Sunshine Coast Council
Local Disaster Recovery Sub-Plan
2024-2027

A sub-plan of the Local Disaster Management Plan 2024-2027.

JUNE 2024

Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.

June 2024 Edition

Acknowledgements

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Information sources

The preparation of this plan has been primarily based on the following doctrine –

- Queensland Recovery Plan
- Disaster Recovery Funding Arrangements 2018 (Australian Government)
- National Disaster Recovery Framework
- Queensland Disaster Funding Guidelines (QDFG) 2021
- Queensland Disaster Relief and Recovery Guidelines (QDRR) 2018
- Queensland Strategy for Disaster Resilience 2022-2027
- Queensland Policy for Offers of Assistance
- Australian Disaster Resilience Handbook Collection: Community Recovery.

Sunshine Coast Council acknowledges the use of the material from the above and any other recovery-related doctrine used in the development of this plan.

Contents

Approval of plan

The Sunshine Coast Council Local Disaster Recovery Plan, a sub-plan of the Local Disaster Management Plan, was prepared under the authority of the Local Disaster Management Group (LDMG) in accordance with the Disaster Management Act 2003 (the 'Act').

This sub-plan is endorsed by the LDMG and is approved for use by Council.

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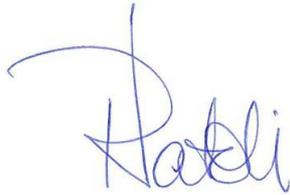
Mayor Rosanna Natoli

Chairperson Local Disaster Management Group

Sunshine Coast Council

Date: 15/07/2024

Foreword

Queensland is Australia's most disaster-prone state and experiences significant challenges from natural hazard events on an annual basis. With climate change now a key catalyst in the changing hazardscape, severe weather events such as cyclones, storms and flooding as well as bushfires are now more extreme in their impact on our daily lives and cause significant, long-term disruption.

Disaster response and recovery requires a coordinated, whole of government – whole of community approach to manage the effects of such events. Firstly, there is the preparation and planning based on a rigorous risk assessment to lessen the impact of the disaster. Secondly, there is the onset of the event, which requires a coordinated response and finally, an inclusive recovery process which assists communities return to some sense of normality.

Following a disaster, Sunshine Coast Council will work closely with its communities to ensure that they recover to their pre-disaster state. To achieve this, we will utilise our disaster recovery arrangements, which is one of the key functions our disaster management measures along with prevention, preparedness and response.

We recognise that to be successful, recovery must be responsive, coordinated, agile and based on effective partnerships between all levels of government, non-government and non-profit organisations and most importantly, our communities.

This plan has been developed to provide a clear, consistent and a consolidated direction of how Council, its recovery partners and the local community will work together to re-establish itself following a disaster and more importantly, to build a more sustainable and resilient future against emerging events.

Sunshine Coast Council Disaster Management Strategic Framework

This plan forms part of the Sunshine Coast Council's local disaster management strategic framework and should be read in conjunction with the following plans to ensure a full understanding of positioning of recovery within the framework.

These plans are managed and administered by their respective functional areas within Council –

Sunshine Coast Council Local Disaster Management Plan

1. Sunshine Coast Council Disaster Recovery Sub-Plan
   i. Sunshine Coast Council Economic Recovery manual
   ii. Sunshine Coast Council Environmental Recovery plan
   iii. Sunshine Coast Council Debris Removal and Storage plan
   iv. Impact Assessment plan
2. Sunshine Coast Council Evacuation Centre Management Sub-Plan
3. Sunshine Coast Council Community Support plan

Document Management

Version control

The 'control' copy of this plan is maintained by the Community Planning & Development branch, Sunshine Coast Council on behalf of the LDMG.

Any proposed amendments to this plan are to be forwarded electronically to the –

- Community Development Officer (Recovery)
- Community Planning & Development | Sunshine Coast Council

Inconsequential amendments may be made at any time to this plan. However, any significant alterations that change the plan's intent will be submitted to the LDMG for endorsement.

Amendment register

No.	Date	Contents
1.0		Initial issue of Sub-Plan
1.1	18 April 2013	Alan (Fox) Rogers edit
1.2	10 May 2013	Amendments from initial consultative committee discussion PRM
1.3	06 September 2013	Various amendments
1.4	15 November 2013	Minor amendments
1.5	19 May 2015	Minor amendments
1.6	28 February 2017	Revision of document
2.0	February 2023	Full rewrite of Sub-Plan
2.1	July 2023	Minor amendments following feedback
3.0	June 2024	New Sub-Plan

Distribution

Council holds and maintains a record of government agencies, non-government and not-profit organisations that contribute to the delivery of disaster recovery services within the Sunshine Coast Council local government area.

A copy of this plan and any subsequent amendments will be forwarded to those relevant entities as required.

Abbreviations

DAF	Department of Agriculture and Fisheries
DSDSATSIP	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
DESBT	Department of Employment, Small Business, and Training
LDC	Local Disaster Coordinator
LRC	Local Recovery Coordinator
QRA	Queensland Reconstruction Authority
QRIDA	Queensland Rural and Industry Development Authority

Plan review and renewal

This plan should be renewed in accordance with the provisions described under s59 of the QLD Disaster Management Act, in that the plan may be reviewed or renewed when the local government considers it appropriate. However, the effectiveness of the plan must be reviewed at least once per year.

Circumstances which may necessitate a review include –

- Activation of the plan or elements of the plan due to an event
- A training activity designed to practice or evaluate specific aspects of the plan or its overall operational efficacy
- Significant changes to an entity's roles, responsibilities, or functions
- Operational changes

- Emerging hazards (e.g., COVID-19)
- Following an assessment of the plan in line with the Emergency Management Assurance Framework.

Availability of plan for inspection

Section 60 of the Act provides that a local government must ensure a copy of its Local Disaster Management Plan (LDMP) is available for inspection, free of charge, by members of the public. As this plan is an annex to the LDMP, it too is subject to the provisions of s60.

Council must, on payment of the appropriate fee, give a person a copy of the Plan. In this section - appropriate fee means the fee as decided by the Chief Executive Officer of the local government. This must be no more than the reasonable cost of providing the copy.

PART 1 – ADMINISTRATION & GOVERNANCE

Introduction

The Sunshine Coast Council Disaster Recovery Plan is a sub-plan to the Sunshine Coast Council Local Disaster Management Plan (LDMP) and outlines the arrangements that detail recovery processes following a disaster event impacting the area.

These processes are designed to be flexible, adaptable, and scalable to meet the needs of the affected community through a range of disaster scenarios identified in a risk analysis of the local government area (Refer LDMP for more detailed information on risk). This plan aligns with the principles and procedures outlined in Council's LDMP as well as the Queensland Recovery Plan.

Ideally, response and recovery should commence in parallel with each other during a disaster event. This is critical, as the planning and implementation of recovery activities are complex in nature and require significant lead-time to ensure effective and successful outcomes.

Response activities focus on operational capability such as preventing loss of life, reducing property damage, search and rescue activities, evacuation, and providing immediate needs such as shelter and resupply of isolated communities and are usually of a short duration.

Disaster recovery (founded on nationally recognised principles, functions and phases) is concerned with returning individuals, families and communities to a pre-disaster state whilst taking opportunities to build a more resilient and sustainable future for those communities. A smooth transition process from response to recovery is paramount to ensure that the ongoing effort is focused, directed and maintains momentum.

Authority to plan

This plan has been prepared under the authority of the Sunshine Coast Council LDMG as a sub-plan of the Local Disaster Management Plan and in accordance with provisions of the Act and Disaster Management Regulation 2014 (the 'Regulation').

The plan is consistent with the Prevention, Preparedness, Response and Recovery Guideline ('PPRR Guideline') and the Standard for Disaster Management in Queensland (the 'Standard') and aligns to the Queensland Recovery Plan.

Aim of plan

Recovery is defined as "The coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration".[1]

The aim of this plan is to detail the arrangements for recovery within the Sunshine Coast Council local government area following the impact of a disaster event.

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[1] Queensland Disaster Management Lexicon

Sunshine Coast Council Disaster Recovery Sub - Plan June 2024

Scope

This plan has been prepared under the provisions of Queensland's disaster management legislation, instruments of the legislation as described in the Act, nationally recognised Principles of Recovery, and Stages of Recovery as detailed in the Queensland Recovery Plan 2021.

This plan relates only to the management of disaster recovery activities in the Sunshine Coast Council local government area.

Key legislative provisions

Disaster Management Act 2003

- Section 4A(a) of the DM Act specifies that "disaster management should be planned across the four phases of prevention, preparedness, response, and recovery".

- Section 4AI of the Act states that "local governments should primarily be responsible for managing events in their local government area", and

- Section 4A(d) states that "district groups and the State Group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations".

Queensland Reconstruction Authority Act 2011

- Section 2 states that the main purpose of the Queensland Reconstruction Authority Act (QRA) Act is "to ensure Queensland and its communities effectively and efficiently recover from the impacts of disaster events; and to improve the resilience of communities for potential disaster events".

- Section 10 details a range of functions that QRA is to perform in relation to disaster recovery in Queensland (in support of local government).

Instruments of the legislation

Other disaster management doctrine (referred to as Instruments of the legislation) that have been used in the preparation of this plan include –

Queensland Recovery Plan

The Standard for Disaster Management in Queensland

Prevention, Preparedness, Response and Recovery Disaster Management Guideline

Queensland Disaster Management 2016 Strategic Policy Statement

Other reference documents

Disaster Recovery Funding Arrangements 2018 (Australian Government)

National Disaster Recovery Framework

Queensland Disaster Funding Guidelines (QDFG) 2021

Queensland Disaster Relief and Recovery Guidelines (QDRR) 2018

Queensland Strategy for Disaster Resilience

Queensland Policy for Offers for Assistance

Australian Disaster Resilience Handbook Collection : Community Recovery

Queensland Disaster Management Lexicon

Authorising environment

The Act and Regulation form the legislative basis for disaster management within all levels of government and Queensland's disaster management arrangement. The 'Instruments of the legislation' which are enabling doctrine include the Queensland Government Strategic Policy Statement (SPS), the Standard for Disaster Management in Queensland (the 'Standard'), the PPRR Guideline and the State Disaster Management Plan.

Queensland's disaster management arrangements are based on an all-hazards, comprehensive approach (Measures for prevention, preparation, response and recovery). Disaster recovery seeks to bring all levels of government together to work with the affected community to provide successful and effective outcomes.

