irrigation infrastructure, contents damage to fixtures and fittings (carpets etc), furniture, office equipment. Virtual business interruption.	industry) Opportunity to renew struggling business
Government	Loss of rate base – for example if population base shrinks or council waives rate payments as a gesture of goodwill	Costs of implementation of royal commission recommendations Increased demand on government services (education, health etc) Loss of business continuity (state government may provide case management involving significant resources to be redeployed immediately for long periods) Loss of tax revenue Cost of engaging extra resources and/or backfilling positions

Table 8 – Direct and indirect economic impacts of disaster on key community sectors
(Derived from AEMI, Community Recovery Handbook 2)

45.0 Guidelines for Economic Recovery

The following guidelines for economic recovery and the supporting strategies provide a framework for the Economic Sub Group in developing economic recovery programs after a disaster:

- economic recovery strategies are an integral part of the overall recovery management process
- coordination of all recovery programs is needed to support and enhance the economic structure
- it is important to recognise that affected people need to re-establish their means of making a living to enable them to manage their own recovery
- response and recovery actions actively support the recovery of business and industry
- the best outcomes are achieved when business and industry is returned to activity as early as possible

- adaptive change is adopted in light of previous knowledge of the sustainability of business and communities, and strategies
- business and/or industry representatives must participate in economic recovery decision making
- it is important to retain skilled workers in the affected area through paid employment
- it is important that measures are taken to mitigate the impacts of future disaster on business continuity.

46.0 Economic Recovery - Management Strategies

Examples of specific management initiatives include:

- formulate short-term business survival strategies
- identify all aspects of the economic impact of a disaster and continue to assess, analyse and monitor to inform the level of support required by community
- plan (from the beginning) for the transition back to mainstream service provision
- establish and maintain communication channels between community, business, industry and government representatives in the community
- proactively seek and involve investment and technical assistance parties from within and outside affected communities
- facilitate local advisory groups as required that are representative of business, industry and employee groups
- ensure communication strategies incorporate information around economic recovery support to the broader community
- support and facilitate the development and maintenance of partnership arrangements to enhance economic activities
- establish positive images to attract visitors when appropriate
- report information on the effectiveness of the economic recovery program to all stakeholders
- develop risk management assessments for the economic recovery program
- avoid duplication of services and identify gaps
- maintain confidentiality and privacy principles
- ensure monitoring, evaluation and reporting processes are embedded in all economic recovery activities.

47.0 Economic Recovery - Service Delivery Strategies

Examples of specific service delivery include:

- develop a comprehensive list, including contact details, for all available and accessible financial and economic services for disaster-affected people (for example, government agencies, banks, insurance companies)
- ensure the broader recovery workers know the range of services available and appropriate referral processes
- facilitate the provision of financial assistance measures in a timely, fair, equitable and flexible manner
- provide material aid where it is appropriate (for example, to isolated properties)
- facilitate the provision of financial counselling and management services
- ensure economic and financial services and/or information are coordinated and provided by a variety of means and use the existing communication networks within communities
- provide community awareness on how to source information regarding the validity of goods and services being offered by businesses seeking opportunities within the disaster-affected localities.

48.0 Economic Recovery - Enabling Initiatives

Examples of other initiatives include:

- encourage response agencies to implement procedures to support economic recovery (for example, local employment program for clean up)
- support and promote opportunities for sustainable economic recovery
- actively work/negotiate with financial institutions on behalf of affected people and businesses
- advocate for the return of evacuees into the affected area as soon as possible when the environment is safe
- procure goods and services via local businesses and tradespeople wherever practical (for example, use local electricians for power safety checks and repairs, encourage agencies to employ local residents and to purchase resources and services locally)
- value and build on the local capacities of services that support economic activities (for example, childcare services and non-profit groups)

- build on local/regional/state/territory industry and business organisations and their networks (for example, home business network, tourism boards, chambers of commerce)
- encourage the community to buy locally through known and trusted businesses
- facilitate the creation of work placement projects (for example, clean-up activities)
- to provide short-term paid employment to retain skilled workers in their current location while they await their former place of employment to recover and re-open
- facilitate the provision of government grants, appeal distribution and charitable payments as financial, rather than material, assistance in support of economic and local business recovery.

49.0 Financial services

The purpose of financial assistance measures is to support those in need, while encouraging appropriate personal responsibility. Resilience and preparedness (such as appropriate and adequate levels of insurance) are to be encouraged.

The recovery of communities from the effects of emergencies and disasters is assisted by a range of financial measures, which provide a source of funds to businesses, local and state/territory governments, householders and the community to assist with and promote recovery. These sources include insurance and may also include government provided natural disaster relief and public appeals (depending on the severity of the event). Assistance may also be provided by banks (for example, the suspension of mortgage/loan repayments and provision of financial counselling and advice), and the Australian Taxation Office has developed a Disaster Response Framework.

Communities should be encouraged to explore their own resources, and to plan and be prepared for an emergency event. Changing community expectations and the political landscape have historically impacted on the provision of financial services.

The need for financial assistance measures such as insurance, Australian and State government assistance and appeals are critical after disaster because of the effect on people's employment and income stream—more commonly referred to in the international humanitarian assistance literature as livelihoods.

The various State and Australian Government financial support packages are detailed in Part B under Funding Disaster Recovery.

Financial assistance—Public Appeal Funds

The Australian community has, historically, come to the aid of people affected by disasters through monetary donations to public appeal funds. Although this generosity cannot be assured in the future, and is not part of the North Burnett contingency arrangements, public appeals need to be considered.

A State public appeal is often established after large disasters affecting a significant portion of the State. However, many people wish to donate to help a particular area impacted by disaster. Local appeals run by community organisations are likely to emerge in the aftermath of a disaster. Focusing on a single local appeal to help support recovery disaster impact is preferred although it must be acknowledged that smaller collections of cash will occur within community groups. These should be directed to the relevant local appeal or to the State appeal as appropriate.

The LDRG should promote a single local government appeal where possible. Appeals such as these should be managed by a suitable and reputable community group although they may be supported by Council. If communities wish to provide assistance, they should be strongly encouraged to express their sympathy and empathy for disaster victims through monetary donations. It is more empowering for people to receive cash grants so that they can choose what they most need to support their own recovery, which can also assist in stimulating the local economy. The key message is that cash is always preferred because it can be targeted to meet immediate needs.

Financial assistance—Insurance

Insurance is the primary means of gaining financial compensation for the cost of restoration. The major types of insurance cover are for home and contents, income protection, and property and business interruption.

Home and contents policies usually provide replacement and reinstatement insurance, which covers the cost of repair and replacement of damaged property and contents. The less common indemnity policies take account of the age and condition of the items insured. If buildings and/or contents are underinsured, the settlement amount from the insurer is less than the cost of replacement. There is also a need to be aware of the policy exclusions (that is, the risks not covered).

Commercial insurance is designed to cover many of the risks, including damage or loss caused by disasters, which are faced by business, including coverage for buildings, vehicles, equipment, stock, plant, and fixtures and fittings, as well as business interruption. Adequacy of insurance cover is an important community message that should be promoted routinely.

Insurance Council of Australia

The Insurance Council of Australia assists affected people to navigate and negotiate the insurance process. A central goal is to build and maintain a

high-level coordination capability to be employed following a disaster. The strategic intent of this objective is, first, to increase the effectiveness of individual efforts for insuring disaster victims and, second, to improve and simplify liaison with state and federal government emergency response systems. The Insurance Council of Australia has produced the Industry Catastrophe Coordination Plan. They are able to provide representatives at State and at regional levels when impacts are significant. The Economic Sub Group should consider involving Insurance Council of Australia participation in insurance and insurance claim matters arising from the disaster.

The Australian Taxation Office

The Australian Taxation Office supports taxpayers, businesses and tax agents through its disaster response framework. Mechanisms include appropriate and timely arrangements to relax tax obligations and provide tailored assistance to people when they are ready to attend to their tax matters. During previous disasters in Australia some key responses included:

- allowing lodgment deferrals of activity statements or income tax returns without penalty
- allowing additional time to pay tax debts without incurring general interest charges
- initially stopping correspondence to affected areas
- fast-tracking refunds

50.0 Public-Private Partnerships

Public-private partnerships can capture the goodwill that exists in the private sector and its willingness to be part of the recovery process. They do not include the normal procurement that enables services to be provided and they do not necessarily involve exchange of money. An example is the provision of goods or services following a disaster by a private enterprise to a relief agency that is covered by a memorandum of understanding.

These partnerships can increase capability to respond in a timely manner, and can provide a mechanism to assist the smooth provision of services. Partnerships in the recovery environment can provide:

- corporate in-kind support
- information to the community
- information to the Sub Group or the LDRG on damage/impact assessments, community needs and the effectiveness of recovery actions
- human resources
- construction contracts (for example, supply of heavy lift or specialist equipment, loan of equipment and staff to assist in the immediate response, deployment of engineers to undertake damage

assessments, deployment of reconstruction and building trades professionals)

- supply (for example, the provision of catering)
- maintenance
- accommodation
- grants/appeals management
- supply of credit (to other businesses to allow them to resume operating, or to customers)
- health and community service professionals
- fuel supply and distribution.

In preparing and planning, it is useful to consider the public-private partnerships that can be established prior to an event to assist with contingency planning. Traditionally, corporate support has been a spontaneous response to an emergency event, and needs to be negotiated after an event, taking into account the needs of a community.

For partnerships that can be established as part of preparedness and planning, consideration should be given to:

- identifying goods and services that can be procured through this means
- establishing and identifying accredited/licensed/certified suppliers, and seeking indicative costs to avoid cost inflation/profitteering post impact (for example, to provide food and supplies to individuals at recovery centres)
- including local suppliers in recovery efforts where possible—issues to consider include the potentially impeded capacity of local suppliers to deliver due to the disaster
- establishing links between non-regional and local suppliers to retain local employment
- establishing links between non-regional and local suppliers that are able to continue or re-commence trading, to keep money in the community
- documenting partnerships between suppliers—use of non-regional suppliers needs to be handled with some sensitivity for local suppliers.

51.0 Steps to Economic Recovery

The steps to the post-disaster economic recovery planning process are:

Step 1: Conduct post-disaster economic and financial impact studies

The Economic Recovery Sub Group should seek to perform economic and financial impact studies where necessary and appropriate. Financial impact studies will focus on specific economic units (such as a business or a sector of the community). An Economic Impact Study should build upon these financial impact studies to determine the overall impact on the economy. Both financial and economic impact studies will build upon the initial damage assessments undertaken during response operations. These impact studies should be conducted as quickly as possible following the disaster. They provide intelligence for decision-makers and support any requests for the State or the Australian Governments to provide appropriate funds for rebuilding/recovery. These impact studies assess both physical damage (properties, inventory, etc.) and economic damage to industry and the local economy.

It is likely that there will be many challenges in acquiring both pre-disaster and post-disaster data, particularly in an initially chaotic environment immediately after the disaster impact. This emphasizes the need to identify the stakeholders and include them either on the Sub Group or as members of Local Advisory Groups.

To the extent possible, the studies should measure the following economic impacts (where data is available):

- Job loss
- Loss of wages
- Business closures and interruption (loss of productivity)
- Damage to infrastructure
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

Step 2: Initiate a post-disaster economic recovery assessment and planning process

The Council should take the lead in initiating the economic recovery planning process, with support and engagement from State Government agencies, other business, civic, and community organisations (see Terms of Reference for the Economic Sub Group). This process should begin as soon as possible after the disaster event to take advantage of the sense of urgency and unity following a disaster and to ensure strategies and resources of economic recovery can be planned for, and acquired.

Step 2a: Identify the roles and responsibilities of all economic recovery stakeholders

Confirm roles and responsibilities among partner organisations for all phases of recovery.

Step 2b: Establish Local Advisory Groups to gather relevant data and information

Economic Local Advisory Groups should be established to cover major topics (e.g., business retention, small business assistance, downtown redevelopment, etc.). Each working group should have a chairperson and be responsible for compiling relevant data. The group can also begin identifying major issues and suggesting strategies and resources to address those issues.

Step 2c: Produce a complete economic analysis (including financial assessments)

This economic analysis includes a detailed look at key industries and anchors and specific quantitative and qualitative data on how they have been impacted by the disaster. This analysis will provide insight into the current state of the economy, including whether economic development targets should be re-evaluated; a better understanding of competitive positioning; and will lay the foundation for a long-term economic development strategy for the community.

It may be beneficial to have a third party conduct this economic analysis, due to:

- limited local capacity issues
- assurance of a speedy planning process
- the need for a fresh perspective on the situation

The following steps will assist with the economic analysis:

- Review existing strategic plans and studies for relevancy, evaluate existing business development targets, and revisit economic issues
- Solicit information and input from Local Advisory Groups
- Conduct additional focus groups around key topics to help identify specific challenges and opportunities
- Conduct economic development forums with various stakeholders (economic developers, planners, local government, businesses, citizens, etc.) to focus on specific geographic areas, such as the town areas, industrial areas, neighbourhoods, small towns and rural residential areas; or functional areas like sport & recreation, tourism or primary production.

Step 3: Fully assess the situation on the ground

Take the time to really understand the post-disaster economic analysis before any actions are proposed or implemented. A deep understanding of the current situation will provide critical insight on how the community should move forward.

Step 4: Create an Action Statements outlining strategies, programs and activities to be undertaken to achieve economic recovery.

Create Action Statements to provide direction on economic recovery priorities. The plan should be updated as needed. Seek to:

- Include a phased approach to economic recovery where clear goals and objectives are set for the short, medium and long term recovery. Emphasis should be placed on long-term goals, to ensure transition between economic recovery and long term community development. This could be for many years.
- Assign appropriate organisations to take ownership of and carry out each task.
- Ensure these organisations have the resources to carry out each task, in terms of capacity, ability and financial means. See additional resources as necessary.
- Ensure that business retention and expansion is addressed before any new business efforts take place. Existing businesses are the ones that are most likely to rebuild the economy.
- Ensure that strategies and actions are specific, with measurable outcomes, to provide a basis for monitoring progress.