The following figure illustrates the authorising environment[2] and demonstrates the relationship between the legislation, the instruments of the legislation (including policy, guidelines and frameworks) and the disaster management plans.
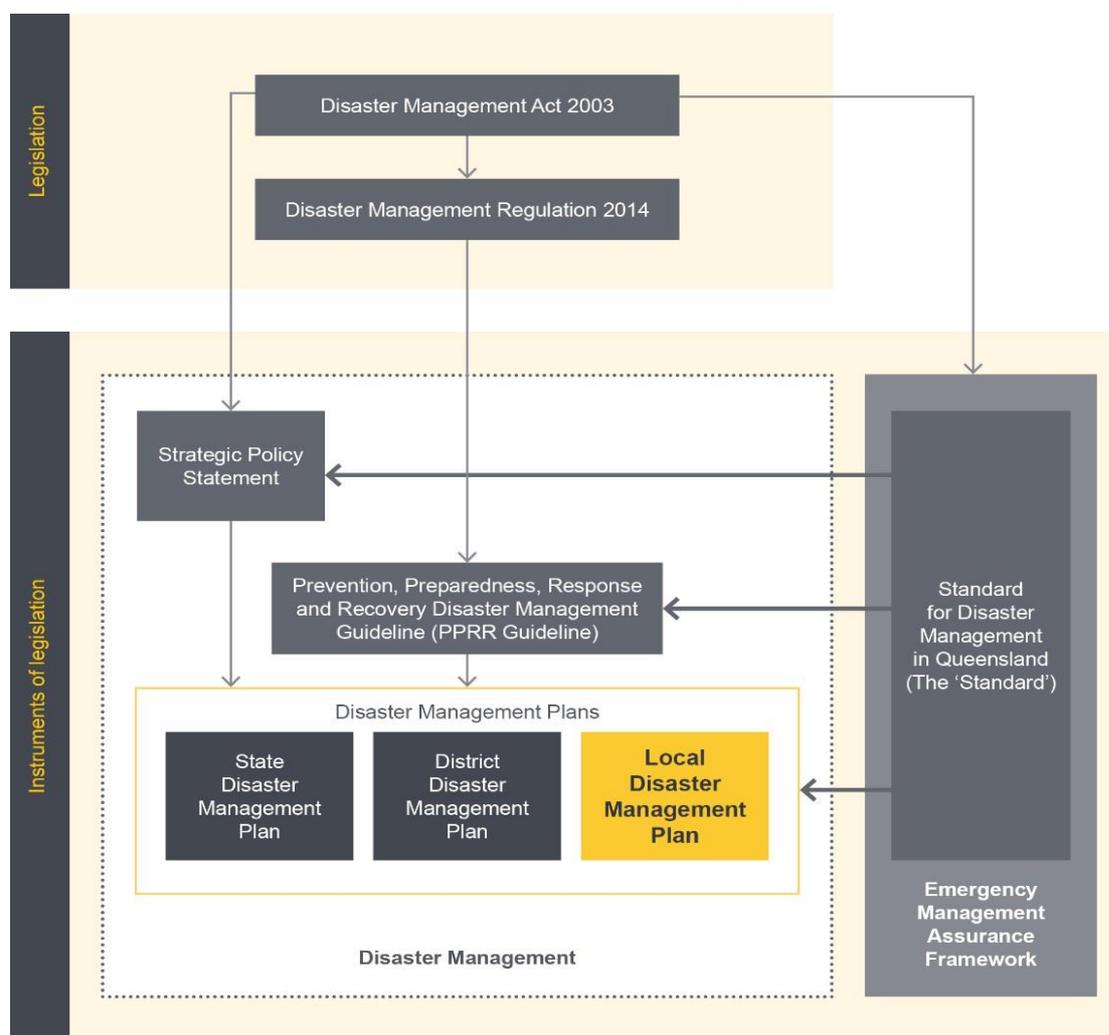
Figure 1: Queensland's Disaster Management Authorising Environment

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[2] PPRR Guideline, section 1.1, P.1

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Principles of recovery[3]

Disaster recovery is most effective when government entities work collaboratively and supportively with the affected community. Recovery arrangements are driven by the community and informed by its needs, vision and goals and recognises communities have inherent strengths, assets and resources that can be actively engaged during the recovery phase of a disaster.

Recovery services need to be flexible and agile in their application and adapt to the changing needs of the community, building robust partnerships between communities and recovery practitioners.

The following National Principles for Disaster Recovery guide the recovery process and underpin planning and operations in Queensland.

Understanding the context

It is essential to understand that each community has its own history, values and dynamics. In order to achieve successful recovery, an understanding of the community context is vital. Recovery activities will benefit from –

- Acknowledging existing strengths and capacity, including past experiences
- Appreciating the risks and challenges faced by the community
- Being respectful of and sensitive to the culture and diversity of the community
- Supporting those who may be facing vulnerability

- Recognising the importance of the environment to people and to their recovery
- Acknowledging a long-term, sustained effort is needed by the community
- Acknowledging the impact on the community may extend beyond the geographical boundaries where the disaster occurred.

Recognising complexity

Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community. Recovery activities will benefit from recognising –

- Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies
- Information on impacts is limited at first and changes over time
- Affected individuals and communities have diverse needs, wants and expectations, which can evolve rapidly
- Responsive and flexible action is crucial to address immediate needs
- Existing community knowledge and values may challenge the assumptions of those outside of the community

- Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions
- Emergencies create stressful environments where grief or blame may also affect those involved
- Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth
- Cultural values and traditions need to be considered when consulting with diverse communities.

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[3] Source: Queensland Recovery Plan 2023

Using local, community-led approaches

A community-centred approach to recovery should be implemented where possible and should be flexible, engaging and empowering communities to move forward. Recovery activities will benefit from recognising that recovery –

- Should centre on the community and encourage those affected by an event to actively participate in their own recovery

- Should seek to address the needs of all affected communities

- Should consider the values, culture, and priorities of all affected communities

- Uses and develops community knowledge, leadership and resilience

- Recognises communities may choose different paths to recovery and communities recover at different rates

- Should ensure the specific and changing needs of affected communities are met with flexible and adaptable policies, plans and services

- Should build strong partnerships between communities and those involved in the recovery process.

Ensuring coordination of all activities

Effective recovery requires a collaborative, coordinated and adaptive approach, where responsibility for recovery is shared between all sectors of the community and partner agencies, based on continuing assessment of impacts and needs. The shared responsibility does not negate the local government's accountability. Recovery will benefit from recognising –

- Outcomes should be clearly articulated

- There may be changes in community needs or stakeholder expectations and flexibility is required

- Processes can be guided by those with experience and expertise, using skilled, authentic, and capable community leadership

- The pace should reflect what is desired by the community and seek to collaborate and reconcile different interests and time frames

- Well-developed community planning and information gathering before, during and after a disaster will enhance processes

- There should be clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community

- An understanding of the roles, responsibilities and authority of the organisations involved will enhance service delivery

- Coordination across agencies will ensure minimal service disruption

- It is a part of an emergency management approach that is integrated with response operations and contributes to future prevention and preparedness.

Employing effective communication

Effective communication is a crucial aspect to successful recovery. Communication between the affected community and other recovery partners should be clear, accurate and targeted. Recovery activities will benefit from recognising –

- Communication should be two-way and that input and feedback should be encouraged

- Information should be accessible to audiences in diverse situations, address a variety of communication needs and be provided through a range of communication channels and networks

- There should be mechanisms for coordinated and consistent communications between all service providers, organisations, individuals and the community

- All communication should be relevant, timely, clear, accurate, targeted, credible, and consistent

- Recovery operations planning should identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.

Acknowledging and building capacity

For recovery to be successful, recognition of individual, community and organisational capacity and resilience needs to be supported. Recovery activities will benefit from recognising that recovery planning and operations should –

- Assess capability and capacity requirements before, during and after a disaster

- Support the development of self-reliance, preparation and disaster mitigation

- Quickly identify and mobilise community skills, strengths and resources

- Develop networks and partnerships to strengthen capacity, capability and resilience

- Provide opportunities to share, transfer and develop knowledge, skills and training

- Recognise that resources can be provided by a range of partners

- Acknowledge that existing resources may be stretched, and that additional resources may be sought

- Understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed

- Understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready

- Be evaluated to provide learning for future disaster and improved resilience.

Psychological effects of disasters

Individuals and communities may be affected by traumatic incidents at any time. Regardless of the scale of the event and the number of people affected, the nature of the emotional response of the individuals involved is likely to be similar. There is certain predictability about the reactions of communities and individuals to disasters. At the community level, it is not uncommon to witness the following phases –
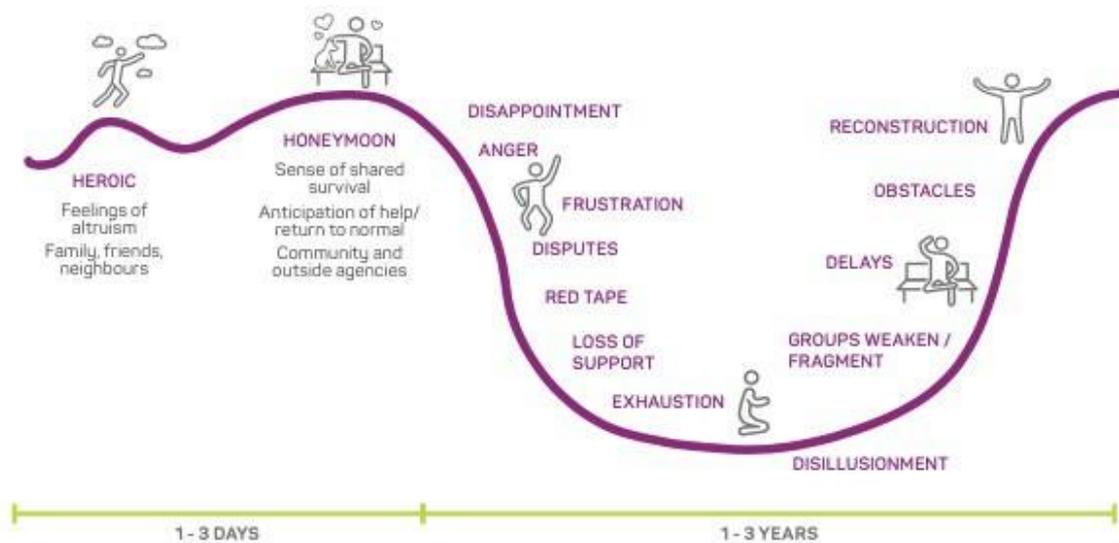
Figure 2; Different phases that individuals and communities might experience post disaster, adapted from Cohen and Ahearn 1980 and DeWolfe 2000 (Source: Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2).

It is important to note that while these reactions are talked about as 'phases' this does not mean that they will occur for all people at the same time or in a sequential manner.

Strong feelings such as shock, fear, anger, helplessness, sadness, shame and guilt are often expressed throughout these phases by individuals that have experienced a disaster.

It is also important to recognise that recovery personnel (including recovery workers, administrators and Council staff) will be affected in similar ways. The most common mistake in determining staffing requirements is to underestimate the duration of recovery operations and the high stress these workers will perform under. Overloading of staff will occur if adequate arrangements have not been made to perform their normal duties.

It is therefore essential that managers be aware of the pressures that may be placed upon them and their staff and that suitable arrangements are made to provide the necessary support if required. Managers should also consider the capacity of their staff to work under pressure in a highly stressed and rapidly changing environment, prior to appointing them to a disaster recovery role.

PART 2 - STATE RECOVERY ARRANGEMENTS

Successful disaster recovery relies on clear and robust governance arrangements as articulated in the Act. They enable a collaborative approach that brings together all levels of government for the planning, coordination, and delivery of recovery functions.

The arrangements focus on impacted communities and the lead role of local government (through local recovery groups) in delivering effective recovery strategies. These local groups are supported by district disaster recovery groups and the state government through functional recovery groups.

The following diagram illustrates Queensland's disaster recovery arrangements and the relationships between all levels of government in support of disaster impacted communities and is drawn from the Queensland Recovery Plan 2023.
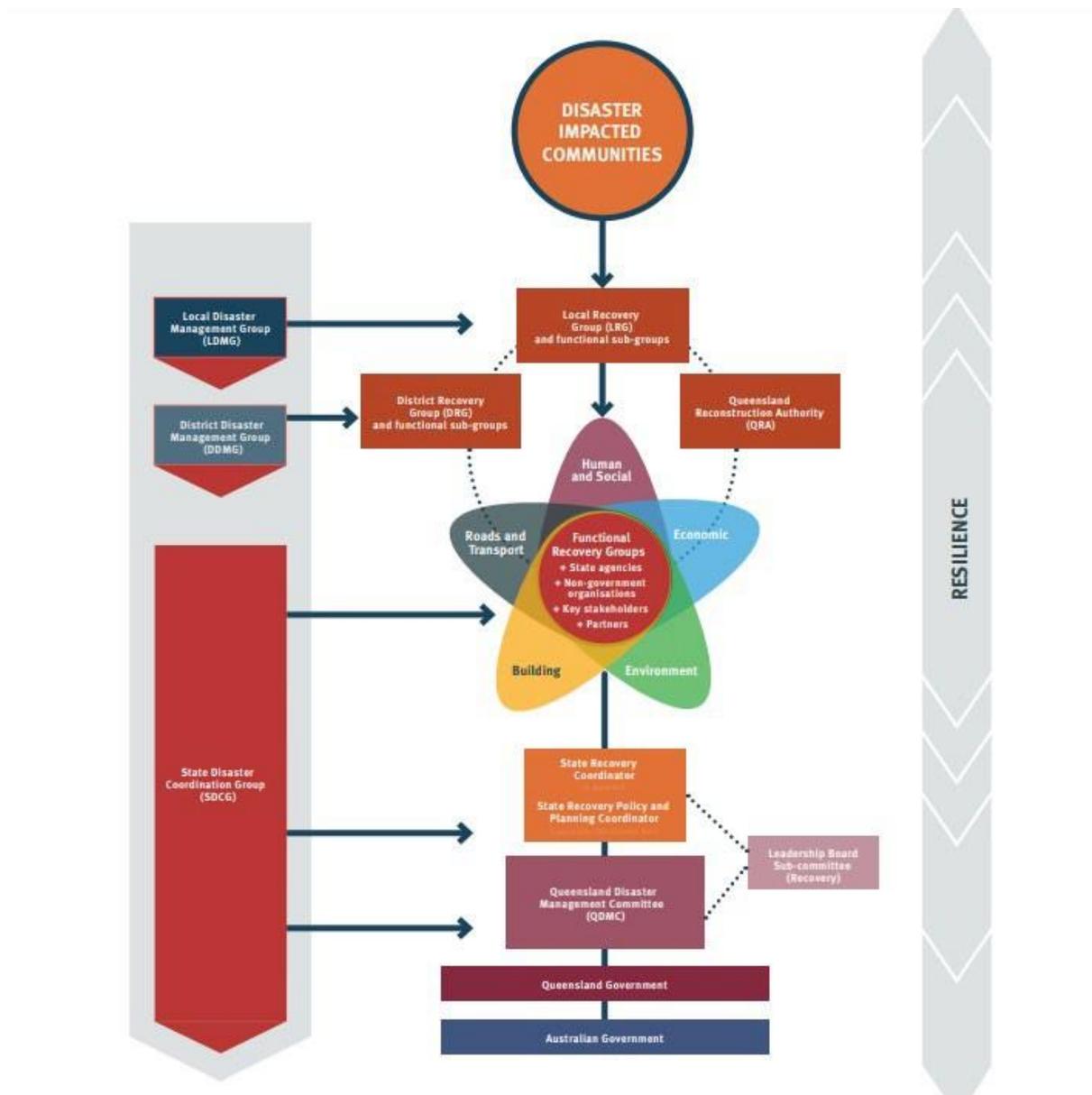
Figure 3: Queensland's disaster recovery arrangements

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State level

Under the State Disaster Management Plan, key State Government Departments have been assigned as **functional lead agencies** for the five functional areas of recovery (Human & Social, Economic, Environmental, Building and Roads & Transport), based on their agency's core business.

These lead agencies are appointed to assist in the coordination of state level support, through the Disaster District to the local recovery effort as Functional Recovery Groups (FRGs).

Lead agency	Functional responsibility
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Human and social recovery
Department of State Development, Infrastructure, Local Government and Planning	Economic recovery
Department of Environment and Science	Environmental recovery
Energy and Public Works	Building
Department of Transport and Main Roads	Roads and transport

Sub-Groups roles and responsibilities is shown at **Appendix 1**

District level

Section 4A(d) of the Act states that "district groups and the State group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations".

'*Disaster operations'* includes activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage or damage to the environment, including, for example, activities to mitigate the adverse effects of the event[4].

Whilst disaster recovery is the responsibility of local government and the local recovery group, members of the District Disaster Management Group will provide regionally based State Government services to support the recovery effort through their FRGs.

The five functional lead agencies for recovery are duplicated at Disaster District level and will coordinate the provision of State Government recovery services within the District to the affected area. These services should be coordinated through the local recovery group using agreed service delivery arrangements.

Disaster Management Act 2003, s15

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Local level

Under s4A(c) of the Act, local government has the primary responsibility for managing disaster operations in its area. In accordance with s29 it is required to establish an LDMG to plan and coordinate disaster management for the area.

The functions of the LDMG are specified under s30 of the Act as well as Part 3 of the Regulation. The PPRR Guideline recommends the establishment of sub-groups to assist the LDMG with the conduct of its business (p.8). For this reason, a recovery sub-group (Local Recovery Group) has been established to manage disaster recovery in the local government area.

Recovery in the Sunshine Coast local government area will be planned and coordinated by the LRG, should be chaired by an Elected Member or Senior Council Officer and coordinated by a Local Recovery Coordinator appointed by the LDMG and endorsed by Council. Membership of the LRG will include appropriate Council officers, State Government agencies (including functional lead agencies), non-government organisations such as Australian Red Cross and may include non-profit organisations such as GIVIT and local community and business entities. Membership will be determined by consultation between all recovery entities as some may sit at the District level.

Sunshine Coast Recovery Model is shown at **Figure 5** (page 19).

The LRG maintains a permanent core membership that forms the basis of the group but may be augmented by additional members representing regional, State and Commonwealth Government agencies as required.

Local Recovery Arrangements details the matters relating to the LRG including its terms of reference and roles and responsibilities of key entities.

Community level

At the community level, government and non-government entities should actively engage with communities to build awareness of risks as well as foster strong relationships. Following a disaster, communities must be involved in decision-making throughout the recovery process due to their social networks, local knowledge, capacity, past experiences as well as understanding the fabric of the community in which they live and work.

Community-led recovery empowers communities to create their own solutions, improve overall social cohesion and build resilience for future events. The establishment of Community Disaster Management Groups, especially in isolated areas is an effective strategy in self-determination.

Functions of recovery[5]

Overview

Effective recovery requires an integrated, multidisciplinary approach to needs analysis, consequence management, community engagement, planning and effective service delivery.

As recovery is a complex and protracted process, to assist with overall and effective coordination, aspects of recovery are conceptually grouped into five interconnected functions, namely:

Often a disaster will be of such a scale that all functions need to be addressed to affect recovery. With any disaster event it is likely there will be significant overlap between all the above functions. It is critical that the individual functions openly engage with one another as they have the potential to either negatively or positively impact on the outcomes sought by the other functions.

The below figure illustrates the co-dependent nature of the five functional areas.

- Human and social recovery
- Economic recovery
- Environmental recovery
- Building recovery
- Roads and transport recovery.

Whilst Sunshine Coast Council recognises the five functional areas of recovery, for ease of management, Council has combined 'Buildings and Road and Transport' into the one function of 'Infrastructure'. Depending on the nature of the disaster, one or more of these functions may be the focus of recovery operations.

Figure 4: Functions of Recovery

Human and social recovery

Human and social recovery is the coordinated process of supporting disaster-affected individuals, families and communities in the restoration of their emotional, social, physical and psychological health and wellbeing. The services required and duration of operations will be dictated by the nature and impact of the particular disaster event; however, services typically include the provision of information, payment of financial assistance, and provision of personal and psychosocial support.

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[5] Primarily sourced from PPRR Guideline

Economic recovery

The effects of a disaster on the economic environment may include loss of tourism, employment opportunities, loss of stock and equipment and reductions in cash flow for businesses. In turn this may cause impacts to increased costs for products, reduction of property values, increase in insurance premiums and negative consumer perceptions.

Infrastructure recovery

This function includes the built environment as well as the roads and transport network. Damage to these infrastructures may include loss to essential services, the building sector (including housing, accommodation, education and health facilities), as well as the road, rail, aviation, water and power supply and maritime services resulting in difficulty accessing communities and disruption to critical supply chains.

Environmental recovery

Impacts to the environment may include impacts to natural environment and public health including damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as cultural and built heritage listed place issues.

What does successful recovery look like?

Supporting the National Principles for Disaster Recovery, the Interim National Recovery Framework has identified key characteristics of successful recovery. Queensland has combined some of these characteristics and suggests they be considered when developing, implementing and reviewing recovery sub-plans and recovery programs. The characteristics are outlined below.

Community-led

Respects the role of all communities in recovery and seeks to engage, enable and include those more at risk in disasters throughout the recovery process.

Dynamic and tailored

Reflects the specific context of the event and unique history, values and dynamics of affected communities whilst reflecting and anticipating community needs, priorities and aspirations in a complex environment.

Evidence-based

Recovery programs are designed, managed, monitored and evaluated on the basis of needs and impacts of potentially compounding consequences as well as evidence from diverse sources.

Collaborative, scalable, and capability focused

Recovery programs are implemented in a scalable, collaborative and flexible manner drawing on the compatibility of functions and resources. They recognise, utilise and grow existing recovery capabilities.

Resilient

Enables the sustainable enhancement of lives, livelihoods and community resilience.

Stages of recovery[6]

As detailed in the Queensland Recovery Plan, "recovery is a complex and protracted developmental process that can take many years".

As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as preparation and prevention.

Recovery operations are undertaken across three stages. It is important to note that not all individuals, communities or recovery groups experience the same stage at the same time, nor transition at the same rate. In some instances, communities can be recovering from multiple overlapping events.

The following tables describe the three recognised stages of the recovery process and includes a 'pre-activation' period where activities are undertaken to prepare the community for future disaster events as well as develop a level of resilience.