Step 4a: Coordinate the Action Statements with the development of an effective communications strategy

The public should be aware of this planning effort and how time, resources and funds will be prioritised.

52.0 Checklist

A checklist of considerations for Economic Recovery is provided at Appendix 16.

Environment Recovery

53.0 Introduction

The environment is defined to include ecosystems and their constituent parts, including:

- people and communities
- natural and physical resources
- the qualities and characteristics of locations, places and area
- the social, economic and cultural aspects.

Australian Environment Protection and Biodiversity Conservation Act 1999

54.0 Components of Environment Recovery

The ways in which damage to the natural environment impacts on the community, infrastructure and the economy are considered in other parts of this plan. , This section of the plan deals with the effects of a disaster on the North Burnett's ecosystems particularly :

- the air
- water
- land and soil (and organic matter)
- plants and animals.

The table below outlines some of the effects of impact of disasters on our natural ecosystems.

Component of the natural environment	Aspects of this component relevant to disaster management	Some examples of effects
Air	Particulates Chemicals Biological aerosols Radiation	Immediate: asthma cases Longer term: deposition of particulates residues on assets Dust from wind erosion— denuded landscape (fire, drought) Heatwave deaths Deaths from bushfire smoke affecting air quality
Water: • surface water • ground water • marine • artificial	Quality: • biological contamination • particulate contamination	Loss of capacity (drinking water etc) Behaviour change as it moves through the environment Quality and quantity supporting:

storages	<ul style="list-style-type: none"> chemical contamination dissolved oxygen levels/ quality in waterways <p>Quantity</p> <ul style="list-style-type: none"> changed river flows changed groundwater storage flow regimes biological contamination/ introduced pests 	<ul style="list-style-type: none"> production systems recreational water ecosystems
<p>Land and soil:</p> <ul style="list-style-type: none"> landscapes rocks soil geo-heritage 	<p>Loss and movement:</p> <ul style="list-style-type: none"> erosion deposition <p>Quality and condition:</p> <ul style="list-style-type: none"> contamination <p>Changes to soil—acidification/ structure change/compaction</p> <p>Damage to landforms and landscapes</p>	<p>Significant erosion after a fire or flood, earthquake or cyclone can change the course of waterways, reduce the productivity of farmland and create erosion risks for infrastructure both up and down stream.</p> <p>All of this will have impacts on flora and fauna. Potential impacts also include natural, cultural and geo-heritage sites.</p>
Plants and animals	<p>Loss of species and populations (biodiversity), especially threatened species</p> <p>Change in abundance of species</p> <ul style="list-style-type: none"> Predators Competitors <p>Changes in recruitment (whether seedlings can survive)</p> <p>Loss of habitat</p> <p>Disease</p> <p>Pollination</p>	<p>Increased interaction between wildlife and humans due to animals being disorientated, displaced (vehicle collisions, kangaroos/rabbits grazing in gardens, noisy birds (such as corellas) concentrated in civic areas, foxes coming into yards and killing domestic animals/ stirring up pets (spreading mange to pets) etc).</p> <p>Introduced predators concentrate on the native species and livestock remaining in the landscape (advantaged by no harbour for wildlife); can wipe out threatened species, impact on farm production/survival.</p> <p>Rabbits compete with native wildlife for scarce food resources, impact on regeneration of plants, impact on pasture/crop production.</p> <p>Weeds are first to establish on bare ground and can outcompete native plants and agriculture/ pasture plants.</p> <p>Birds may move out of the area, reducing pollination activity and/</p>

		or allowing insect activity to get out of balance.
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Table 9 - Examples of impacts of disasters on the natural environment by component
(AEMI Community Recovery Handbook 2)

Environment Impact Assessment and Needs Analysis

Usually environmental impact statements are designed to assess and protect environmental values where development is proposed. These procedures can easily be adapted to the post disaster situation to identify significantly ecosystem attributes and the likely impacts from the disaster.

An environmental impact statement usually includes a broad survey of the impacted area (usually both through desktop analysis of existing data resources and, if required, the use of survey methods).

In some cases, ecological survey techniques need to be employed to assess specific concerns, or to gain a broad audit of natural environmental impacts and likely consequences of the disaster. A rapid response research capacity following a large-scale natural disturbance assists in understanding the ecosystems dynamics and long-term consequences of natural disasters.

55.0 Interaction with the other Pillars of Recovery

Some attention is needed for competing outcomes of other recovery (social, built and economic) activities. Often there is a high level of activity post-disaster to restore infrastructure services, and 'normal' environmental considerations may be bypassed (for example, seeking vegetation clearance approvals). Although quick action is essential, good environmental practices, if built into the process beforehand, can still be applied. The LDRG should consider any competing outcomes between the environment recovery effort and that of the other pillars of recovery.

56.0 Principles of Ecologically Sustainable Development (in recovery)

Ecologically sustainable development (ESD) is 'development which aims to meet the needs of today, while conserving our ecosystems for the benefit of future generations' (*Ecologically Sustainable Development Steering Committee 1992*).

The North Burnett will seek to abide by the objectives and principles of the national strategy for ecologically sustainable development which includes three core objectives and seven guiding principles. These are provided below in Table 10.

Principles of ecologically sustainable development

The Goal is:

Development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.

The Core Objectives are:

- to enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations
- to provide for equity within and between generations
- to protect biological diversity and maintain essential ecological processes and life-support systems.

The Guiding Principles are:

- decision making processes should effectively integrate both long and short-term economic, environmental, social and equity considerations
- where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation
- the global dimension of environmental impacts of actions and policies should be recognised and considered
- the need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised
- the need to maintain and enhance competitiveness in an environmentally sound manner should be recognised
- cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms
- decisions and actions should provide for broad community involvement on issues which affect them.

No objective or principle should predominate over the others. A balanced approach is required that takes into account all these objectives and principles to pursue the goal of Ecologically Sustainable Development

Table 10 –Principles of ecologically sustainable development (in recovery)

(AEMI Community Recovery Handbook 2)

57.0 Using an Environmental Risk Management Approach

Given the complexity of the natural environment arising from the large number of ecosystems and organisms and their interaction with one another and their surroundings it is likely that there will be significant uncertainty in managing environmental recovery. Decisions will often involve lengthy time spans and assumptions about projected impacts and may involve significant uncertainty.

Using a risk management approach may be helpful in determining the environmental risks and how best to treat them. It provides a structured, systematic approach to decision making. The Australian / New Zealand standard for Risk Management - AS/NZS ISO 31000:2009 Risk management— Principles and guidelines is the principal reference for this process. The general risk management process can be adapted to suit the needs of environment recovery planning.

To assist in adapting the risk management approach to environment recovery, the Sub Group may choose to seek answers to key questions at each stage of the Risk Management Process. These are outlined in the following paragraphs:

Establish the context for recovery of the environment

Question: What has happened to the natural environment as a result of the disaster/emergency?

Action: initially the action is to investigate, monitor and evaluate the impacts. The natural environment is a highly complex system. Some aspects of the environment might continue to function well, but others may be devastated. Consideration should also be given to how the environment reacts over time. For example, air quality immediately after a bushfire may be bad, but soon recovers, but river water quality and biodiversity may be severely impacted for many weeks or longer.

Question: Can the natural environment adequately recover on its own in an acceptable timeframe?

If the answer to this question is 'yes', the natural environment will adequately recover on its own in an acceptable timeframe, and no specific recovery activity needs to be undertaken (a valid treatment option). **Action:** continue to investigate, monitor the impacts (immediate and future) and evaluate the ability of the natural environment to cope.

If the answer is 'no', the natural environment cannot adequately recover on its own. **Action:** identify, analyse and evaluate the risks to the natural environment. (See 'Identify risks', 'Analyse risks' and 'Evaluate risks' below.) In order to do this, criteria for evaluating the risk need to be established.

Other questions that might assist in answering the question include:

- what was the state of the natural environment and how was the natural environment progressing (refer to the Environment Profile for the North Burnett in Part B to this plan.
- how is it now functioning?
- can it be fully functional again?
- do we need a different plan to achieve effectively functioning ecosystems?

Some guiding objectives that might be appropriate to the process of answering these questions and establishing the context after disaster include:

1. avoid or prevent environmental harm
2. reduce or minimise environmental harm
3. mitigate the effects of environmental harm
4. offset any environmental harm.

Question: what are the criteria against which the risk to the natural environment is to be evaluated?

Action: Decisions may be based on operational, technical, financial, legal, social or natural environment or other criteria.

Identify environmental risks

Identify the risks (threats and opportunities) that result from the disaster and impact on the natural environment and ecosystem services. Questions that might need to be considered include:

- is there an impediment to the environment recovering on its own (for example, contaminated soils or bare soils at risk of weed invasion might prevent regeneration of indigenous species, which can result in reduced agricultural productivity)?
- is a priority environmental function (or an ecosystem service) now absent and unable to recover quickly, such that you need to steer or hasten the recovery process (for example, contaminated and reduced water supplies after a fire because the damage to the catchment has reduced the capacity of the landscape to filter the drinking water)?
- is there an opportunity to improve the natural environment where the previous
- status was degraded?

Analyse environmental risks

Analyse the extent of the risks to the natural environment (the likelihood and the consequence of risks) so that a level of risk can be estimated:

- how big are the risks?
- are the risks tolerable?

Evaluate environmental risks

Making decisions about the ability of the natural environment to cope depends on pre-established assessment or evaluation criteria and objectives. Evaluate the risks in order to prioritise treatment options:

- what risk treatments are required?

- should the management of these risks be prioritised?

Treat environmental risks

Treatment options include actions to:

- monitor and observe
- prevent or avoid environmental harm
- reduce or minimise environmental harm
- mitigate the effects on the environment and community
- offset the damage.

Options and strategies for treating risk can be assessed in terms of:

- their potential benefits
- their effectiveness in reducing losses
- the cost to implement the option(s); and
- the impact of the control measures on other stakeholder objectives, including the introduction of new risks or issues.

Often decisions are made in light of comparison of the cost (dollar and environmental) and economic impacts.

Some activities will have benefits for many natural environment components. For example, fencing to exclude livestock from key areas can improve native vegetation recovery (by reducing grazing impacts), improve water catchment qualities (through less faecal material in waterways), reduce risk of soil erosion (more vegetation cover equals less sediment run-off) and, in the longer term, impact on maintenance of water quality.

Monitor and review

Rapidly changing circumstances post-disaster require ongoing investigation, monitoring and evaluation. In light of this, the risk management process should be reviewed regularly to ensure the risk treatment plans/recovery plans remain the best option.

Communicate and Consult

To attain maximum effect, it is important to ensure engagement by all aspects of community and all levels of government, and a broad range of subject matter expertise as the risk management process or the recovery planning proceeds.

The natural environment is a highly complex area to assess and engaging the appropriate expertise is essential. In Australia management and governance of the natural environment is conducted by a mix of public and private and non-government organisational entities, with varying standards and

regulations. Engagement with these is critical to any natural environment recovery activity.

Appendix 16 graphically depicts the above process.

Table 11 gives examples of options or strategies for treating risk in the natural environment (under the components of air, water, land and soil, and plants and animals).

	Air	Water	Land and Soil	Plants and Animals
Monitor/observe	<p>Emissions (source) air monitoring program Ambient (community) air monitoring program</p> <p>Personal (recovery Worker) air monitoring program</p> <p>Deposition (fall out) monitoring program</p>	<p>Drinking water sampling program</p> <p>Recreational water body sampling</p> <p>Natural water body sampling program</p>	<p>Soil stability and erosion potential surveys</p> <p>Soil contamination assessments and environmental and health risk assessments</p> <p>Topsoil capability for regeneration of flora</p>	<p>Establish survival of and current threats to important species</p> <p>Flora/fauna surveys</p>
Prevent/avoid	<p>Aerial incendiary practices</p> <p>Whether or not to put hazardous materials fire out—let it burn out and get the oxygen out or stop it burning so it doesn't contaminate the air?</p> <p>Extinguish fires</p> <p>There may be occasions where the decision is made that the benefits gained by allowing the fire to burn outweigh the smoke pollution. Assessment should always be based on the fire rather than the smoke pollution</p> <p>In planning post fire recovery of an ecosystem sufficient time for recovery must be given before the</p>	<p>Keep people out of contaminated waterways</p> <p>Remove oils, fuels etc from wrecked vehicles etc</p> <p>Recycling of wastes to minimise discharges or impacts on water resources</p>		<p>Implement hygiene protocols to prevent spread of disease to /within the natural environment</p> <p>Keep livestock out of sensitive areas by fencing (to avoid grazing impact, improve recovery of plants)</p> <p>Hygiene protocols</p> <p>Controlling where machinery goes so it doesn't impact on certain /threatened species</p> <p>Replacement of</p>

	Air	Water	Land and Soil	Plants and Animals
	<p>next control burn is implemented. Frequent fire too often can reduce floral biodiversity, such as in dry sclerophyll eucalypt or heathland. Refer to SEQ fire and biodiversity guidelines</p> <p>Prevent dust lift off by stabilising land/use of fencing, mulching etc</p> <p>Manage wastes to prevent emissions</p> <p>Manage pesticide applications to prevent spray drift</p>			<p>nesting boxes where they are a part of a monitoring or research program</p> <p>Supporting the welfare of fire-affected wildlife</p>
Reduce/minimise	<p>Treat air emissions (e.g. apply water sprays, filters, containment) to reduce the volume and/or render the emission less harmful</p> <p>Minimise impact on the environment through response techniques/practices</p> <p>Minimise exposure to humans and animals by keeping them away from the area where the air is contaminated</p>	For oil spills—use booms, filters	Rehabilitating control lines Minimises the potential for erosion	<p>Control of introduced predators at key sites to protect threatened species and livestock</p> <p>Conduct works to minimise the potential for invasion of weed species to ground made bare from wildfire and along waterways</p>
Render harmless		Filter contaminated water to remove suspended solids, chemicals, biological hazards	Interventions between hillsides and creeks (such as straw/wire) to stop hill creep and sedimentation in creeks	
Mitigate the effects	<p>Limit the exposure of people and animals to areas of air contamination</p> <p>Decontamination of plants, animals, buildings, equipment</p>	<p>Composting practices for disposal of carcasses—less impact on the water table</p> <p>Wildlife rescue</p>		Translocate key (e.g. highly threatened) species to safer refuge (including into captive breeding facilities if necessary) to

	Air	Water	Land and Soil	Plants and Animals
	Provision of suitable protection and safety for recovery volunteers	Temporary habitat construction and feeding Cleaning of rain water tanks, replacement water supplies and filtration		ensure survival of the species Replacement of protective fencing around threatened plants to exclude browsing and grazing animals such as rabbits, d and kangaroo
Offset the damage				Where an event causes irreversible damage to high-priority vegetation, selecting a separate patch of land for restoration may be an acceptable offset Provision of artificial nesting boxes can provide temporary habitat for displaced animals (shelter from weather and predators, provide safe breeding etc) High-priority vegetation that has been devastated by a bushfire—select a separate patch of land for reafforestation over a period until the initial area has recovered

Table 11 – Examples of recovery activities (risk treatment options) in the natural environment listed by natural environment component
(AEMI Community Recovery Handbook 2)

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2. Community recovery management/coordination
3. Recovery management/operational considerations
4. Outreach
5. Evacuation/Emergency Relief Centre
6. Recovery Centre
7. Human Resources (managing people)
8. Community Recovery Evaluation

References used in the development of this plan

Queensland Recovery Guidelines, 2012

Australian Emergency Management Handbook 2 - Community Recovery

Australian Emergency Management Series – Manual 10 – Recovery

Australian Government – NDRRA Determination 2012

QRA – Rebuilding a stronger, more resilient Queensland

QRA – Operation Queenslander – Local Plan

Queensland 2013 Flood Recovery Plan

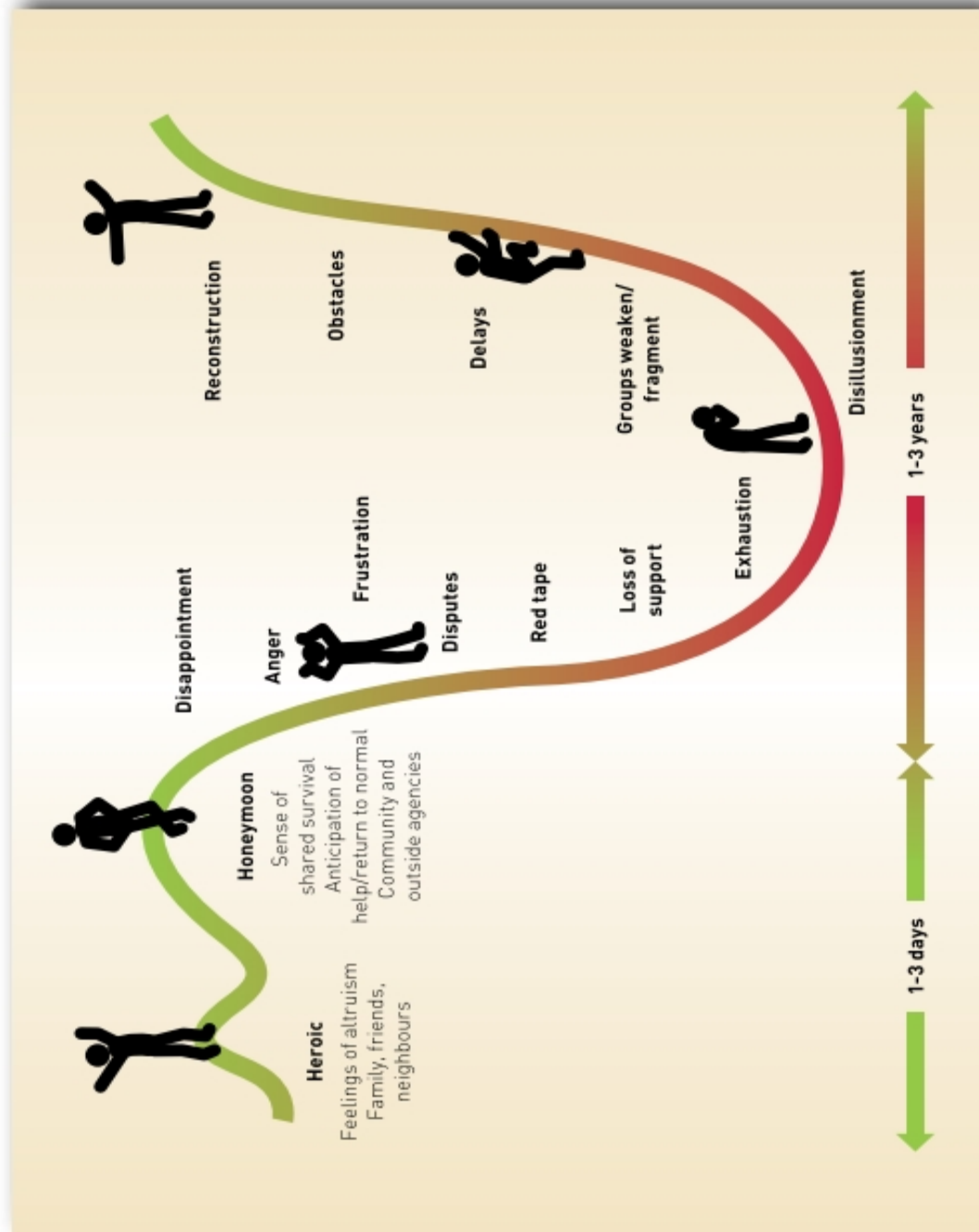
South Burnett Recovery Plan

Other Useful References for Recovery

International Recovery Platform - <http://www.recoveryplatform.org/>

Volunteering Queensland - www.volunteeringqld.org.au

Appendix 1 Post Disaster Psychological Phases



(AEMI Community Recovery Handbook 2)

Appendix 2

North Burnett Human/Social Profile

Appendix 3

North Burnett Economic Profile

Appendix 4

North Burnett Infrastructure Profile

Appendix 5

North Burnett Environmental Profile

Appendix 6

Terms of Reference - Local Disaster Recovery Group

Role: The role of the Local Disaster Recovery Group is to coordinate the planning and implementation of recovery strategies across the four pillars of recovery.

Responsibilities

- Assess the impact of the event and undertake a community needs analysis across the four pillars of recovery.
- Coordinate the whole-of-government and community recovery from disaster events.
- Identify and prioritise major areas of recovery.
- Establish sub groups as required to coordinate specialist knowledge and expertise
- Develop and implement effective strategies for community participation and partnership in the recovery process.
- Develop medium and long term recovery policies and strategies.
- Develop and Implement the Event Recovery Plan.
- Coordinate the Action Statements developed by the Sub Groups.
- Identify and obtain required resources.
- Provide effective leadership to focus all necessary resources to achieve the most effective and efficient recovery of affected communities.
- Monitor recovery programs and activities undertaken in the North Burnett.
- Provide regular public information about recovery progress.
- Develop a final report at the conclusion of recovery operations.

Reporting

- The Local Disaster Recovery Group will provide advice and regular reports to the Local Disaster Management Group, the District Disaster Coordinator and the State Recovery Group.

Sub Groups

- Sub Groups are to report regularly to the Local Disaster Recovery Group

- The Coordinator of the Sub Group is to attend all meetings of the Sub Group and will represent the Sub Group at meetings of the Local Disaster Recovery Group.
- The Sub Group is to meet as required at the discretion of the Chair of the Sub Group.
- Sub Group Agendas, Minutes of meetings and Action Statements are to be copied to the Chair of the North Burnett Recovery Group.

Core Members:

Executive

- Deputy Chair of the LDMG (Chair)
- Local Recovery Coordinator
- Media Liaison Officer
- Administration Officer

Economic Sub Group

- TBA (Coordinator)
- Representative from the Department of State Development, Infrastructure and Planning

Infrastructure Sub Group

- TBA (Coordinator)
- Representative from the Department of Housing and Public Works

Human Social Sub Group

- TBA (Coordinator)
- Representative from the Department of Communities, Child Safety and Disability Services
- Volunteer Coordinator

Environment Sub Group

- TBA (Coordinator)
- Representative from the Department of Environment and Heritage Preservation

Other Membership

Local councillors on an as needs basis

Other membership may be derived from inclusion of key representatives from a range of other government and non-government organisations. When establishing a LDRG for recovery operations consideration will need

to be given as to whether specific organisations or individuals are best placed at the LDRG or Sub Group level. Possible entities for inclusion as members of the LDRG or its sub groups may include:

State Government Agencies and Government Bodies:

- Department of Premier and Cabinet
- Queensland Health
- Department of Education, Training and Employment
- Police and Community Safety
- Transport and Main Roads
- Agriculture, Fisheries and Forestry
- Natural Resource and Mines
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- National Parks, Recreation, Sport and Racing
- Tourism, Major Events, Small Business and the Commonwealth Games
- Building Services Authority
- Queensland Reconstruction Authority
- Energex
- Tourism and Events Queensland
- Queensland Small Business Advisory Council
- Queensland Rural Adjustment Authority
- South East Regional Disability Advisory Council

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes. Key amongst these is Centrelink, Department of Human Services.

NGO/Community Groups and Private Sector Partners

- Community Services (Red Cross, Salvation Army, etc)
- Commonwealth Carelink and Respite Centres
- Alzheimers Australia
- Regional Development Australia
- Wildlife Volunteer Association

- Landcare Groups
- AgForce
- Local Chambers of Commerce
- Tourism Associations

Appendix 7
Generic Terms of Reference
for each Sub Group

Terms of Reference

Economic Recovery Sub Group

Role: The Economic Sub Group is to coordinate the planning and implementation of economic recovery in the North Burnett local government area where the impact of the disaster event is of significance to the economy of the region.

Responsibilities

- Assess economic impact arising from the disaster event.
- Coordinate major activities that are required to facilitate economic recovery for the North Burnett
- Assess and monitor key economic impacts including employment issues and capacity of local business to operate.
- Facilitate business, industry and regional economic recovery and renewal.
- Develop industry and business recovery plans for the recovery area⁸ and implementation strategies in conjunction with the North Burnett Regional Council, relevant State Government agencies, regional economic development organisations and industry bodies.
- Facilitate the provision of information to business and industry on accessing financial assistance from available sources.
- Where required, facilitate linkages with job providers and employment agencies to source labour,
- Develop a strategy to maximise use of local resources during clean up and restoration activities and promotion of the affected area (when appropriate) to reestablish the trading environment and conditions.
- Support small to medium enterprise (e.g. referrals, business assistance, etc).
- Provide information to affected businesses on accessing professional advice on options for improvement or adjustment from current business operations where required.
- Ensure involvement of local business and industry representatives and the community in decision making.
- Work with local government and business groups and industry bodies to enable learning from their disaster experience in order to better prepare for future adverse events.

⁸ this is NOT about developing recovery plans for each and every individually affected business – but rather on a locational or industry basis – depending on the nature of the disaster and the affected area/s

- Ensure the Economic Action Statements informs broader planning and decision making activities across government and non-government agencies.
- Identify options for improvement in economic rebuilding.
- Coordinate economic and business support to farmers.

Reporting Responsibilities

- The Chair and Executive Officer of the Sub Group are to attend meetings of the Sub Group and are to represent the Sub Group at meetings of the Local Disaster Recovery Group.
- The Sub Group is to meet as required at the discretion of the Chair of the Sub Group.
- Agendas, Minutes of meetings and Action Statements are to be copied to the Chair of the North Burnett Recovery Group.

Sub Group Composition

Suggested members:

Full membership may be derived from inclusion of key representatives from a range of government and non-government organisations. When establishing a Sub Group for recovery operations consider whether specific organisations are best placed at the Sub Group or Local Advisory Group level. Possible entities for inclusion as full members of the Economic Recovery Sub Group may include:

State Government Agencies and Government Bodies:

- State Development, Infrastructure and Planning
- Department of Education, Training and Employment
- Agriculture, Fisheries and Forestry
- Natural Resource and Mines
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- Tourism, Major Events, Small Business and the Commonwealth Games
- Queensland Reconstruction Authority
- Energex
- Queensland Rural Adjustment Authority

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

Industry and Representative Bodies

- Tourism and Events Queensland
- Queensland Small Business Advisory Council

NGO/Community Groups and Private Sector Partners

- Agforce
- Local Chambers of Commerce
- North Burnett Destination Limited (or local tourism organization where one exists)
- Relevant industry representative association (where one exists) where there has been a significant impact on a specific industry

Terms of Reference

Human / Social Recovery Sub Group

Role: The Human/Social Recovery Sub Group is to coordinate planning and implementation of recovery in the areas of safety and wellbeing, physical and psychological health, and social aspects.

Responsibilities

- Assess the impact of the disaster on human and social aspects.
- Manage financial and welfare support.
- Coordinate information provision and personal support.
- Coordinate psychological and counselling services.
- Coordinate ongoing medical and health services.
- Coordinate public health advice and warnings and directions to recovery workers, those involved in reconstruction and the community.
- Coordinate temporary accommodation.
- Coordinate short-term accommodation and repairs to dwellings.
- Monitor and provide assistance and coordination of the volunteer effort including donations of material goods and public appeals.
- Provide specialist and outreach services.
- Coordinate case management, community development, support and referral to assist affected people, families and groups.
- Coordinate one-stop shops and recovery centres.
- Coordinate the re-opening of education facilities.
- Work with local government and community leadership groups to enable learning from their disaster experience in order to better prepare for future adverse events.