Pre-activation period

Preparation and prevention
Indicative actions may include:

- Local recovery groups are established
- Local recovery coordinators are appointed
- The development and review of recovery sub-plans occurs
- Preparedness activities are undertaken, for example, business continuity planning
- Mitigation activities are undertaken
- The development and review of community profiles occur
- Recovery exercises occur
- Training is undertaken
- Participation in disaster management networks occurs
- Ongoing meetings of recovery groups occur.

Stage 1 – Immediate recovery

Post-impact relief and emergency repairs
Indicative actions may include:

- Damage assessments and immediate clean up
- Identification of priority infrastructure for reconstruction
- Carcass disposal
- Identification of priority health, safety, shelter and food needs
- Identification of public health risks (for example, water, sanitation, food safety) and introduction of interim measures to prevent disease

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[6] Source; Queensland Recovery plan 2023

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- Provisions for psycho-social assistance

- Pollution containment

- Provision of relief to wildlife

- Immediate recovery initiatives implemented including the commencement of Personal Hardship Assistance Grants and funded service provision by community organisations

- Establishment of case coordination panels in affected areas to enhance collaboration and support to individuals and families who are unable to affect self-recovery

- Recovery reporting commences

- The State Disaster Coordination Group will transition from response operations to recovery operations

- Potential appointment of the State Recovery Coordinator

- Commencement of emergency infrastructure repairs

- Planning, development and consultation of an event-specific recovery plan at the local, district and state level.

Stage 2 – Short to medium recovery

Re-establishment, rehabilitation, and reconstruction
Indicative actions may include:

- Small businesses reopen

- Community events resume

- Event-specific recovery plans at the local, district and state level (where developed) are implemented

- Coordination of ongoing impact assessments, community engagement, communication and collaboration occurs between functional recovery groups at all levels

- The recovery progress is monitored, identifying overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained

- Continuation of service delivery occurs, including any extraordinary services, case coordination mechanisms or financial assistance measures

- Reconstruction activities commence including residential, infrastructure and community repairs

- Public health risks controlled and/or eliminated

- Environmental remediation and restoration occurs

- Heritage remediation and restoration occurs

- Betterment initiatives are implemented

- Damage assessment and reconstruction monitoring commences.

Stage 3 – Long term recovery

Restoration, rebuilding, reshaping and sustainability

Indicative action include: –

- The continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures

- New social connections that may have been created

- Triggering investment

- Community behavioural change

- The reduction of inequality

- The enhancement of infrastructure to improve resilience

- Continuing to build recovery capacity and capability

- The implementation of longer-term recovery initiatives and funding programs

- The introduction of new services to the community

- Increases in innovation and entrepreneurial activities

- A progressive handover or absorption of recovery and reconstruction responsibilities from immediate service providers to agencies or organisations including local government, community-based or industry-led sectors that support ongoing recovery activities

- Identifying lessons and implementing improvements to increase resilience

- Potential post recovery operation evaluations.

Part 3 | Local Recovery Arrangements

Sunshine Coast Council recovery structure

Figure 5: Sunshine Coast Council Recovery Model

Sunshine Coast Council Disaster Recovery Sub - Plan June 2024
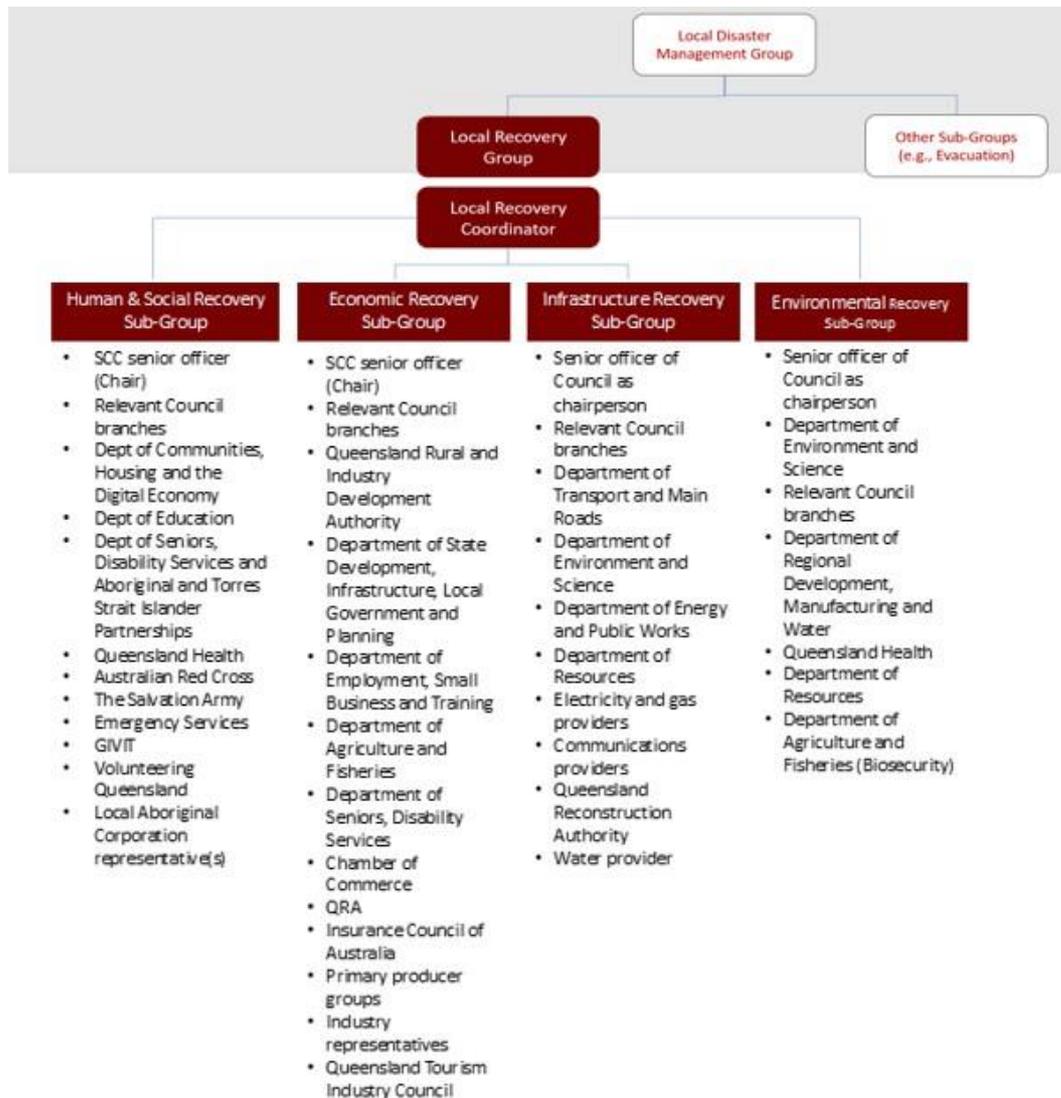
Local recovery group

Establishment

To assist the LDMG in the provision of recovery-specific arrangements a Local Recovery Group (LRG), has been established in accordance with provisions of the Act and recommendations detailed in the PPRR Guideline.

Role of group

The role of the LRG is to plan for and coordinate the provision of recovery services within the Sunshine Coast Council local government area following a disaster.

Priorities of group

- Provide relief measures to assist persons affected by an event who do not have resources to provide for their own personal wellbeing
- Provide personal support to individuals affected by the event, including temporary accommodation, emergency medical supplies, material assistance and counselling services
- Coordinate the restoration of essential infrastructure in the affected area
- Coordinate the rehabilitation of the environment in the affected area
- Support business and industry recovery
- Inform the community of recovery activities and progress to ensure community expectations are managed, and
- Provide community engagement opportunities to allow the community to be part of the recovery process and support community development activities to build community capacity and resilience.

Group obligations

Members of the LRG, in undertaking their responsibilities under this plan should ensure that they:

- Attend all LRG activities including meetings and training events
- Are available and have the necessary expertise to actively participate in LRG operational activities
- Are appropriately positioned in their agency to be able to commit resources
- Have a deputy who is appropriately skilled to undertake the role of the usual member of the LRG in their absence or during extended operational periods, and
- Can actively contribute to disaster recovery planning.

Terms of reference

Membership

Depending on the scale of the event and the complexity of the recovery effort, the LRG may establish up to four separate Local Recovery sub-groups to address each of the functions of recovery (refer to figure 2 – Sunshine Coast Council recovery model). Functional Sub-Group membership is shown at Appendix 2.

The LRG is comprised of appropriate Council officers and is supported by relevant government agencies, non-government, and not-for-profit organisations.

The LRG works closely with the Sunshine Coast District Disaster Management Group in regard to the recovery. Functional lead agencies primarily sit at the District level and provide support as required to local government, however there may be overlaps in service provision with state agencies working directly with local recovery providers to provide a seamless service delivery model.

Local advisory groups (LAGs) (e.g., community, business/industry, tourism) may also be installed as members of the LRG from time to time to ensure community participation in the recovery process and to assist the LRG and sub-groups in determining community need and service delivery of recovery programs and activities.

The LRG will be chaired by a Councillor appointed by the Chair of the LDMG.

An appropriately qualified person will be appointed as Local Recovery Coordinator (LRC) to coordinate recovery operations on behalf of the Local Disaster Coordinator (LDC). It's recommended that the LRC is not the same person appointed as the LDC. The LRC and LDC should liaise regularly during disaster operations.

The following table details the membership of the LRG including Council, State Functional Lead Agencies, other State Government agencies, supporting organisations and community groups. The composition of these groups is not finite and other recovery-related agencies and organisations may be added as dictated by the circumstances of the event.

Organisation	Position	Role in LRG
Sunshine Coast Council	Councillor	Chair, Local Recovery Group
	Councillor	Deputy Chair, Local Recovery Group
	Group Executive, Economic and Community Development	Local Recovery Coordinator (LRC)
	Branch Manager Community Planning and Development	Deputy Local Recovery Coordinator
	Coordinator Healthy Places	Deputy Local Recovery Coordinator
	Branch Manager Community Planning and Development	Chair, Human & Social Recovery Sub-Group
	Head of Economic Development	Chair, Economic Recovery Sub-Group
	Manager Civil Asset Management & Built Infrastructure	Chair, Infrastructure Recovery Sub-Group
	Manager Environmental Operations	Chair, Environmental Recovery Sub-Group
	Community Development Officer Recovery	Recovery Officer
	Appointed by LRC	Administration Officer/Secretariat

	Appointed by the Manager Communications	Media Liaison

Organisation	Position	Role in LRG
	Appointed by Branch Manager Community Planning and Development	Volunteer Coordinator
	Disaster Management Lead	Advisory role
State government agencies**	Regional representative, Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Human & social recovery function
	Regional representative, State Development, Infrastructure Local Government and Planning	Economic recovery function
	Regional representative, Energy and Public Works	Building recovery function
	Regional representative, Dept. Transport and Main Roads	Roads & Transport recovery function
	Regional representative, Dept. of Environment and Science	Environmental recovery function
** **The above State agencies are members of the District Disaster Management Group, however, will work closely with Sunshine Coast Council in the provision of functional lead agency responsibilities**.		
State government agencies (cont.)	Local representative, Queensland Fire and Emergency Services	Member
	Local representative, Queensland Police Service	Member
	Local representative, Queensland Health	Member
	Queensland Ambulance Service	Member
	Queensland Reconstruction Authority	Advisory role
Supporting agencies	Regional representative, Australian Red Cross	Support agency
	Representative, GIVIT Foundation	Support agency
	Local Representative, Salvation Army	Support agency
	Local representative, St John Ambulance	Support agency
	Local representative, St Vincent de Paul	Support agency
	Representative, Uniting care (Lifeline)	Support agency
Local Community Group Members	Appointed on an as needs basis	

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Key functions

Chair

- Manage the business of the LRG
- Ensure, as far as practicable, that the LRG performs its functions, and
- Report regularly to the LDMG about the performance by the LRG of its functions.