Reporting

- The Chair and Executive Officer are to attend meetings of the Human / Social Recovery Sub Group.
- The Sub Group is to meet as required at the discretion of the Chair of the Sub Group.
- Agendas, Minutes of meetings and Action Statements are to be copied to the Chair of the North Burnett Recovery Group.

Sub Group Composition

Suggested members:

Full membership may be derived from inclusion of key representatives from a range of government and non-government organisations. When establishing a Sub Group for recovery operations consider whether specific organisations are best placed at the Sub Group or Local Advisory Group level. Possible entities for inclusion as full members of the Human/Social Recovery Sub Group may include:

State Government Agencies and Government Bodies:

- Queensland Health
- Department of Education, Training and Employment
- Police and Community Safety
- Housing and Public Works
- Emergency Management Queensland
- South East Regional Disability Advisory Council

Australian Government Agencies

- Centrelink, Department of Human Services.
- A range of other Australian Government agencies may assist in recovery processes.

NGO /Community Groups and Private Sector Partners

- Community Services (Red Cross, Salvation Army, etc)
- Volunteer Organisations
- Commonwealth Carelink and Respite Centre
- Alzheimers Australia
- Local Community Centres
- Uniting Care Community (Lifeline)
- St. John's Ambulance Service
- St. Vincent's De Paul
- Save the Children
- Insurance Council of Australia

Terms of Reference

Infrastructure Recovery Sub Group

Role: The Infrastructure Sub Group is to coordinate planning and implementation of infrastructure recovery in the North Burnett local government area.

Responsibilities

- Assess damage to housing stock, commercial and industrial buildings and structures, rural structures and public infrastructure.
- Liaise with the Insurance Council of Australia to ensure the declaration of the general insurance industry Catastrophe Coordination Arrangements and to identify nominated ICA representative.
- Coordinate building safety inspection services, secure damaged buildings and structures and coordinate demolition/repair and rebuilding.
- Coordinate the assessment of damage to housing stock, commercial and industrial buildings, rural structures, and infrastructure facilities.
- Work with all sectors/stakeholders to determine priority of works.
- Assist with the development of options for temporary accommodation.
- Assist with development of a coordinated approach to housing related strategies.
- Coordinate restoration of sporting facilities and public playgrounds.
- Coordinate disposal of hazardous material, debris, etc.
- Work with affected communities and interest groups to support their involvement in the decision making process.
- Ensure risk reduction is considered in planning for rebuilding and reconstruction.

Reporting Responsibilities

- The Chair and Executive Officer are to attend meetings of the Sub Group and represent the Group on the LDRG.
- The Sub Group is to meet as required at the discretion of the Chair of the Sub Group.
- Agendas, Minutes of meetings and Action Statements are to be copied to the Chair of the North Burnett Recovery Group.

Sub Group Composition

Suggested members:

Full membership may be derived from inclusion of key representatives from a range of government and non-government organisations. When establishing a Sub Group for recovery operations consider whether specific organisations are best placed at the Sub Group or Local Advisory Group level. Possible entities for inclusion as full members of the Infrastructure Recovery Sub Group include:

State Government Agencies and Government Bodies:

- State Development, Infrastructure and Planning
- Police and Community Safety
- Transport and Main Roads
- Housing and Public Works
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- Building Services Authority
- Queensland Reconstruction Authority
- Energex

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

NGO/Community Groups and Private Sector Partners

A range of NGO/Community Groups and Private Sector partners should be considered based on community need.

Terms of Reference

Environment Recovery Sub Group

Role: The Economic Sub Group is to coordinate planning and implementation of economic and financial recovery in the North Burnett local government area.

Responsibilities

- Coordinate assessment of disaster impact on the natural environment (e.g. water quality, ecological impact, pollution).
- Provide advice on potential environmental issues (e.g. water supply)
- Coordinate rehabilitation of the natural environment including parks, waterways and wildlife.
- Coordinate preservation of community assets (e.g. reserves and parks)
- Consider mitigation strategies to reduce future impacts on the natural environment where appropriate.
- Monitor issues of pollution.
- Coordinate waste management and disposals.
- Ensure there is effective consultation and communication with the community and relevant organisations on matters relating to environmental recovery.
- Ensure environmental bodies and interest groups are involved in the decision making process.
- Monitor and assess the environmental consequences of cleanup operations.
- Monitor and assess animal welfare issues.

Reporting Responsibilities

- The Chair and Executive Officer are to attend meetings of the Environment Recovery Sub Group.
- The Sub Group is to meet as required at the discretion of the Chair of the Sub Group.
- Agendas, Minutes of meetings and Action Statements are to be copied to the Chair of the North Burnett Recovery Group.

Sub Group Composition

Suggested members:

Full membership may be derived from inclusion of key representatives from a range of government and non-government organisations. When establishing a Sub Group for recovery operations consider whether specific organisations are best placed at the Sub Group or Local Advisory

Group level. Possible entities for inclusion as full members of the LDRG may include:

State Government Agencies and Government Bodies:

- Agriculture, Fisheries and Forestry
- Environment and Heritage Protection
- Natural Resource and Mines
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- Queensland Rural Adjustment Authority

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

NGO/Community Groups and Private Sector Partners

- Wildlife Volunteer Associations
- Waterwatch and Landcare Groups
- Regional Development Australia

Appendix 8

Possible Local Advisory Groups

Local advisory committees may be established to enable members of the local community, including people affected by the event and representatives from local organisations, to meet and to provide input and guidance to LDRG and Sub Groups on such issues as community needs and service delivery. The formation and composition of any Local Advisory Groups is at the discretion of the LDRG and is dependent on the needs of the community.

These groups may be geographically based (a town or locality); or they may be functionally based e.g. Economic, Environmental, Infrastructure or Human/Social.

Economic Local Advisory Group

The economic local advisory group provides advice and guidance to the Economic Sub Group on economic and financial issues confronting the community and supports decision making on economic recovery planning and implementation. Suggested membership of this group is provided in the Economic Sub Group's Terms of Reference. Consideration may also be given to:

- Chamber(s) of Commerce
- Progress Associations
- Individual businesses including major primary producers and their representative bodies
- Suppliers and transport operators
- Major primary producers

Infrastructure Local Advisory Group

The infrastructure local advisory group provides advice and guidance to the Infrastructure Sub Group on a range of infrastructure issues including Essential Services, Rural Infrastructure, Residential Infrastructure; Commercial/Industrial Infrastructure, and Public Buildings and Assets. Suggested membership of this group is provided in the Infrastructure Sub Group's Terms of Reference. Possible participants in this group could also include:

- Progress Associations
- RoadTek
- Community representatives from areas where works are to be undertaken.

Human / Social Local Advisory Group

The Human/Social local advisory group provides advice and guidance to the Human /Social Sub Group on community wellbeing and psychosocial needs and supports the Sub Group in decision making on human/social recovery planning and implementation. Suggested membership of this group is provided in the Human/Social Sub Group's Terms of Reference. Possible participants in this group could also include:

- Citizens undertaking material donations services (receipt and/or distribution)
- Representatives from a range of community organisations such as progress associations.

Environment Local Advisory Group

The environment local advisory group provides advice and guidance to the Environment Sub Group on environmental issues confronting the community and supports decision making on environmental recovery planning and implementation. Suggested membership of this group is provided in the Environment Sub Group's Terms of Reference. Possible participants in this group could also include:

- Volunteer Land Care groups
- Major primary producers

Community Local Advisory Groups

Community Local Advisory Groups may be established from representatives of specifically impacted communities. Selection of suitable representatives to represent the impacted community is required based on the nature of the event and the community impacted. Several Community Local Advisory Groups may be established.

They may form to support one or more of the Functional Sub Groups or their advice and guidance may be sought by the LDRG. Community Local Advisory Groups are often established as a result of Community Meetings as a mechanism to continue effective engagement during planning and implementation of recovery programs and activities.

Appendix 9 Agencies with Recovery Functions

Agency	Recovery Functions
State Government Agencies and Statutory Bodies	
Department of Premier and Cabinet (DP&C)	<p>DP&C supports and advises the Premier and Cabinet so that the government's priorities can be met. They are the lead agency in the Queensland Public Service and drive the government's key strategies and plans – including those established for recovery after a disaster.</p>
State Development, Infrastructure and Planning (DSIP)	<p>DSIP's objectives (on which they will focus during recovery) are:</p> <ul style="list-style-type: none"> • Champion the interests of business and industry in Queensland • Fast track delivery of major resource and industrial development projects • Diversify and build resilience in regional and state economies • Assist property and construction industries to grow and flourish through streamlined planning processes • Re-empower local governments and their communities to plan for their futures • Improve service delivery
Queensland Health	<p>Queensland Health has lead agency responsibility for the follow key areas:</p> <ul style="list-style-type: none"> • Medical Command, Control and Coordination of health resources; • Appropriate pre-hospital on-site medical and health response management for casualties; • Transportation to appropriate hospitals for definitive treatment and care; • Public health advice warnings and directions to combatants and the community; • Psychological and counselling services for disaster affected persons of the general

	<p>community; emergency workers and recovery workers;</p> <ul style="list-style-type: none"> • Ongoing medical and health services required during the recovery period to preserve the general health of the community; and • Scientific services during health event response and recovery operations.
Department of Education, Training and Employment	<p>Works to minimise the disaster's impact on the community's education and training services. In recovery works with Local and State Recovery Groups to determine priorities to deliver required services.</p>
Police and Community Safety	<p>Police and Community Safety assist recovery through maintaining law and order and public safety. In recovery works with Local and State Recovery Groups to provide required services.</p>
Transport and Main Roads	<p>Plans, manages and delivers Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea. In recovery works with Local and State Recovery Groups to establish priorities for repair and reconstruction of transport infrastructure and services.</p>
Housing and Public Works	<ul style="list-style-type: none"> • Responds to the housing needs of residents in public housing affected by disaster • Facilitates broader provision of emergency accommodation • Works with other agencies to coordinate medium and longer-term housing strategies • Q-Build is the lead agency for the provision of community recovery services in regards to building and engineering services. • This includes coordinating and conducting damage inspections and assessments of private residences on behalf of the Department of Communities in order to validate repair quotations obtained by the owner/occupier from private contractors. • Q-build also provides advice and supports the establishment of Community Recovery

	Centres and Coordination.
Agriculture, Fisheries and Forestry	<ul style="list-style-type: none"> • Responds to animal welfare matters. • Responds to plant disease outbreaks. • Responds to disease/biosecurity issues. • Provides farm financial counselling services. • Works with primary industries to recover from major emergencies. • Administers the Natural Disaster Relief and Recovery. Arrangements (NDRRA) for primary producers in disaster declared areas.
Environment and Heritage Protection	<p>The department is responsible for managing the health of the environment to protect Queensland's unique ecosystems, including its landscapes and waterways, as well as its native plants and animals and biodiversity. In recovery they assist through:</p> <ul style="list-style-type: none"> • Identifying and advising on environmental and cultural heritage impacts and risks. This may include air quality, water quality, soil and groundwater, landscapes, ecosystems and wildlife, heritage places and indigenous cultural heritage • rehabilitating, conserving and supporting the natural recovery of impacted (or at risk) terrestrial, aquatic and marine ecosystems, wildlife, landscapes and natural resources • restoring and conserving impacted (or at risk) cultural heritage values and places • supporting long-term community sustainability needs. This may include reinstating environmental protections and ecosystem services, and advancing Ecologically Sustainable Development principles in built environment recovery, economic recovery and waste management • ensuring environmental bodies, affected communities and interest groups are involved in the decision making process.