Local recovery coordinator (LRC)

- Coordinating the business of the group
- During events, working closely with the Local Disaster Coordinator
- Liaising with functional lead agency representatives at the local and district levels
- Working with recovery agencies and the community to develop immediate, short to medium and long-term recovery strategies
- Ensuring that local recovery strategies address all functional areas of recovery – human and social, economic, environment, building and roads and transport
- Developing and implementing effective strategies for community participation and partnership in the recovery process
- Ensuring that timely advice on the needs of the affected communities is provided to relevant entities
- Coordinating post-event reviews and providing a final report on recovery operations.

Agency roles and responsibilities

Agency roles and responsibilities are shown at **Appendix 3.**

Reporting

During recovery operations, the sub-groups, if established, will provide status reports to the LRG as required. Status reports will include outcomes from the action plans and should identify emerging issues that require further action. In instances where the sub-groups have not been established, the LRC will report recovery progress directly to the LDMG.

Meetings

Ordinary meetings

Ordinary meetings are meetings that are scheduled and convened on a regular basis at an agreed time and place. Ordinary meetings are used to address the general business of the LRG and will be held at least once annually with additional meetings scheduled as required to ensure the work of the group is progressing

- Meetings agendas, notifications and all administrative tasks will be undertaken by the Secretariat.

Extraordinary meetings

- Extraordinary meetings are meetings that are convened at any time after advice is received of an impending event or in the instance of little or no warning, immediately following the event
- An event will generate its own meeting record for audit purposes
- Meeting minutes, attendances and resolutions must be included in these records.

The LRG will also establish –

- Arrangements for coordinating recovery across the four functions
- Potential triggers for transition from response to recovery
- Community engagement and communication strategies
- Exit strategy
- Schedule of follow-up meetings
- Members who are unable to attend must nominate a proxy to ensure continuity.

Notice of meetings and agendas

Prior to ordinary meetings, a notice of meeting and meeting agenda will be provided to all members of the LRG. Where possible, a call for agenda items will be made by the secretariat one month prior to the meeting.

One week prior to the meeting, an agenda and relevant documentation will be distributed to all members.

Quorums

A meeting quorum for the LRG is set at one half of the number of members plus 1; or if one half of its members for the time being holding office is not a whole number, the next highest whole number.

Record of attendance

A record of attendance is to be completed at the commencement of each meeting of the LRG for to ensure the meeting has a quorum and for audit purposes.

Virtual/remote attendance

It is agreed to allow members of the group, who are unable to physically attend, to take part in the meetings virtually. A member who takes part in a meeting in this manner (Teleconference or Videoconference) is to be taken to be present at the meeting and should be marked on the Record of Attendance register.

Members non-attendance

A formal record of member non-attendance will be maintained for monitoring a member's ongoing attendance at meetings. If a member continually does not attend ordinary or extraordinary meetings, it is recommended that the LRC and LDC meet with that person to clarify the situation.

Proxy members

A proxy or deputy may attend the LRG meeting in the absence of the assigned member and exercise the agency's functions. A proxy or deputy attending a meeting will be counted in deciding if there is a quorum for the meeting.

Agency reporting

Status reports should be provided to the LRG during ordinary meetings either verbally or in writing.

Meeting documents

The secretariat of the LRG will maintain the following documents as records of the group's meetings, namely-

Meeting minutes

Minutes of meetings must be taken and held for audit purposes.

Resolutions

For audit purposes and good governance procedures, a register of each resolution passed by the LRG including necessary details of actions undertaken to acquit the resolution is to be kept in accordance with s17(3) of the Regulation.

Correspondence

To assist in tracking correspondence, a register is to be kept by the Secretariat. This allows for all members to be across any issues relevant to the group and will assist in information flow and decision-making.

Training requirements

In accordance with s16A(c) of the Act, it is a requirement that all persons performing functions under the Act in relation to disaster operations are appropriately trained. As a consequence, all LRG members must have completed the following training in accordance with the Queensland Disaster Management Training Framework –

- Queensland Disaster Management Arrangements (ALL)
- Recovery: Module 1 – Introduction (All)
- Recovery: Module 2 - Working in Recovery (All)
- Disaster Recovery Coordinator Induction (LRC and LRC Deputy only)
- Disaster Management Planning: Module 1 - Introduction (LRC & Deputy LRC only)
- Lessons Management: Module 1 - Introduction (LRC & Deputy LRC only)

Recovery sub-groups

Sunshine Coast Council Local Recovery Group has created four designated functional sub-groups to assist in the management of recovery, namely:

- Human & Social Sub-Group
- Economic Sub-Group
- Environment Sub-Group
- Infrastructure (including buildings as well as roads and transport) Sub-Group.

Depending on the characteristics of the event, not all functions may be required to activate with the aim of the sub-groups to support the LRG to achieve its recovery objectives.

Each recovery sub-group may consist of Local, State and Australian Government representatives and key stakeholder agencies and organisations within the relevant sector.

A Terms of Reference for the sub-groups is shown at **Appendix 4.**

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PART 4 - RECOVERY OPERATIONS

Sunshine Coast Council operational structure

The following diagram illustrates the relationship between the Sunshine Coast Council Disaster Recovery structure and Queensland's disaster recovery arrangements.
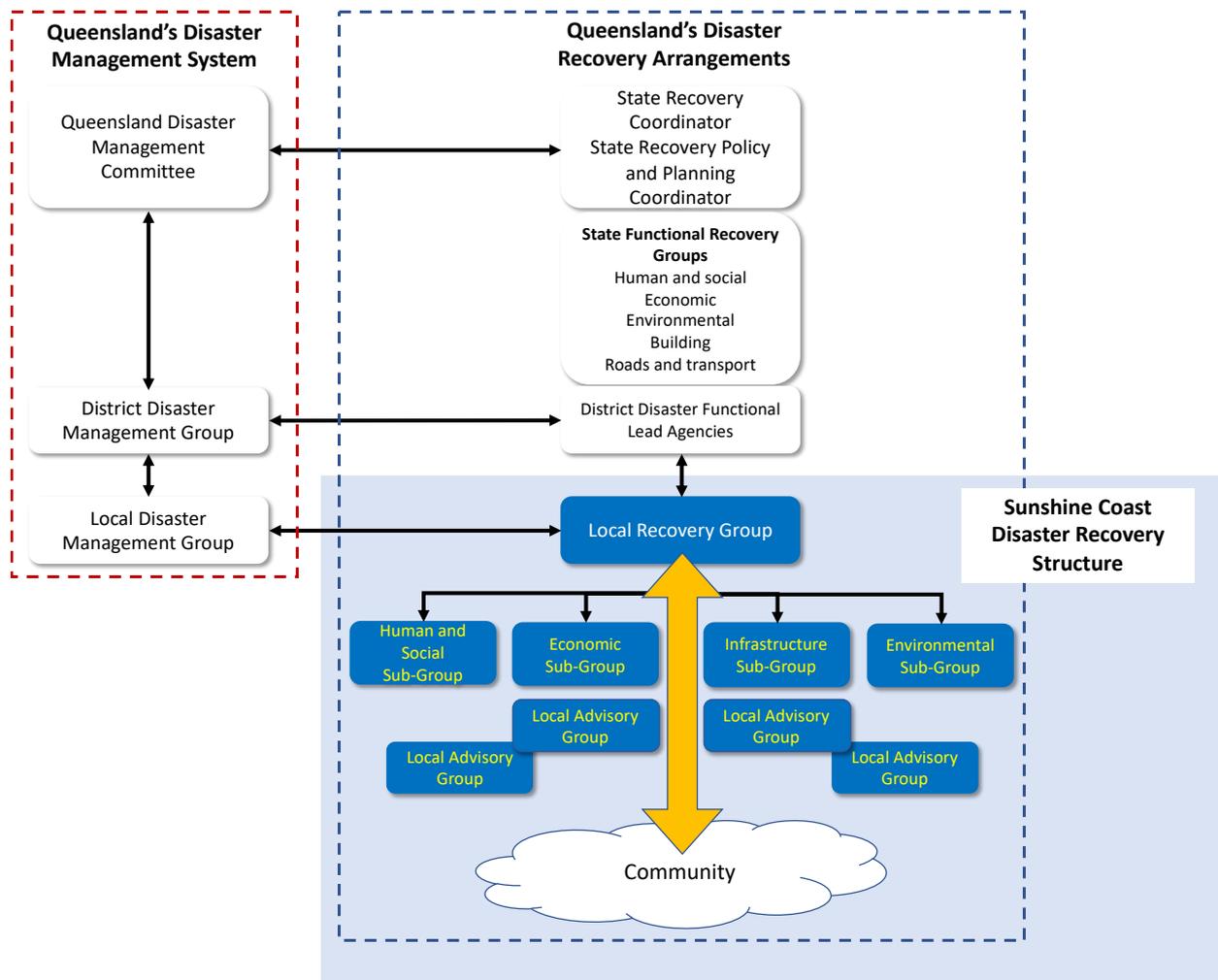

Figure 6: Sunshine Coast Council Recovery Operational Structure

Activation

The decision to activate the LRG is made by the Chair of the LDMG in consultation with the Chair of the LRG, LDC and LRC.

Activation considerations

- Extent and magnitude of impact or likely impact
- Projected public health impacts
- Status of food and water supply – whether disrupted or contaminated
- Viability of, or disruption to essential services (including waste removal, sewerage, power, communication and transport networks)
- Impacted or threatened community requiring or likely to require assistance including vulnerable persons/groups.

Activation of the LRG may occur when: –

- The LDMG is activated to provide a coordinated response to an event, and
- Council has received impact assessments detailing imminent or actual recovery needs resulting from an eligible disaster event.

Activation enables:

- Commencement of a coordinated recovery process
- Establishment of actual resource commitments from member agencies to meet the specific needs of a disaster event
- Development of Recovery Action Plans
- Deployment of personnel
- Coordinated provision of recovery services.

It is important to note that Recovery Sub-Group members may be required to provide responses to small-scale and localised events during times when the Recovery Sub-Group has not been formally activated. This coordination between agencies and provision of recovery services would be considered part of normal agency responsibilities.

Stages of activation

The following table details the stages of activation and includes triggers and indicative activities that should be undertaken across the disaster management continuum.