<p>Natural Resource and Mines (NRM)</p>	<p>The Department of Natural Resources and Mines (DNRM) is responsible for the management and sustainable use of Queensland's natural resources: our land, water and minerals. In order to deliver economic, environmental and social benefits to all Queenslanders. In recovery they provide advice and information including:</p> <ul style="list-style-type: none"> • Water Fee relief • Clearing vegetation from land and watercourses • Gas Safety • Explosives found during clean up • Repairs and restorations on damaged property • Leasehold land relief
<p>Energy and Water Supply</p>	<p>Provides referral services to Natural Resources and Mines on matter related to water supply.</p>
<p>Local Government, Community Recovery and Resilience</p>	<p>The lead agency for recovery and resilience in the Queensland Government.</p> <p>The department supports local governments to:</p> <ul style="list-style-type: none"> • contribute directly to Queensland's economic growth from the local to the regional level • operate efficiently and with less red tape • deliver better infrastructure and long term planning for their communities • revitalise their own front line services • be more accountable to their communities for decisions and policies, as well as corporate and financial management. <p>In recovery the department works with Local and State Recovery groups to further these objectives in support of disaster affected communities.</p>
<p>Communities, Child Safety and Disability Services</p>	<ul style="list-style-type: none"> • Develops and annually reviews District Community Recovery Plans as the chair of the District Community Recovery Committee. • Ensures Contact Details for the District

	<p>Community Recovery Committee, and other disaster district partners who may be activated in a disaster event, is kept up to date at all times.</p> <ul style="list-style-type: none"> • Develops Community Event Recovery Plans for State support in conjunction with the Local Disaster Recovery Group, in response to specific disaster events, • Coordinates and delivers relevant community recovery information sessions for Human and Social Recovery Committee. • Disseminates clear and consistent community recovery information through Department of Communities' regional structures. • Establishes and manages Community Recovery Coordination Centres. • Establishes, manages and coordinates staffing for Community Recovery Centres, including community recovery counselling teams. • Coordinates and manages Outreach Services Teams. • Administers and distributes disaster relief assistance funding under the Natural Disaster Relief Arrangements (NDRRA) or State Disaster Relief Arrangements (SDRA) schemes. • Coordinates development of community recovery communication strategy messages (strategic and operational) to support the broader disaster recovery and disaster management public communication strategy. • Provides professional expertise and specialist services in relation to the safety of children following a disaster event. • Maintains business continuity to enable the department to fulfil its functions for child safety and disability services. • Assists in planning for disaster recovery by providing awareness of disability types and support requirements of people with
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	<p>disabilities in times of disaster.</p> <ul style="list-style-type: none"> • Provides suitably skilled staff to work in Community Recovery Centres and outreach teams. Staff numbers and duration of availability will be dependent on the nature of the disaster • Assists Community Recovery Centres to identify people with a disability in the community who may be at risk and have special support requirements. • Assists people with a disability with immediate support and linking to community services. • Provides disability specific information, education and awareness to staff at Community Recovery Centres and outreach teams. • Provides ongoing information, education and awareness about disability issues to the District Community Recovery Committee and staff.
National Parks, Recreation, Sport and Racing	<p>In recovery NPRSR works with Local and State Recovery Groups to provide services and support to the recovery of National Parks, sport and recreation capacities and racing.</p> <p>They manage the Sport and Recreation Disaster Recovery Program which supports not-for-profit sport and recreation organisations with relief efforts to re-establish their facilities and activities after extreme natural events.</p>
Tourism, Major Events, Small Business and the Commonwealth Games	<p>Helps business and industry recover from disasters through a range of support services which may include client interviews, access to expertise, workshops and development programs.</p>
Building Services Authority	<p>The BSA's charter is to regulate the building industry through:</p> <ul style="list-style-type: none"> • the licensing of contractors, • education of consumers about their rights and obligations, making contractors aware of their legal rights and responsibilities, • handling disputes fairly and equitably, • protecting consumers against loss through statutory insurance,

	<ul style="list-style-type: none"> implementing and enforcing legislative reforms and where necessary prosecute persons not complying with the law. <p>In recovery BSA assists Queensland communities recover from natural disasters by providing technical and general advice on a wide range of rebuilding issues.</p>
Queensland Reconstruction Authority	<p>Broad new planning powers have been vested in the Queensland Reconstruction Authority under the Queensland Reconstruction Authority Bill, which was passed by State Parliament on 17 February 2012.</p> <p>The new Authority co-ordinates reconstruction and recovery caused by disaster events, and the Bill gives powers to declare projects and reconstruction areas, to impose development schemes, to undertake works and to compulsorily acquire land.</p> <p>QRA works with Local Disaster Recovery Groups and State Recovery Coordinators to assist, support and guide reconstruction efforts.</p>
Ergon Energy	<p>Works with Local and State Recover Groups to prioritise and meet energy needs to support recovery operations.</p>
Tourism and Events Queensland	<p>DTESB leads whole-of-government tourism initiatives and recognises the essential role of partnerships with industry and government in tourism industry development.</p> <p>DTESB also supports small business growth through the provision of services and information, and is committed to maximising economic opportunities and raising the profile of our state through major events.</p> <p>In recovery DTESB provides advice and support on rebuilding tourism opportunities and conduct of major events to support recovery outcomes</p>
Queensland Small Business Advisory Council	<p>The newly-formed Queensland Small Business Advisory Council (QSBAC) provides government agencies with greater knowledge and expertise across a wide range of business operations and industry sectors.</p> <p>The QSBAC's role is to improve the quality of</p>

	<p>regulation and minimise compliance costs for small business by being involved throughout the development of the Regulation Impact Statement process.</p> <p>In addition, the SBAC provides broad advice to the Government on small business policy matters as well as current and emerging small business issues and trends.</p> <p>In recovery the QSBAC can provide advice to the LDRG on small business recovery as well as advocacy on matters relating to small business recovery to the State Government.</p>
Queensland Rural Adjustment Authority	<p>QRAA administers assistance programs including subsidies, rebates, grants and loans on behalf of the Commonwealth and State Governments.</p> <p>QRAA's primary function is to properly and fairly administer State and Commonwealth approved schemes of support to Queensland primary producers and small businesses including those under the NDRRA Program.</p>
South East Regional Disability Advisory Council	<p>The South East Regional Disability Advisory Council is one of seven regional councils that provide advice to Government on disability matters. They are an important reference group and may provide advice and support to the LDRG in relation to disability needs and services following a disaster.</p>
Australian Government Agencies	
Department of Human Services - Centrelink	<p>Centrelink's role in Community Recovery includes:</p> <ul style="list-style-type: none"> • ensuring that Centrelink payments are not disrupted at times of emergency. • establishing dedicated hotlines to assist those affected and their families. • delivery of additional income support payments that may be available such as Crisis Payment, Special Benefit, Australian Government Disaster Recovery Payment or ex gratia payments. • specialist staff providing assistance with social work and referral services to complement the services provided by state and territory governments. • working closely with state and local governments to provide effective liaison

	and co-ordination of response and recovery services to individuals affected by the disaster.
Non-Government Organisations	
Red Cross	<ul style="list-style-type: none"> • Australian Red Cross (ARC) supports the Queensland Disaster Management system with personnel and resources deployed from a range of areas including local, intra and interstate as available and required. Red Cross has a dedicated Emergency Services Unit, which can respond to disasters at short notice, dependent on travel arrangements and access to the affected area. Australian Red Cross : • Provides the National Registration and Inquiry Service to reconnect families and friends affected by disaster situations. • Provides personal support at evacuation and recovery centres and makes referrals to other agencies as required. • Provides information to the public on community assistance and how and where to access it. • Provides community members and other agencies with copies of the Red Cross publication 'Coping with a Major Personal Crisis' and 'Cleaning up after a Major Flood' booklet. • Contributes information to the District Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities. • Has multiple teams available to check on the wellbeing of affected community members through outreach, in partnership with Department of Communities. Provides information on recovery services and refers to other agencies as required. • Provides specialised personnel and support to culturally and linguistically diverse communities including Aboriginal, Torres Strait and South Sea Islander Communities as required and available in partnership with local agencies. • Primary priority in the event of pandemic or bio-terrorism disaster event will be to support the Red Cross Blood Service.

Lifeline	<ul style="list-style-type: none"> Provides workers to counsel and support individuals affected by disaster (psychological first aid). Provides specialist crisis counselling.
Salvation Army	<ul style="list-style-type: none"> Provides catering for people in the disaster affected community.
St Vincent de Paul Society	<ul style="list-style-type: none"> Provides essential material items such as blankets, toiletries, mattresses, essential new clothing, food and water and children's and babies' necessities
Industry and Representative Bodies, Community Groups and Private Sector Partners	
Commonwealth Carelink and Respite Centre	<p>Commonwealth Respite and Carelink Centres are information centres for older people, people with disabilities and those who provide care and services. Centres provide free and confidential information on community aged care, disability and other support services available locally, interstate or anywhere within Australia.</p> <p>Commonwealth Respite and Carelink Centres provide a single point of contact for the general public, service providers, general practitioners and other health professionals for information on community, aged and disability services and carer support. The Centres can also assist with information about costs for services, assessment processes and eligibility criteria.</p> <p>The Centres can also help arrange respite, when carers need to take a break from caring.</p>
Alzheimers Australia	<p>Alzheimer's Australia (Qld) provides a range of specialised services to people with dementia, families and carers, people working in health and aged care and the general community. In recovery they may assist the LDRG in meeting the needs of people with dementia affected by disaster.</p>
Regional Development Australia	<p>Regional Development Australia (RDA) is a partnership between the Australian, state and territory and local governments to support the growth and development of Australia's regions. RDA committees will build partnerships between governments, regional development organisations, local businesses, community</p>

	<p>groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental and social issues affecting the regions of Australia.</p> <p>RDA is delivered through a national network of committees.</p>
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Appendix 10

Example format of a Event Recovery Plan

NORTH BURNETT LOCAL DISASTER RECOVERY GROUP

Event Recovery Plan

1. EVENT NAME:	
2. VERSION Number & DATE / TIME (Plan Effective):	
3. SITUATION: (impact assessments and outcomes of community needs analysis)	
<p><u>General Background:</u></p> <p><u>Human / Social</u></p> <p><u>Infrastructure</u></p> <p><u>Economic</u></p> <p><u>Environment</u></p>	
4. RECOVERY MISSION (AIM. A single statement of purpose for the recovery operation. Should encompass medium and long term view. Consider inclusion of improvement.)	
5a. OBJECTIVES: (SMART: Specific, Measurable, Achievable, Relevant, Time-framed)	
Human/Social	Objective:
	Objective :
	Objective :
Infrastructure	Objective:
	Objective:

	Objective :	
Economic	Objective :	
	Objective :	
	Objective :	
Environment	Objective:	
	Objective:	
	Objective:	
5. EXECUTION: (provide general overview of intent for recovery operations across the four pillars of recovery. Define major programs and activities for medium and long term recovery)		
6. Execution Strategy Statements (specify strategies to be used to achieve each objective. Define objectives as medium or long term. Include Key Performance Indicators for each strategy)		
Human/Social	Objective Number	
	Objective Number	
	Objective Number	
Infrastructure	Objective Number	
	Objective Number	
	Objective Number	
Economic	Objective Number	
	Objective Number	
	Objective Number	

Environment	Objective Number	
	Objective Number	
	Objective Number	
7. ADMINISTRATION AND LOGISTICS (RESOURCING)		
<p><u>Key Agencies involved:</u></p> <p><u>Additional Resources:</u></p> <p><u>Recovery Funding:</u></p>		
8. COMMAND/CONTROL/COMMUNICATIONS (Management, Communication and Reporting)		
<p><u>North Burnett Recovery Framework (provide details on)</u></p> <ul style="list-style-type: none"> • LRC • Membership of LDRG • Sub Groups • Local Advisory Groups <p><u>Recovery Centres/ One Stop Shops and/or Outreach Services</u></p> <p><u>Community Engagement Strategies</u></p> <p><u>Meeting and Reporting Requirements</u></p> <p><u>Recovery Contact List (Appendix –in confidence-)</u></p>		
Prepared <Date/Time>	by: <Name>	Plan Endorsed: <Name> Local Recovery Coordinator <Date/Time>

Attachments:

1. <add attachments as required>

Plan Distribution:

<enter distribution>

Appendix 11
Example format for an Action Statement

Action Statements - <function> Sub Group

Version 1.0
<date>

Correct as at:

Priority	Issue or Need (objective)	Action to Address Need	Lead Agency	Supporting Organisations	Resources Required	Timeframe	Supporting Information

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Appendix 12
List of Possible Recovery Centres

Facilities for use as possible Recovery Centres
(listed by town and community)
<date>

Correct as at

Number	Facility Name	Location	Short Description	Contact Details

Appendix 13

Checklist—Human/Social Recovery

Human/Social Recovery

Components

The social environment includes considerations of:

- Safety, security and shelter
- Health
- Psychosocial wellbeing.

Partners/stakeholders

Partners/stakeholders in the social environment include:

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

Immediate/Short Term (Relief)

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

- ☐ What are priority needs (for affected community and recovery operations)?
 - ☐ safety?
 - ☐ water, food?
 - ☐ psychological first aid?
 - ☐ emergency accommodation?
 - ☐ personal needs?
 - ☐ reuniting families?
 - ☐ material and financial?
 - ☐ transport?
 - ☐ health/medical?
 - ☐ communication?
 - ☐ information?
 - ☐ community meeting spaces and connectivity?
 - ☐ culturally specific needs?

Medium term Recovery

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

- ☐ Consider the needs of tourists and persons from interstate and overseas.
- ☐ Ensure that planning and implementation of services and activities maintain an awareness of cultural implications for various groups.
- ☐ If established, coordinate the management and operation of recovery centres.
- ☐ Monitor and manage public health advice, safety and disease control.

Long term Recovery

- ☐ Are food and water supply secured?
- ☐ Is safety and security adequate?
- ☐ Do all displaced persons have access to private, self-contained accommodation?
- ☐ Are personal health and clinical services restored?
- ☐ Are public health issues adequately managed?
- ☐ Ensure that persons with special needs are not forgotten in planning processes.
- ☐ Establish systems for ongoing psychological/emotional support for affected persons.
- ☐ Ensure the redevelopment of social networks and connections.
- ☐ Establish ongoing information provision.

Appendix 14

Stages/key process elements - Infrastructure Recovery

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

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
1. Understand what needs to be done to recover	Moving from initial impact assessment to the much more detailed assessment requires a change in focus	Undertake site assessment/ inspection	Establish and maintain information and records systems (e.g. timelines, logs, as-constructed drawings)
	Establish the extent of the problem	Establish who the Relevant stakeholders are	Communicate with stakeholders
	Is the hazard preventing us doing our job on the site itself?	Establish the communications network between site deployment activity and relevant stakeholders	Establishing the roles in the recovery committee Continually monitor and reassess the problem/ situation
2. Identify external constraints	Safe access (physical damage, emergency services, cordons) Legislative, statutory and regulatory requirements	Establish the interdependency relationships with other parties	Open up communication in a meaningful way with all the other people who are involved
	Crime scene, coronial complications		Continually monitor presenting constraints and adjust own actions/ activities as necessary Manage, monitor and review financial status Inform LDRG

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	Financial constraints	Establish a budget or source of funding/ resourcing Open accounts and lines of credit with suppliers (local where possible)	
	Logistical (material, labour) constraints	Understand relevant requirements and seek relevant permissions/ exemptions where required	
	Environment (geographical, topographical, meteorological)	Source information regarding environment (maps, reports, advices)	
	Identify and negotiate a safe access route (road, rail, airborne, waterborne)	Establish additional resource sources as necessary (material, labour—e.g. volunteers, paid volunteers, surge staff capacity, other sources of additional labour)	
3. Prioritise Tasks	Identify immediate constraints	Compromise, cooperate, set agreed priorities	Communicate agreed priorities with own organisations and other stakeholders (especially the LDRG) Communicate immediate successes
	Other stakeholders may have conflicting priorities	Identify, and negotiate with, appropriate stakeholders (with the authority to make the decision) to assist with priority setting	
	Retain focus on community needs/ requirements (end goal)	Identify opportunities for 'quick wins'	Monitor the priorities set by the LDRG and change / adapt to those as appropriate
4. Put in place short-term/ interim fixes	Manage expectations (stakeholders)	Identify stakeholder requirements	Reinforce and continually monitor agreed priorities with own organisations
	Maintain operational and	Train and equip personnel (e.g.	