STAGE**	TRIGGER	INDICATIVE ACTIONS
Alert	Possibility of a disaster or an event occurring in the local government area.	A heightened level of vigilance due to the possibility of an event occurring. No action is required, however, the situation should be monitored by someone capable of assessing the potential of the threat.
Lean Forward	A disaster or event threatening the local government area	An operational state prior to 'Stand Up' characterised by a heightened level of situation awareness of a disaster event (either current or impending) and a state of operational readiness. The LDCC should be on standby; prepared but not activated.
Stand Up	The threat is imminent, or an event has occurred that requires multi-agency coordination.	An operational state where resources are mobilised, personnel are activated, and operational activities commence. The LDCC should be activated. LRG pre-planning commences including gathering of intelligence and pre-positioning of resources.

Stand Down	The threat is no longer present, and the impacted area is declared safe.	Transition from responding to an event back to normal core business and/or recovery operations. During the recovery phase, meetings between relevant stakeholders will continue until a further transition to agency core business.

** It should be noted that activation may not be sequential and will be determined by the speed of onset and the characteristics of the hazard.

Correlation between response and recovery operations

Transitioning

Disaster recovery operations should ideally commence while response actions are still occurring. It is important to note that the decisions made during the response phase will have a direct influence on recovery plans and activities. Unlike the response phase, where all efforts tend to have a singular focus on search, rescue and saving lives, the function of recovery is characterised by a complex set of issues that can have long lasting effects on the community – from immediate provision of relief and emergency building repairs to short and medium recovery activities and followed by longer-term recovery programs.

The transition from response to recovery commences when response activities are winding down and the provision of relief services are required in the short term. However, due to the complexity of recovery, it is recommended that pre-planning commences during the Stand-Up stage of response, thus utilising the information and assessments to underpin the recovery decision-making process.

However, the transition from response operations to recovery operations will be influenced by the circumstances and nature of the event and may require a great deal of flexibility.

The following figure illustrates the correlation between response and recovery operations as well as a further transition from recovery to agency core business activities. It should be noted that a successful recovery ideally commences at the same time as response in order for recovery agencies to undertake critical intelligence gathering, pre-planning and where practical, pre-positioning of resources.
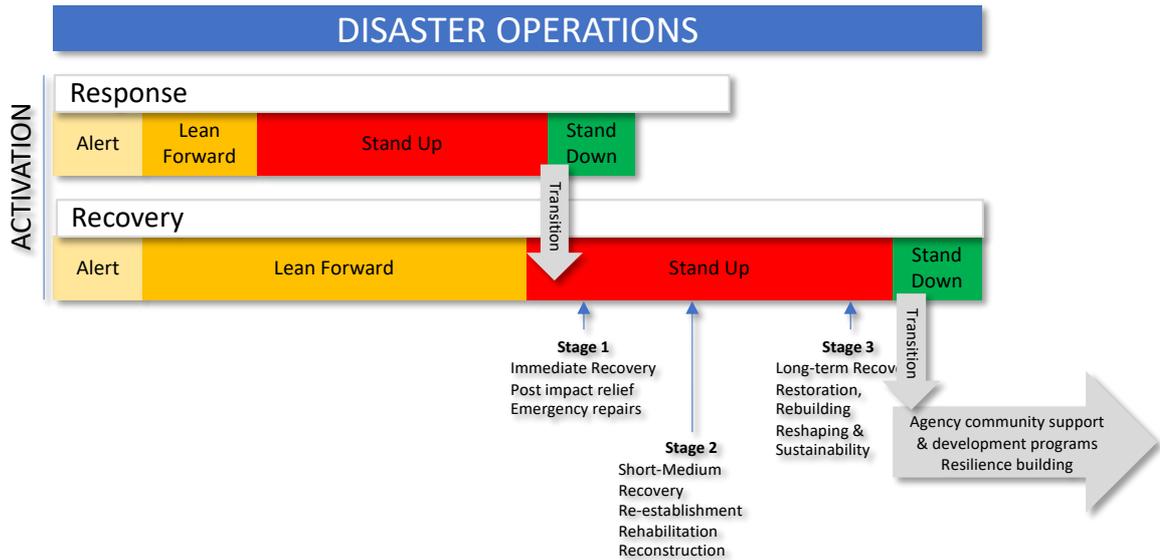
DISASTER OPERATIONS

Figure 7: Correlation between disaster response and recovery operations (above)

Figure 8: Describes some of the indicative actions that may occur during both the response phase and recovery phases of an operation (below).
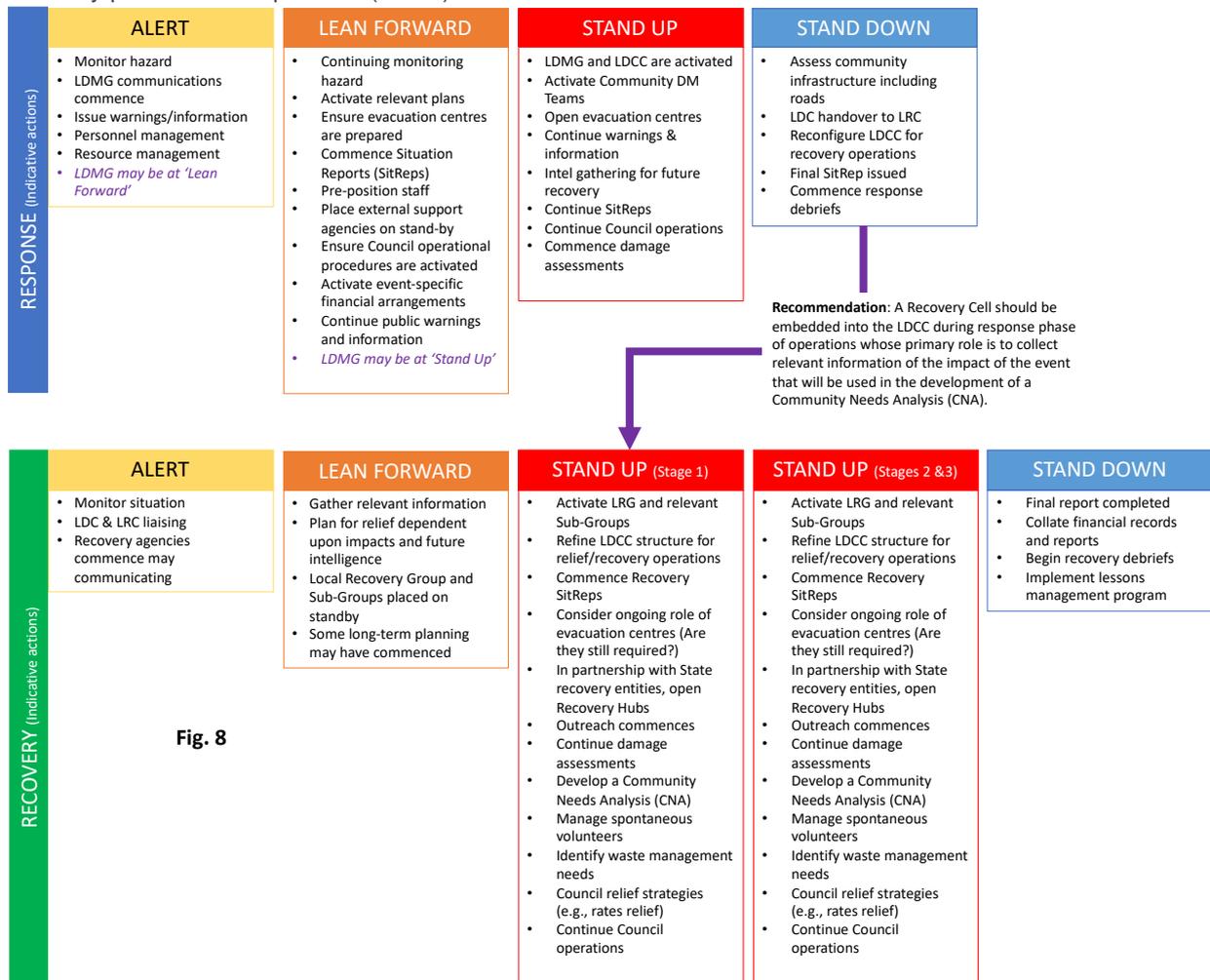

RESPONSE (Indicative actions)

ALERT	LEAN FORWARD	STAND UP	STAND DOWN
• Monitor hazard • LDMG communications commence • Issue warnings/information • Personnel management • Resource management • *LDMG may be at 'Lean Forward'*	• Continuing monitoring hazard • Activate relevant plans • Ensure evacuation centres are prepared • Commence Situation Reports (SitReps) • Pre-position staff • Place external support agencies on stand-by • Ensure Council operational procedures are activated • Activate event-specific financial arrangements • Continue public warnings and information • *LDMG may be at 'Stand Up'*	• LDMG and LDCC are activated • Activate Community DM Teams • Open evacuation centres • Continue warnings & information • Intel gathering for future recovery • Continue SitReps • Continue Council operations • Commence damage assessments	• Assess community infrastructure including roads • LDC handover to LRC • Reconfigure LDCC for recovery operations • Final SitRep issued • Commence response debriefs

Recommendation: A Recovery Cell should be embedded into the LDCC during response phase of operations whose primary role is to collect relevant information of the impact of the event that will be used in the development of a Community Needs Analysis (CNA).

RECOVERY (Indicative actions)

ALERT	LEAN FORWARD	STAND UP (Stage 1)	STAND UP (Stages 2 &3)	STAND DOWN
• Monitor situation • LDC & LRC liaising • Recovery agencies commence may communicating	• Gather relevant information • Plan for relief dependent upon impacts and future intelligence • Local Recovery Group and Sub-Groups placed on standby • Some long-term planning may have commenced	• Activate LRG and relevant Sub-Groups • Refine LDCC structure for relief/recovery operations • Commence Recovery SitReps • Consider ongoing role of evacuation centres (Are they still required?) • In partnership with State recovery entities, open Recovery Hubs • Outreach commences • Continue damage assessments • Develop a Community Needs Analysis (CNA) • Manage spontaneous volunteers • Identify waste management needs • Council relief strategies (e.g., rates relief) • Continue Council operations	• Activate LRG and relevant Sub-Groups • Refine LDCC structure for relief/recovery operations • Commence Recovery SitReps • Consider ongoing role of evacuation centres (Are they still required?) • In partnership with State recovery entities, open Recovery Hubs • Outreach commences • Continue damage assessments • Develop a Community Needs Analysis (CNA) • Manage spontaneous volunteers • Identify waste management needs • Council relief strategies (e.g., rates relief) • Continue Council operations	• Final report completed • Collate financial records and reports • Begin recovery debriefs • Implement lessons management program

Fig. 8

Community information

The LRG should develop a communications plan to coordinate communications and messaging with the community and stakeholders across all of the recovery functions.

The plan could include:

- Information on the recovery plan including progress of recovery operations
- Recovery measures in place including current resource availability
- Central sources of recovery related information for individuals and communities.

Cultural issues relating to messaging including availability of interpreters, translations into specific languages and or other means of messaging (e.g., pictorials or videos).

To ensure that expectations are met, the following should be implemented:

- Community engagement activities to advise of key achievements
- Regular media updates in current and future recovery issues
- Regular social media updates including Facebook, Twitter and organisational web pages.

A communication plan should identify communication pathways between recovery groups and stakeholders. The plan should consider requirements for each stage of recovery operations, transitional arrangements and strategies for communicating with key decision makers at the local level.

Community needs analysis

The disaster impacted community's needs are the driver for all recovery operations. It is imperative that an analysis of community need is undertaken and regularly reviewed to ensure recovery operations are correctly focused and resourced.

The purpose of a needs analysis is to gather and collate critical information into a single, consolidated report including information on the impact to a community's infrastructure, environment, economic damage and losses, human impacts as experienced by the affected population and the resulting medium and long-term recovery needs and priorities.

A 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 'business-as-usual' processes are in place to meet ongoing community recovery needs.

A needs analysis is about assessing what has changed within a community from the normal baseline and what programs and activities must be implemented to assist the community to return to normal. These assessments, from which the needs analysis is done, are generally commenced during disaster response operations, hence the need for recovery to commence in parallel with recovery operations.

A community needs analysis underpins the development of a Disaster Recovery Action Plan. Ongoing needs analyses throughout the recovery process will inform the evolution of this plan through the three levels of recovery (Immediate – short/medium – long term).

See Figure 9: Illustration of this concept:

Figure 9: Community Needs Assessment process
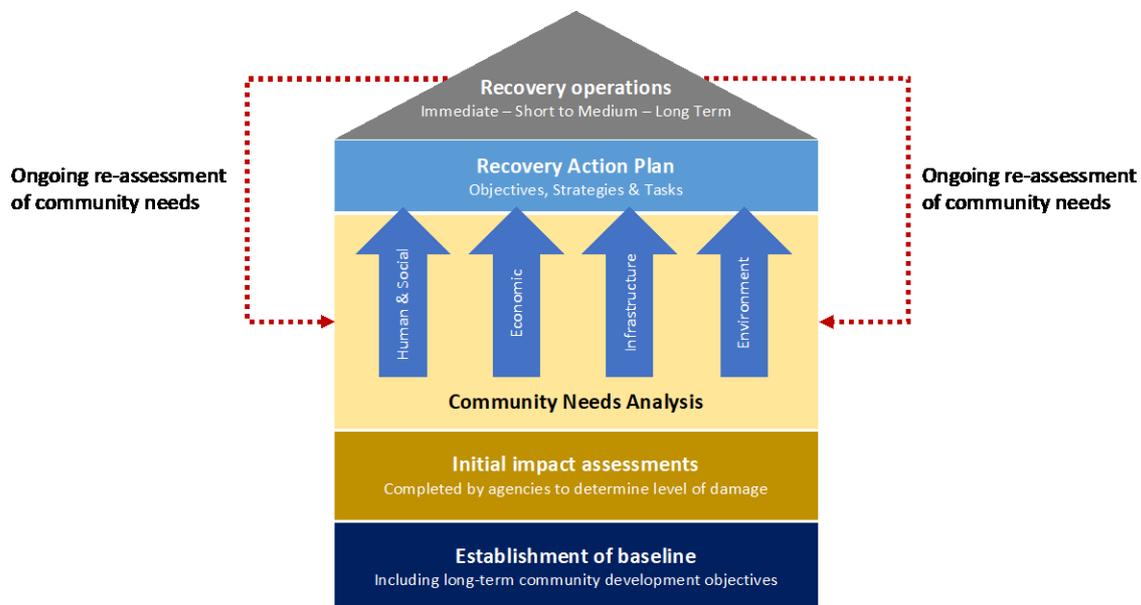
Local Disaster Coordination Centre (LDCC)

The LDCC is responsible for ensuring that an initial damage assessment and a preliminary community needs analysis is undertaken prior to the establishment of the LRG, with the LRC responsible thereafter to ensure that ongoing needs analysis are undertaken to inform the transition between the three levels of recovery. A community needs analysis relies on the experience and local knowledge of the members of the LDMG, the LRG, LRG 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 emphasising the need for early activation of recovery during the disaster response phase and effective communications throughout recovery.

Impact assessments undertaken to support disaster response operations are a foundation of the community needs analysis. These roles are undertaken by relevant authorities reported to the LRG through the Sub-Groups.

Community information and data can be gathered and collated prior to an event through a range of activities and sources including community engagement activities, community surveys, Council records, and censuses. This information is useful in subsequent risk assessments and development of hazard-specific plans.

Reporting

Situation reports

Reporting on recovery progress is a key output for the LRG. The LRG will be required to

provide situation reports (status reports) to the LDMG in an agreed format and timeframe.

The LDMG will ensure that relevant information and data provided in reports are disseminated to other entities as required. Operational priorities set by the LRG (on behalf of the LDMG) are actioned through the LDCC including oversight of recovery efforts during a disaster. The LDCC will undertake activities in similar manner to its role during the response phase, however, may be adjusted to suit the circumstances of the recovery operation. Primarily, the LDCC will coordinate multi-agency recovery resources and information and ensure all contingencies planned by the LRG are actioned. A set of Standard Operating Procedures should be developed detailing the role of the LDCC in recovery operations

Recovery action plans

A *Recovery Action Plan* is a vital recovery tool that should be developed as soon as possible (ideally during the Lean Forward phase) by the LRG/Recovery Sub-Groups to ensure an effective and timely response to recovering the community. These plans should provide recovery objectives and actions, relevant to their functional area that will be undertaken to affect recovery and build resilience across all sectors of the community. They should identify lead and supporting agencies responsible for the delivery of the recovery actions and anticipated delivery timings.

The Recovery Action Plan Template is shown at **Appendix 5.**

QLD Reconstruction Authority (QRA) reporting

QRA is the State Government's coordinating authority for disaster recovery and as such will require specific recovery information to be provided throughout the recovery progress.

To assist local government in this, QRA will provide a reporting template to each affected local government to be completed periodically.

Public reporting of event-specific recovery plan progress reports will be published on the QRA website.

Requests for assistance

Escalation of requests

Escalation of recovery resource requests from local to district and district to state levels are progressed in accordance with current request for assistance arrangements.

Escalation to the Australian Government for response and recovery resources is formally requested by the Premier. Under arrangements with the states and territories, the Australian Government provides:

- National coordination functions
- Assistance to states and territories, when requested
- Financial assistance for relief and recovery through the jointly funded Queensland and Australian Disaster Recovery Funding Arrangements (DRFA)
- Financial assistance as grants to individuals and income support
- Australian Defence Force assistance under Defence Assistance to the Civil Community (DACC).

Council to council support program

The Council-to-Council Support Program (C2C) responds to the needs of councils affected by natural disasters and acknowledges the desire of unaffected councils to support their colleagues during these events.

During the recovery stage of an event, the affected council may seek assistance from other councils to provide resources to assist.

Any request for assistance under this program is to be made through the LDMG to the District Disaster Coordinator.

Recovery hubs

A recovery hub may be established by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DSDSATSIP) when there is a need to provide centralised assistance to the community.

These hubs support the relief and early recovery process of disaster affected individuals, households, and communities by:

- Providing direct provision of government and non-government information and services in one easy to access location

- Accelerating the administration of government processes and services

- Engaging recovery workers who understand the context of the disaster and the effects on individuals, households and communities

- Depending on the consequences resulting from an event's impact in a particular location, the Department will work with the Local Disaster Management Group, other government agencies and non-government organisations to ensure that relevant information and services are accessible at a recovery hub.

Examples of assistance that may be available include:

- Information and referral (e.g., welfare referrals, other local services, assistance which is available)
- Disaster-specific advice (e.g., safe clean up, managing health concerns how to cope and insurance advice)
- Psychological and emotional support (e.g., psychological first aid, personal support, counselling and mental health services)
- Financial support (e.g., personal financial hardship assistance, financial counselling, or Centrelink – income support)

- Offers of assistance (e.g., referrals to material goods and donations)
- Practical support services (e.g., access to advocacy, translation services)
- Resources to assist vulnerable individuals and groups (e.g., young children and adolescents, domestic and family violence).

A recovery hub can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact. In some instances, Council may be asked to assist in the establishment of a recovery hub.

Outreach services

Outreach means visiting disaster affected persons at their residence and/or temporary accommodation to provide one or more of the following service responses –

- Deliver psychological first aid

- Proactively assess the need for personal hardship assistance and/or to contribute to a general community needs assessment

- Provide information and resource materials to affected people

- Provide face to face service for persons identified in a referral as 'at risk' or unable to attend a recovery hub for one reason or another

- Make referrals where required.

This service usually commences as soon as the affected area is accessible. Due to the high levels of stress and anxiety being experienced by the affected community, it is important that a coordinated approach be taken in regard to delivering outreach services.

Part 5 | Financial Support Arrangements

Disaster events can have a significant effect on a community including financial impacts to individuals, community groups and the business sector. Whilst the majority will have insurance coverage (either residential or business), in many cases people may not have insurance or adequate cover to recover to their pre-disaster state. As a consequence, the Australian and Queensland Governments have established funding assistance programs to support individuals, small businesses, community groups and others including primary producers. The following information relates to these funding arrangements.

Disaster Recovery Funding Arrangements

The Disaster Recovery Funding Arrangements (DRFA) is a joint funding initiative of the Australian and State Governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters (and terrorist attacks). In Queensland this program is managed on a whole-of-government basis by the Queensland Reconstruction Authority (QRA).

DRFA eligible disasters

- Bushfire
- Cyclone and storm surge
- Storm
- Earthquake
- Landslip
- Flood
- Tsunami
- Terrorist act
- Tornado
- Meteor strike

Definition of an eligible disaster

A natural disaster or terrorist attack for which:

- A coordinated multi-agency response was required, and
- State expenditure exceeds the Commonwealth's small disaster criterion.

Categories

There are four (4) categories of assistance measures available under DRFA –

Category	Measure	Activation request by	Administered by
A	Counter Disaster Operations	State agency or local government	QRA
	Personal Hardship Assistance Scheme	DSDSATSIP	DSDSATSIP
B	Counter Disaster Operations	State agency or local government	QRA
	Essential Services Safety and Reconnection Scheme	DSDSATSIP	DSDSATSIP
	Reconstruction of Essential Public Assets (Including Emergency Works and Immediate Reconstruction Works)	State agency or local government	QRA
	Disaster Assistance (Not-for profit organisations) Loans	DSDSATSIP	QRIDA
	Disaster Assistance (Small Business) Loans	DESBT	QRIDA
	Disaster Assistance (Primary Producers) Loans	DAF	QRIDA
	Disaster Assistance (Essential Working Capital) Loans Scheme for Not-for profit organisations	DSDSATSIP	QRIDA
	Disaster Assistance (Essential Working Capital) Loans Scheme for Small Business	DESBT	QRIDA
	Disaster Assistance (Essential Working Capital) Loans Scheme for Primary producers	DAF	QRIDA
	Freight Subsidies for Primary producers	DAF	DAF
C	Community Recovery Fund	DSDSATSIP	DSDSATSIP
	Special Disaster Assistance Recovery Grants (Not-for-profit organisations)	DSDSATSIP	QRIDA
	Special Disaster Assistance Recovery Grants (Small Business)	DESBT	QRIDA
	Special Disaster Assistance Recovery Grants (Primary Producers)	DAF	QRIDA
D	Category D relief measures may be made available when the community is so severely affected by an eligible disaster that - - Additional funding is required to meet the particular circumstances of the event, and - Where the gap or need for special assistance arises that is above and beyond the standard suite (Cat A and B) of the DRFA assistance.	Prime Minister and Premier	Dependent upon the type of assistance made available.