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	public safety standards for interim/short-term fixes	personal protective equipment/inductions) Carry out immediate tidy-up operations	and other stakeholders (especially the recovery committee)
	Obtaining materials	Identify supply chains and material providers	
	Waste management (e.g. prescribed materials, environmental, biohazards)	Collection and disposal of waste material	
	Contractor resources (own, additional)	Consider accommodation and transport for staff and contractors (including labour hire)	
5. Identify the resource and materials requirements	Obtaining materials	Identify supply chains and material providers Access supply lines	Conduct environmental Scan Report on changing dynamic of, and priorities in, the environment Provide regular status reports to LDRG
	Availability of appropriately skilled resources	Train and equip personnel (e.g. personal protective equipment /inductions) Consider accommodation and transport for staff and contractors (including labour hire)	
	Availability of key material	Maintain accessibility of appropriate resources (skills, material)	
	Financial/budget constraints	Plan for redundancy/contingency	
	Incompatible industrial awards/agreements		
	Changing dynamic of the environment	Adapt plans to accord with other players in recovery effort	
6. Strategic planning—including	Review recovery goals and objectives, and realign where	Include all stakeholders in the longer-term strategic planning	Include all stakeholders in the longer-term strategic planning

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
longer-term recovery outcomes	necessary	process Liaise with essential service peak providers and bodies to ensure common goals and standards	process Liaise with essential service peak providers and bodies to ensure common goals and standards
	Project approval processes	Seek approval at appropriate stages (e.g. permits, exemptions etc)	
	There may be a market shift	Align the built environment plan with other parts of the recovery effort	
	Political /community priorities and expectations	Engage with those in the political/community environment (at all levels)	
	Relocation and repopulation of community		
	Major unplanned capital works program for which special funding needs to be obtained	funding and put a long-term budget in place	
	Strategic planning implications—repair versus replacement Insurance cover provisions (or lack of)	Liaise with insurance companies (or representatives) to ensure common goals and standards	
	Legal issues		
	Build back; build back better		
7. Matching internal priorities with external considerations	Seeking agreement on matters of priority (noting that these may well change over time from those initially agreed)	Work with local, regional and national recovery managers Identify interdependencies between us and other parts of the recovery effort	Conduct regular and ongoing consultation with all partners to the process Report on changing dynamic of, and
	Vague delineation	Identify roles and	

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	of responsibility	accountabilities of infrastructure advisory groups/subject matter experts	priorities in, the environment Provide regular status reports and advice to LDRG
	Priorities of other areas of the recovery effort and the recovery manager on behalf of the community	Identify interdependencies between us and other parts of the recovery effort	
	Staff fatigue/roster management	Ensure safety standards are adhered to Ensure time out and reflection breaks are taken	
8. Formalising Works programs and carrying out design work	Planning approvals involve regulatory considerations		Provide regular status reports and advice to LDRG for liaison and engagement with the community regarding their accommodation, service and cultural needs
	Resource consent needs to be subsequently applied for if there is an ongoing environmental effect	Include scenarios and Anticipated consequences within organisational recovery plans	
	Technical resources (especially design consultants)	Provide access to technical resources that can stay involved over the period of the recovery program/ plan	Communicate the plan and design
	Ongoing access to resources (materials, skills, and key/specialist items)	Secure appropriate stores of key/specialist items that are likely to be difficult to source in quantity at short notice	
9. Organising and managing contracts for the physical works	Shortage and/or limited capacity of contractors (both specialist and general building contractors) Additional project management capability may be required	Involve construction and related contractors (who may not have standing/ ongoing contracts) in planning to enable them to identify and understand the demands involved	Provide regular status reports and advice to the LDRG for liaison and engagement with the community regarding their accommodation, service and

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	Tender requirements and processes Contractual/ procurement arrangements	Assess tender applications and award contracts	cultural needs Communicate status reports on contractual arrangements and agreements to the LDRG
	Material supplies	Secure supply chains and material providers	
	Staff resourcing	Consider accommodation and transport for staff and contractors (including labour hire) Train and equip personnel (e.g. personal protective equipment/ inductions)	
	Financial constraints		
	Security of staff and materials	Continually assess vulnerabilities and threats to recovery site	
10. Commission works and finalise program		Obtain certificates for final use of built things (e.g. occupancy certificates) Handover	

Stages/key process elements Infrastructure Recovery

(AEMI Community Recovery Handbook 2)

Appendix 15 **Checklist for Infrastructure Recovery**

Components

The built environment (infrastructure) can be classified broadly as:

Infrastructure that supports essential services:

- transport—roads, rail, bridges, ports, airports, public transport
- energy—power, gas, fuel
- communications—telephone (fixed line and mobile), internet and data, radio and television
- utilities—water, sewage, drainage, sanitation, waste and recycling

Rural infrastructure

- rural—fencing, sheds and buildings, produce handling, irrigation
- animal welfare—shelters, pounds, veterinary facilities, stock containment

Residential infrastructure

- residential buildings—domestic homes, hotels/motels, caravan parks

Commercial/industrial infrastructure

- distribution infrastructure—food and merchandise
- commercial and retail—shops, banks, food outlets, hardware and building, fuel outlets, white goods, pharmacies

Public building and asset infrastructure

- public facilities—hospitals, doctors' surgeries, aged care, schools, police and emergency, services stations
- community buildings—halls, churches, cultural and historic, sporting clubs
- government administration—council and government offices

Recovery infrastructure—evacuation, relief and recovery centres, warehousing of donated goods.

Partners/stakeholders

Partners/stakeholders in the built environment include:

- Affected communities
- road and rail authorities and operators
- public transport operators
- energy suppliers and retailers

- water and sewage authorities and retailers
- communication operators
- health and education authorities
- building control authorities
- professional bodies (e.g. architects, engineers, building surveyors)
- others as required (dependent on emergency event and local needs).

Infrastructure Recovery Operational Activities

Immediate

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

Short to medium term

- ☐ Conduct short- to medium-term impact/needs assessment.
- ☐ What are evolving short- to medium-term needs?
 - ☐ transport, including public transport?
 - ☐ food and material distribution infrastructure?
 - ☐ power, gas, communications?
 - ☐ drainage, sewage?
 - ☐ temporary accommodation?
- ☐ Can services be reinstated quickly?
- ☐ What temporary solutions/‘work-arounds’ can be implemented?

- ☐ Complete 'make safe' operations.
- ☐ Re-establish retail/commercial facilities essential for community wellbeing or recovery activities.
- ☐ Identify/re-establish community buildings/facilities essential for recovery activities and social connectivity.
- ☐ Manage resourcing and ensure supply chains.
- ☐ What additional resources will be required:
 - ☐ by the affected communities?
 - ☐ by recovery operations?
- ☐ Are supplies available—locally? regionally? nationally?
- ☐ Are contractors available—locally? regionally? nationally?

Long term (ongoing)

- ☐ Identify opportunities to improve infrastructure and services during reinstatement.
 - ☐ Are damaged or destroyed services or facilities still relevant/appropriate to the community?
 - ☐ Are there opportunities to upgrade infrastructure?
 - ☐ Are there opportunities to establish new facilities and services?
- ☐ Where possible, restore services and infrastructure to be sustainable and more resilient to future events.
- ☐ Prioritise and re-establish transport:
 - ☐ roads, rail, bridges, ports, airports, public transport.
- ☐ Ensure energy supplies and communications are adequate and stable.
- ☐ Reinstate utilities.
- ☐ Re-establish commercial, retail and distribution infrastructure.
- ☐ Re-establish public facilities and community buildings.
- ☐ Facilitate restoration of residential buildings.
- ☐ Support the restoration of government administration facilities.
- ☐ Support the restoration of rural infrastructure and animal welfare.
- ☐ Review and establish long-term recovery infrastructure where necessary; for example, long-term community hub.

Appendix 16 Environment Risk Management Approach

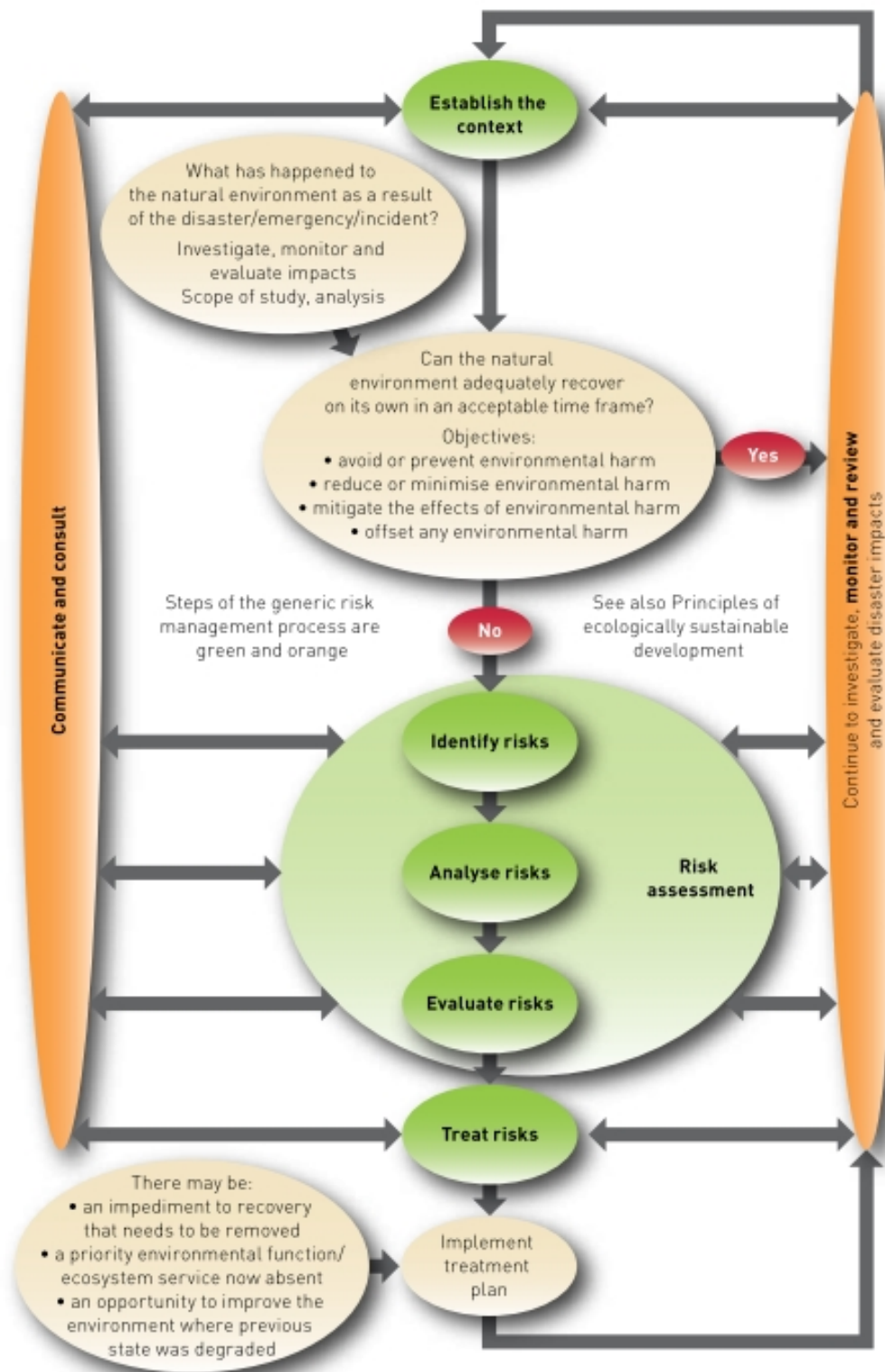


Figure 7 – Key questions to assist in determining environmental risk treatments (AEMI Community Recovery Handbook 2)

Appendix 17 **Checklist Economic Recovery**

Components

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

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

Partners/stakeholders

Partners/stakeholders in the economic environment include:

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

Operational activities

Immediate

- ☐ What are priority needs (for affected community and recovery operations)?
 - ☐ emergency cash grants?
 - ☐ access to banking and finance?
 - ☐ facilitation of insurance claims?
 - ☐ management of appeals donations?
 - ☐ information?

- ☐ identification and support to businesses and employers?
- ☐ Establish arrangements for collection and management of donated monies.

Short to medium term

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

Long term (ongoing)

- ☐ Identify opportunities to improve the local/regional economy and services during restoration.
 - ☐ Are damaged or destroyed businesses still viable and appropriate to the community?

- ☐ Are there opportunities to upgrade business infrastructure?
- ☐ Are there opportunities to establish new businesses and services?
- ☐ Where possible, restore business and infrastructure to be sustainable and more resilient to future events.
- ☐ Prioritise and secure supply chains.
- ☐ Re-establish commercial, retail and distribution infrastructure.
- ☐ Ensure the equitable, accurate and timely distribution of donated monies.
- ☐ Support the restoration of rural infrastructure.
- ☐ Reassess employment and livelihood issues.
- ☐ Explore need and opportunities for ongoing local business support network.
- ☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations

Appendix 18

Checklist Environmental Recovery

Components

Natural environment components include:

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

Partners/stakeholders

Partners/stakeholders in the natural environment include:

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

Operational activities

Immediate

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

Short to medium term

- ☐ Ongoing risk management process with continuous monitoring.
- ☐ What are evolving short- to medium-term needs?

- ☐ clean up of contaminants?
- ☐ rehabilitation of damaged areas?
- ☐ ongoing care and management of endangered species and injured wildlife?
- ☐ response operations damage restoration?
- ☐ ecological impact assessments?
- ☐ management of ongoing erosion?
- ☐ prevention of further contamination—weeds invasion, fungal disease from response/
- ☐ recovery operations?
- ☐ restoration of social amenity?
- ☐ recovery of damaged natural resources?
- ☐ Restoration of social amenity elements essential for community wellbeing.

Long term (ongoing)

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

Appendix 19

Guide to Managing Volunteers

Introduction

The Department of Community, Child Safety and Disability Services is responsible for directing offers of volunteering through appropriate channels. The department will also ensure that appropriate mechanisms are in place for the registration, referral, training and health and safety of volunteers and community groups. Volunteering Queensland's CREW service acts as the default entry point for the registration and referral of volunteers. Upon activation of the SCC, Volunteering Queensland will be the only avenue promoted for the registration and referral of volunteers. Local government will act as the managers of spontaneous volunteers in their jurisdiction, within local capacity. Volunteering Queensland's CREW service may be utilised by local government if necessary.

The State Disaster Management Plan 2012, 9.1.16.3, Volunteer Management

The above extract from the State Disaster Management Plan notes that the DCCSDS has overarching responsibility for volunteering. However it also notes that Volunteering Queensland and Local Governments are the two primary entities for managing volunteering effort.

The long-term recovery period in disaster situations presents volunteer management challenges that include maintaining the motivation of disaster response volunteers, developing strategies to mobilise new volunteers for the recovery period, and organising large-scale volunteer efforts for clean-up and rebuilding.

This Appendix provides a guide to Volunteer management for recovery in the North Burnett local government area.

North Burnett Volunteer Philosophy

Recovery planning in the North Burnett recognises the role of volunteers in community recovery. Volunteering often emerges spontaneously within a community and coordination and support is required to maximise outcomes for both the volunteers and those that receive volunteer assistance.

Volunteer coordination is a function of the Human / Social Sub Group. This sub group is responsible for promoting, coordinating and supporting the volunteer effort with the assistance of the other sub groups as required.

The Sub Group should work closely with Volunteering Queensland and other volunteer organisations including nonprofits to develop appropriate volunteering programs and supporting frameworks to assist the community where practicable.

Volunteer management on the ground e.g. briefings, tasking, resource support, safety, etc is to be undertaken by nonprofit organisations with the

appropriate insurance, policies and procedures for effective and safe volunteer management.

The LDRG will monitor and report on volunteer effort within the community including providing public information on volunteer progress and outcomes.

Setting Objectives for Volunteer Effort

It is likely that a range of volunteer programs will be needed to address diverse needs in the community. For example volunteers may assist in urban cleanup, farm debris removal and fencing, environmental care projects, provision of psychosocial support, recovery event management, provision of specialised/technical work, or management of donated goods. Matching volunteer availability and skill/resources will be required across diverse functions that operate over different timeframes. For example farm fence repair may be undertaken over months whereas cleanup of community infrastructure will often need to be completed in the immediate aftermath of a disaster.

It is important for the LDRG and the Sub Groups to clearly define objectives the volunteering effort to assist planning and to enable the matching of volunteers' availability and skills with tasks on the ground. Volunteering programs, recruitment and management can then be undertaken to achieve those objectives.

Objectives should be SMART i.e. Specific, Measurable, Achievable, Relevant and include a time frame. Volunteer objectives may be short, medium or long term. Long term volunteer objectives should be developed to ensure that volunteer effort can be managed to support the long term recovery of the community.

A volunteer management plan should be developed and endorsed by the LDRG. It should be updated regularly to reflect changing the changing volunteer environment.

The LDRG or the Volunteer Coordinator on behalf of the LDRG may consider the following when planning and developing volunteer objectives and the programs to achieve them:

Initial Clean up (mud army)	Psychosocial support	Support to businesses (repair/rebuilding)
Farm Clear and Fence Repair programs	Assistance in community recovery event management	Creative fund raising for identified public appeals
Pet Foster Care (for those displaced)	Environmental care	Technical or specialised work/advice
Donations Management and closure of donation centres	Support to community organisations for rebuilding/repair	Assistance in transport of goods/donations

Wildlife care and treatment (wildlife affected by disaster)		
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Coordinating Volunteer Effort

A Volunteer Coordinator may be required to assist the LDRG in planning and implementing recovery volunteer programs and activities and the LDRG should consider the need for such an appointment early in the recovery process. The appointment of a volunteer coordinator provides a central point of contact within the community for volunteer matters and enables volunteer effort to be closely coordinated, monitored and reported. If a Local Recovery Coordinator is deemed necessary by the LDRG, the Local Recovery Coordinator shall work with the North Burnett Regional Council LRC and Chief Executive Officer to appoint a suitable council staff member to the role.

It should be noted that such an appointment may need to be on a full time basis during the initial planning and development of volunteer programs and activities. The workload of a volunteer coordinator is likely to decrease as longer terms programs are established e.g. once the volunteering effort has settled into a routine.

To assist in coordination of volunteer effort, the North Burnett Regional Council may consider providing a dedicated telephone number and/or email address for use by the Volunteer Coordinator.

Terms of reference for a Volunteer Coordinator are provided at Attachment 1 to this Appendix.

Working with Volunteer Organisations

The LDRG or the Volunteer Coordinator on behalf of the LDRG should work closely with Volunteering Queensland and other volunteering bodies to develop relevant and achievable recovery programs and activities. These bodies are critical to effective volunteer management in the North Burnett as they offer the mechanisms and protection needed to effectively use volunteers in response and recovery.

Volunteering Queensland is the primary body charged with volunteer registration and referral in Queensland and offers this service via their Community Response to Extreme Weather (CREW) program. They:

- Are a member of the Queensland State Human/Social Recovery Committee
- Work closely with all lead agencies involved in disaster management
- Assist in emergency volunteer registration and matching of volunteers to identified volunteer programs
- Combine volunteer management techniques and experience with a direct understanding of disaster recovery volunteer needs.

Volunteering Queensland offers the following services:

- Front line buffer for community emergency volunteer response
- Assist in effectively incorporating volunteers into the North Burnett volunteer strategy
- Register volunteers by smart phone, online or by phone
- Collect specific, relevant information on emergency volunteers i.e. location, availability, skill and equipment offered
- Provide comprehensive list of volunteers directly suited to the needs defined by the LDRG
- Promotion of volunteer opportunities for local recovery volunteer programs and activities
- Manage expectations of volunteer response including communication with their registered volunteer base
- Assist in keeping volunteers informed and engaged
- Provide advice to the Volunteer Coordinator and LDRG on volunteer management
- Provide information and feedback on numbers and types of volunteers registered in the North Burnett local government area.

While Volunteering Queensland offers many services to identify engage with and provide volunteers to assist in recovery, they do not provide volunteer management services on the ground. For this, local nonprofit organisations that have the appropriate insurance, policies and procedures for the effective management of volunteers are needed.

Volunteers identified and provided through Volunteering Queensland's CREW service will need to be affiliated (placed under the control of) such nonprofit organisations before they commence any volunteer activities. Under the Queensland State Government's Civil Liability Act 2003, which has a volunteer protection clause included, volunteers working in registered nonprofit organisations engaged in voluntary activities defined by the organisation are protected from legal action provided they are not acting outside the law. Details of this legislation can be found at:

- <http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/C/CivilLiabA03.pdf>

Volunteer Insurance and Workplace Health and Safety

Organisations that host volunteers are required to have appropriate volunteer insurance and are required to adhere to the Queensland *Workplace Health and Safety Act 2011*. Both volunteers and organisations that use the services of volunteers have obligations under this Act. An information sheet from

Volunteering Queensland on volunteer insurance requirements is at Attachment 2 to this appendix.

There are many community nonprofit organisations that have the necessary insurance and workplace policies and procedures (including WH&S) to manage volunteers. These include but are not limited to:

- Service Clubs e.g. Rotary, Lions, Apex, etc
- Church Groups
- Philanthropic organisations e.g. Lifeline, Salvation Army, etc
- Specific organisations established to provide post disaster support.

The LDRG, or the Volunteer Coordinator on behalf of the LDRG is to ensure that all non-affiliated volunteers are placed under the care and control of appropriate registered nonprofit organisations to ensure volunteers are effectively managed and protected.

Recognising and supporting volunteers

While volunteers do not participate for the sole purpose of reward or recognition, it is important to acknowledge and thank volunteers. Recognising and celebrating volunteers also supports ongoing participation and promotes volunteering in the community.

The LDRG should consider ways to recognise volunteer effort throughout recovery. Often this is best done through providing stories of volunteering in local media and on Council's website/Facebook page. Conducting functions, barbeques and local award ceremonies should be considered and undertaken wherever practicable. Visits to volunteers in the workplace by community leaders should be undertaken regularly to recognise volunteers.

Maintaining documentation and record-keeping

The LDRG or the Local Volunteer Coordinator on behalf of the LDRG should maintain documents and records relating to the volunteer effort. These may include but are not limited to:

- Volunteer Management Plan including agreements between the LDRG and individual volunteer organisations
- A Community Volunteer Needs Register that records the volunteer needs within the community and enables the matching of need to offers of assistance.
- Community Offers of Assistance Register that records offers of assistance from the community and enables matching of offers to community volunteer need.
- Register of Pet Foster Care providers and those who need such services to assist in ensuring effective pet foster care services.

- Register of suitable nonprofit organisations both locally and those offering services from outside the local government area.
- Register of donation centres established by the community following a disaster to assist in determining how these centres may be progressively closed down.

Public Information

The LDRG should ensure that public information on volunteering needs and outcomes is regularly provided to the community including providing updates on progress of volunteering programs and activities. This serves the dual purpose of assisting in volunteer recognition and ensuring continued community support for the volunteering effort.

Attachment 1 – Terms of Reference Volunteer Coordinator

Attachment 2 - Insurance – Organisations involving volunteers

Attachment 1 to Appendix 19

Terms of Reference – Volunteer Coordinator

The position of Volunteer Coordinator is analogous to that of a human resources manager or personnel officer. While such positions do not carry line management responsibilities, meaning that there is no direct supervision of volunteers, HR managers have an important and essential role to play in ensuring that human resources are planned for and managed effectively in a manner consistent with established policies. In much the same way the Volunteer Coordinator acts as the link between the LDRG and volunteers or volunteer organisations themselves. The Volunteer Coordinator does not necessarily supervise or manage volunteers but manages/coordinates the volunteer programs and volunteer policies as detailed in the Volunteer Management Plan.

Role

To plan for, coordinate, monitor and report on volunteer effort to support community recovery on behalf of the LDRG.

Responsibilities

- Assist in the development and implementation and maintenance of the volunteer management plan endorsed by the LDRG.
- Assist in promotion of volunteering opportunities as defined in the volunteer management plan.
- Maintain volunteer documentation and records.
- Match offers of assistance to identified community recovery volunteer needs.
- Work with Volunteering Queensland and other volunteer providers and registered nonprofit organisations to ensure volunteers are identified, engaged, coordinated and managed effectively.
- Provide public information on recovery volunteering needs, and the progress of recovery volunteering programs and activities.
- Identify opportunities and implement strategies to recognise volunteers.
- Report regularly to the Chair of the Human/Social Sub Group on the implementation of the volunteer management plan.

Reporting

The Volunteer Coordinator reports to the Chair of the Human/Social Sub Group. Reporting requirements should be established by the Chair on the appointment of a Volunteer Coordinator. As a guide the Volunteer Coordinator should be expected to report / advice on:

- The community need for volunteers to support recovery (assisted by the other sub groups).
- Offers of assistance within the community and how effectively such offers are able to be matched to community need.
- Availability of volunteers and strategies to overcome volunteering shortfalls.
- Resources required to support volunteers.

Attachment 2 to Appendix 19 Insurance – Organisations Involving Volunteers

The following is taken from Volunteering Queensland's Information Handout on Insurance for organisations involving volunteers.

It is an organisation's responsibility to ensure that appropriate insurance cover is provided to protect volunteer staff and volunteer members of community management committees.

The insurance broker is the agent of the organisation and arranges insurance for individuals or organisations having negotiated the best possible policy terms and premium from the insurance market. The insurance broker may renegotiate with different underwriters from time to time in order to get the best deal.

The Queensland State Government passed a Civil Liability Act 2003 which has a volunteer protection clause included. Volunteers working in registered nonprofit organisations engaged in voluntary activities defined by the organisation are protected from legal action provided they are not acting outside the law.

Volunteering Queensland recommends that organisations involving volunteers seek professional advice in determining what cover is available and most appropriate for their needs. The first requirement in considering insurance is to understand the various types of cover available to protect volunteers. The following is a list of the types of insurance to be considered.

Volunteer Workers Personal Accident Insurance

Personal Accident Cover for volunteers (which is similar to the State Government's compulsory work cover for paid employees) covers volunteers for certain out-of-pocket expenses following accidental injury, disability or death while carrying out their work on behalf of the organisation.

Depending on the policy, this type of insurance should normally cover loss of income. It is important to remember that this cover is rarely included in Public Liability Insurance, and therefore a separate policy needs to be taken out with the insurance broker or underwriter. Personal Accident Insurance is not excessively expensive and usually not difficult to obtain. It is important to be aware of any age limit or any activities that might be excluded from this insurance cover. There is usually a \$50-\$100 excess for non-Medicare medical expenses. These details are spelt out in the policy wording. Students or work-placements may not be included in this insurance policy. It is therefore important to check the policy before engaging students or work-placements.

Public Liability Insurance

This insurance covers the organisation's legal liability to pay damages to a third party (e.g. member of the public or clients of the organisation) for

personal injury or property damage accidentally caused by a member of the organisation including its volunteers. A separate or extended cover can be taken out to include legal costs in relation to a claim being made against the organisation. Some insurance brokers will include Product Liability as an extension of their Public Liability Policy.

Directors & Officers Liability Insurance

This insurance is specifically designed to indemnify committee members and office bearers for loss, including legal costs where they have been proven to be negligent in the course of performing their role in the organisation. It is important to be familiar and understand the wording of this policy particularly the extent of cover and specific exclusions under the policy.

Professional Indemnity Insurance

Brokers and insurance companies can combine Professional Indemnity and Directors & Officers Liability Insurance into one policy. Professional Indemnity Insurance is expensive and may not be necessary for all organisations. It is therefore important to seek professional advice before taking out this insurance cover. This cover can be designed to compensate organisations for loss incurred through a claim made against the organisation for breach of professional duty or advice arising from negligence, error, omission, defamation, loss of records or documents, dishonest acts, etc. by volunteers (including management committee members) and paid staff. It is important to be familiar with and understand the wording of this policy as it often has a number of inclusions and exclusions.

Motor Vehicle Comprehensive Insurance

This insurance covers vehicles owned and driven by volunteers or paid staff for loss or damage to the vehicle or third party property. It is important to have a motor vehicle policy if volunteers or paid staff are using their own motor vehicle or the organisation's vehicle in the course of their work requirements. It is advisable for volunteers to inform their motor vehicle insurer, if they are using their own vehicle in the course of their voluntary work.

Property & Contents Insurance

This insurance includes damage or theft to the organisation's property or contents. It is similar to Household Contents Insurance. Other types of insurance for organisations to consider are Product Liability & Event Insurance.

Risk Management

Risk Management is a process used to identify the extent and nature of the risks involved in the activities carried out by an organisation. This process is designed to prevent or reduce the level of risk to an organisation. It is also the

best way to identify the most appropriate insurance cover or covers for an organisation.

For more information about risk management and insurance covers and their content, visit www.volunteeringqld.org.au or contact Volunteering Queensland's Manager Training & Quality.

Disclaimer

Volunteering Qld has made every effort to ensure the appropriateness of the information contained in this document. However, as the information is for general use and is not intended to serve as advice, no warranty is given in relation to the accuracy, reliability or appropriateness of any information. No part of the information is intended to replace detailed and expert advice in respect of individual circumstances. Users of this information are therefore encouraged to consult with their chosen professional advisers before making any decision. Volunteering Qld disclaims all and any liability to any person in respect to any consequence of actions or otherwise based on information contained herein

Checklist 1 **Pre-event recovery planning**

Identify emergency risk

- ☐ Access emergency risk register for the relevant jurisdiction/area/region, if completed.
- ☐ Take information from the process to inform the development of recovery planning.
- ☐ Identify community strengths.

Engage key/relevant stakeholders

- ☐ Based on risks identified, engage key stakeholders, including community representatives, local government, and government and non-government agencies.
- ☐ Provide them with details of risk assessment and request that they consider the potential impacts of this assessment on their community and area of responsibility.

Coordinate all-hazards pre-event planning

- ☐ Assemble the key stakeholders and facilitate discussion around identified risks and community recovery planning.
- ☐ Ensure that key stakeholders have emergency activation capability and procedures, and operational capacity.
- ☐ Establish escalation procedures.
- ☐ Agree and assign roles and responsibilities.
- ☐ Develop a process for activating and implementing an integrated emergency recovery plan for each of the four environments for the relevant jurisdiction.
- ☐ Gain endorsement of recovery plans from stakeholder organisations.

Exercise, evaluate and review

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

Checklist 2 **Undertake community recovery management/coordination**

Keeping pace with the evolving situation

- ☐ Immediately establish liaison with LDC and the LDCC.
- ☐ Ensure initial and ongoing impact assessment data feed into recovery programs and processes.
- ☐ Continuously review and analyse community needs for service provision planning.
- ☐ Establish processes for information from all avenues (public meetings, call centre or recovery centre feedback, debriefings) to feed into planning cycle.
- ☐ Adapt community recovery plans in accordance with the evolving or changing community needs and priorities.

Engaging and empowering the affected communities

- ☐ Ensure regular and ongoing engagement with affected persons.
- ☐ Provide leadership, facilitation, support and empowerment.
- ☐ Create opportunities for community leaders to evolve.
- ☐ Create opportunities and support for affected persons and communities to lead and manage their own recovery.
- ☐ Allow communities to self-identify.
- ☐ Negotiate and agree on the prioritised tasks based on community needs and requirements, including short-term/interim fixes.
- ☐ Build trust through respectful listening and understanding.
- ☐ Establish active feedback processes and opportunities.
- ☐ Maximise the availability of information to affected persons.

Managing people

- ☐ Provide strong, clear and responsive leadership.
- ☐ Ensure safe operating conditions for recovery personnel and community.
- ☐ Ensure that workloads are sustainable by establishing management structures, delegating responsibilities and utilising 'spans of control'.
- ☐ Ensure that recovery workers, managers and volunteers have defined work times and adequate rest breaks.
- ☐ Ensure that briefings occur for all oncoming personnel.
- ☐ Ensure that debriefs are conducted at the end of each shift to ensure capture of information as well as defusing personnel.
- ☐ Provide opportunities for formal defusing and ongoing emotional and psychological support for recovery personnel.

- ☐ Avoid convergence by providing clear information and direction as to how non-impacted persons might help.
- ☐ Develop a strategy to manage politicians and VIPs.

Managing resources

- ☐ Ensure legislative, statutory and regulatory requirements are observed.
- ☐ Identify resources and material requirements, including supply chains.
- ☐ Avoid convergence by providing clear information and direction as to what and how voluntary resources might help.
- ☐ Establish systems for recording offers of assistance (human resources and material).
- ☐ Identify staffing needs early and enable rapid recruitment.
- ☐ Ensure that all staff have appropriate skills and qualifications and relevant authorisations.
- ☐ Ensure that funding is provided immediately for essential services restoration.
- ☐ Ensure that all expenditures are recorded.

Managing information and communications

- ☐ Ensure that data collection and management systems are established as soon as possible and maintained.
- ☐ Ensure that information is continually provided to:
 - ☐ affected community members
 - ☐ recovery personnel
 - ☐ recovery management team
 - ☐ recovery management partners and stakeholders
 - ☐ organisational hierarchy (managing up)
 - ☐ elected representatives.
- ☐ Form partnerships with media and use their resources to disseminate information.
- ☐ Ensure that information:
 - ☐ is relevant
 - ☐ is timely
 - ☐ is clear
 - ☐ is best available
 - ☐ is targeted
 - ☐ is credible
 - ☐ is consistent
 - ☐ coordinated

- ☐ is provided in multiple methods and media
- ☐ provides opportunity for feedback
- ☐ is repeated as appropriate.
- ☐ Create opportunities for two-way communication through:
 - ☐ meetings
 - ☐ workshops
 - ☐ surveys
 - ☐ telephone, email and web sites.

Ensuring coordination and integration

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

Checklist 3 Recovery Management/Operational Considerations

Immediate

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

Short to medium term

- ☐ Review immediate actions
 - ☐ are priority needs being met?
 - ☐ were any missed in immediate assessment or have new ones emerged?
- ☐ Continue short- to medium-term impact/needs assessment (coordinated and using multiagency deployment) what are evolving short- to medium-term needs?
- ☐ Allow evolution of, and engage with, community leaders and decision makers and discuss longer-term governance and planning.
- ☐ What plans/programs/relationships/activities/groups existed before the emergency event that might contribute to the recovery effort?

- ☐ Implement outreach programs if required.
- ☐ Ensure that persons displaced from 'home' communities are provided with mechanisms and strategies to re-engage with their 'home' communities.
- ☐ Coordinate an ongoing impact assessment process through multi-agency deployment.
- ☐ Develop a strategy to avoid excessive or unwanted services.
- ☐ If necessary, establish processes and systems for managing donations of monies and goods and offers of help.

Long term (ongoing)

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

Transition

- ☐ Work with affected communities to determine appropriate timing and processes for transition from recovery to normal services.
- ☐ Ensure services are in place to support ongoing needs of affected persons.
- ☐ Identify to government and organisations long-term changes in the community environments resulting from the emergency event (for example, population or industry changes).
- ☐ Communicate planned actions to affected communities, recovery management team, stakeholder organisations

Checklist 4 Outreach

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

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

Actions

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

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

- ☐ identification of high-needs persons/households.
- ☐ Provide referral to specialist services as required.
- ☐ Ensure ongoing support for outreach staff.

Checklist 5 - Evacuation/Emergency Relief Centre

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

Basic life needs

Basic life needs include:

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

Location considerations

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

Minimum facility requirements

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

- ☐ Management facilities—management, administration and staff rest areas.
- ☐ Security.

Possible facility equipment requirements (stored on site or available at short notice)

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

Possible administration equipment requirements

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

Management considerations

- ☐ Traffic and parking management.
- ☐ Welcome and orientation.
- ☐ Security and safety.

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- ☐ Purchasing and petty cash management.
- ☐ Cleaning and waste management.
- ☐ Animal management.
- ☐ Catering.
- ☐ Special needs support.
- ☐ Childcare support.
- ☐ Staff management.
- ☐ Volunteer support and management.
- ☐ Management of donations and offers of support.
- ☐ Communications with emergency coordination centre/recovery liaison/recovery management centre.

Checklist 6 Recovery Centre

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

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

Location considerations

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

Minimum facility requirements

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

Possible facility equipment requirements

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

Possible administration equipment requirements

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

Management considerations

- ☐ Welcome and orientation.
- ☐ Car/bike parking facilities.
- ☐ Security and safety.
- ☐ Work space needs and allocation.
- ☐ Coordination of recovery activities.
- ☐ Sharing and coordination of data and information.
- ☐ Purchasing and petty cash management.
- ☐ Cleaning and waste management.
- ☐ Catering.
- ☐ Special needs support.
- ☐ Staff management and support (including food, water and rest).

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- ☐ Volunteer support and management.
- ☐ Management of donations and offers of support.
- ☐ Communications with emergency coordination centre/recovery liaison/recovery management centre

Checklist 7 Managing People

Preparedness

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

- ☐ have been involved in training and exercising
- ☐ are operating in their normal area of expertise
- ☐ have clear role statements and operating guidelines
- ☐ have clear and supportive management.

Operations

For occupational health and safety:

- ☐ consider appointing a safety manager
- ☐ ensure safety issues are identified and managed and communicated
- ☐ establish appropriate duty times
- ☐ establish clear roles and responsibilities.

For staff involved in the emergency event:

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

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

- ☐ operational briefing and defusing
- ☐ mentoring
- ☐ food, water and rest breaks
- ☐ shorter than normal duty times
- ☐ team meetings
- ☐ manager briefings on likely impacts and staff needs
- ☐ organisational employee assistance programs
- ☐ private counselling.

Briefing and debriefing

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

- ☐ overview of the nature and of the impact of the emergency
- ☐ overview of recovery purpose and operations
- ☐ detail of specific activities (relevant to the area of operations)

- ☐ identification of persons in charge, organisations and people involved in the operations site
- ☐ the actions that have been taken to date
- ☐ the actions that are planned for the future
- ☐ the actions that are required in this shift period
- ☐ the resources that are available and not available
- ☐ methods and timing of communications
- ☐ staff arrangements (e.g. shift times, breaks, additional support etc)
- ☐ time for questions.

Debriefing is important to:

- ☐ ensure that information is gathered and passed on to oncoming staff
- ☐ ensure that staff going off duty have an opportunity to defuse and wind down before leaving the operations site.

Post-recovery

Consideration should be given to:

- ☐ allowing a reasonable rest break after conclusion of emergency involvement (days)
- ☐ briefing managers and co-workers about likely staff impact and needs
- ☐ reducing workload and expectations for a few weeks
- ☐ backfilling and supporting roles
- ☐ facilitating emergency staff get-togethers, recognition and 'thank you' events
- ☐ facilitating and enabling ongoing emotional and psychological support.

Checklist 8 Community Recovery Evaluation

There are key considerations for evaluation processes in recovery.

- ☐ What is your evaluation for (i.e. its purpose—efficiency, effectiveness, appropriateness and/or process evaluation)? For example, it may be to inform ongoing and future interventions.
- ☐ What sources of feedback and documentation will you use to evaluate the delivery of community recovery services?
- ☐ What methods will you use (i.e. the general approach—formal and informal, quantitative/ qualitative, longitudinal study, development of appropriate tools)? For example, will you use debriefs and questionnaires, surveys, data analysis, community involvement/ownership?
- ☐ What is the range of evaluations (i.e. the effects of the intervention/program for individuals/ groups/community conducted in conjunction with other services/interventions)?
- ☐ How will you keep evaluation process flexible to respond to the changing competencies of the community?
- ☐ What are the ethics considerations—who conducts the evaluation? In a sensitive post-disaster environment when you conduct evaluation, who oversees it? Who makes decisions regarding the ethics questions?
- ☐ What objectives or principles are you measuring against?
- ☐ Evaluation tools should be in place at the outset (through databases).
- ☐ How independent is the evaluation process? Does it need to be independent?
- ☐ Ensure stakeholders are included (victims, emergency services, business communities, general community).
- ☐ What feedback will be appropriate for the community—type, timing?