DRFA Management and Reporting System

The Management and Reporting System (MARS) has been developed to support councils and state agencies with all funding applications administered by QRA.

The system is used to lodge disaster claims. MARS is used for events activated under the Australian Government's Disaster Recovery Funding Arrangements and other funding available to councils and state agencies.

Authorised users can log in to the MARS Portal to:

- Request activation for disaster relief measures
- Build and lodge submissions and supporting evidence
- Prepare and lodge progress reports and close out documentation
- View information on trigger points, activation history and more.

State Disaster Relief Arrangements (SDRA)

The State Disaster Relief Arrangements (SDRA) is an all-hazards relief program that is 100% state funded and covers natural and non-natural disasters. The purpose of SDRA is to address personal hardship and community needs for disaster events where DRFA is unable to be activated.

SDRA relief measures for the Personal Hardship Assistance Scheme (PHAS) and Counter Disaster Operations are the same relief measures that are activated under DRFA.

SDRA is able to be activated when DSDSATSIP identifies that local service providers have reached their capacity to provide a service to people experiencing personal hardship as a direct result of the disaster event or there are no local service providers to assist in the event of a disaster.

The Director-General Department of Premier and Cabinet (supported by QRA) is responsible for activating SDRA. QRA will coordinate the delivery of SDRA assistance measures.

Information sources

- [Disaster Recovery Funding Arrangements 2018 (Australian Government)](#)
- [Queensland Disaster Funding Guidelines (QDFG) 2021](#)
- [Queensland Disaster Relief and Recovery Guidelines (QDRR) 2018](#)

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Part 6 - Offer of Assistance

Principles of offers of assistance[7]

The following principles underpin the successful management and coordination of offers of assistance:

- The needs of affected people and local communities including social, cultural, economic and environmental impacts, will always be the highest priority

- Management of all offers of assistance will be carried out with integrity and accountability

- All dealings with affected people and local communities will be courteous, helpful and ethical

- All offers of assistance will be managed in a timely and effective manner

- Relevant entities will ensure the coordinated and integrated management of offers of assistance

- Activities will be scalable and in line with the size, location and duration of the disaster

- Relevant entities, non-government organisations, businesses and communities should share values and responsibilities in rebuilding communities and promoting resilience

- Clear, accurate and consistent messages will be communicated to the community at all times on offers that are needed or not needed by affected people and communities at any given time

The categories offers of assistance include:

- Financial donations
- Goods and services
- Volunteers.

Financial donations

Financial assistance is the most useful form of assistance because it allows a precise matching of assistance with need, does not require resources for transport and can be spent in the affected community, benefiting the local economy. Financial assistance may be offered spontaneously or in response to an appeal.

Disaster relief appeals

In exceptional circumstances where the scale of the disaster impact warrants significant assistance, the State Government may activate a Disaster Relief Appeal however may be tempered with the risks of:

- 'Disaster appeal fatigue'
- The expectation that every disaster will result in an appeal
- A perception that funds from appeals can replace appropriate levels of insurance.

Goods and services

Given the problematic nature of managing donations and offers of assistance, Sunshine Coast Council has a Memorandum of Understanding with GIVIT to coordinate all communities offers of assistance to the affected communities following a disaster.

GIVIT works with local charities, community groups, the State Government and councils in affected areas to help obtain what is needed by the community, when it is needed. GIVIT match donation offers when identified requests from a storm, fire, flood or cyclone affected region, thereby eliminating the need for organisations to store and sort unexpected donations.

[8] See GIVIT's contact details in Referral Pathways Table.

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[7] Source: Queensland Policy for Offers of Assistance

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Volunteers

Volunteers provide crucial support to disaster affected communities and individuals, and can assist the effectiveness, efficiency of community recovery and help build community resilience.

There are two types of volunteers:

- "Volunteers" – people who are formally affiliated with an emergency service organisation (e.g., State Emergency Service) or a non-government organisation (e.g., Australian Red Cross), and act under the respective organisations' direction and authority, and

- "Spontaneous volunteers" – people who are not affiliated with an emergency or community organisation but want to assist in the recovery process (e.g., 'mud army').

Sunshine Coast Council has a Memorandum of Understanding with Volunteering Sunshine Coast in relation to the provision of spontaneous volunteer support during disaster events.

Referral pathways

The referral pathways for the various types of assistance are summarised in the following table.

Offer type	Partner organisation
Financial	If the Department of the Premier and Cabinet has activated the Premier's Disaster Relief Appeal Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768
	If the Department of the Premier and Cabinet has activated an appeal via donation to an NGO: Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768
	In all other circumstances, donations should be directed towards a reputable NGO or charity.
Volunteers	Contact Volunteering Sunshine Coast https://www.volunteeringsc.org.au/#/ Volunteering Queensland https://volunteeringqld.org.au/services/emergency-volunteering
Goods and services	Contact GIVIT at http://www.givit.org.au/

Part 7 - Resilience

Queensland Strategy for Disaster Resilience 2022-2027

The Queensland Strategy for Disaster Resilience 2022-2027 is the driver for developing a more resilient community in Queensland. In the context of disaster management, resilience is described as *'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.'*

State, national, and international experience has shown that the following elements contribute to a resilient organisation or community, namely:

- Risk-informed and appropriately prepared individuals
- The capacity to adapt
- Healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

Vision

The vision of the *Queensland Strategy for Disaster Resilience* is "Stronger, safer and more resilient Queensland communities".

Objectives
- We understand the potential disaster risks we face
- We work together to better manage disaster risk
- We seek new opportunities to reduce disaster risk, and

- We continually improve how we prepare for, respond to and recover from disasters.

Partnerships

Resilience is a shared responsibility, and the success of the strategy will depend on the collaborative effort of individuals, communities, businesses, and state agencies. Strong well-connected networks, together with a coordinated approach to increase alignment of effort across the disaster management cycle, will provide a primed environment for disaster resilience initiatives to take effect.[9]

The Queensland Reconstruction Authority is the lead agency responsible for disaster resilience policy and has developed the *Queensland Strategy for Disaster Resilience 2022-2027* (on behalf of the State Government).

Local government's approach to resilience

Resilience building is a partnership between all levels of government, non-government organisations and the community.

Key initiatives include –

- Development and delivery of programs with individuals, community groups and business to help them understand their potential risks, preparedness measures and how they can best recover from disasters
- Engaging with communities to build trust, strong relationships and systems and to strengthen already existing social networks
- Encouraging the development of business continuity planning that includes natural disasters and strategies to respond and recover, and

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[9] Primarily sourced from Queensland Strategy for Disaster Resilience 2022-2027

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- Seek out funding opportunities that allow for the 'future-proofing' of their community's infrastructure and the environment against disaster impact

funding that assists recovery following an event.

The following diagram illustrates the relation between recovery partners and the community.
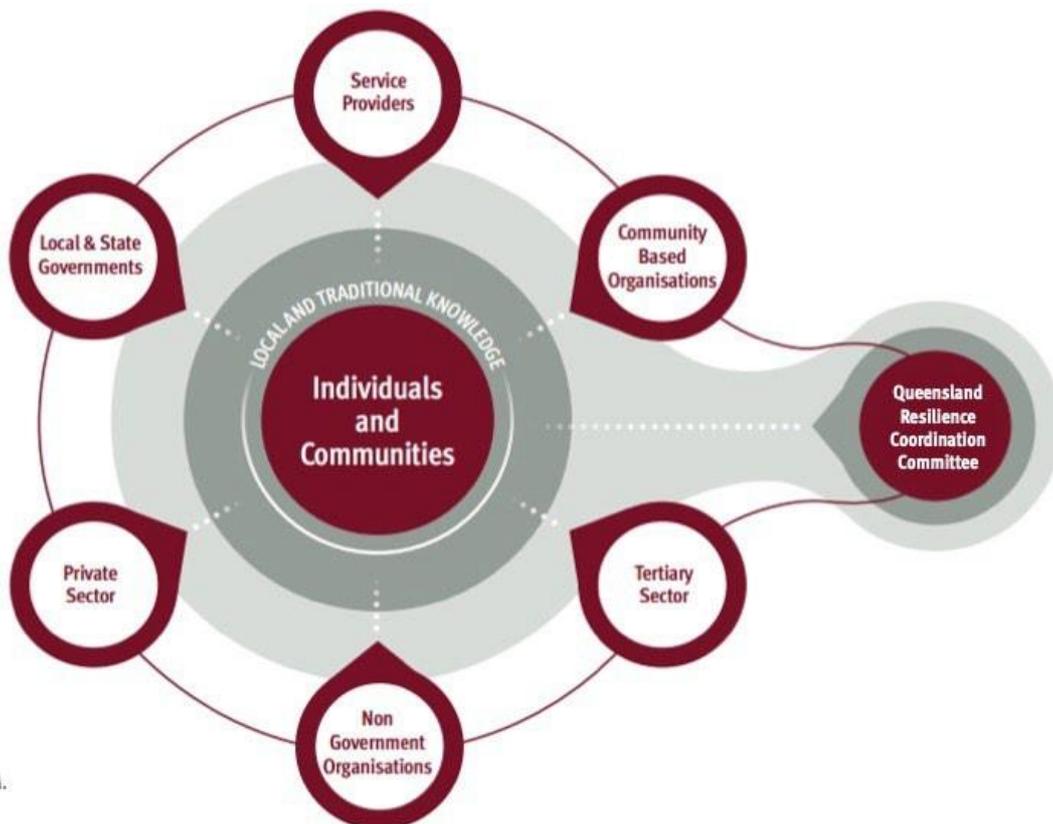
Figure 10: Disaster resilience partners

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Part 8 - Operational Evaluation

Introduction

The review of operational activities undertaken during a disaster is a key component of developing greater capacity and the improvement of Council's disaster management arrangements.

As with the response phase, a formal evaluation of recovery activities should be undertaken after the operation has terminated.

After-action reviews (also known as Operational Debriefs) are conducted to:

• Assess operational performance undertaken including actions, decisions, or processes

• Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use during the next event

• Assess capability and consider where additional planning, training and/or exercises may enhance capability.

Types of debriefs

'Hot' debrief

A discussion undertaken immediately after operations have ceased, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot-debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.

'Periodic' debrief

Recovery can be a long process and debriefs may be undertaken at any time during the recovery process for any particular activity. Undertaking periodic briefings/debriefs will assist in capturing recommendations for immediate improvement or issues to be considered at a later time after operations

have ceased. The LRC and LRG will determine the nature and extent of periodic debriefs during the recovery process as part of ongoing continuous improvement (e.g., a debrief of those involved in facilitating a public 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 recovery entities.

'Post-event' debrief

At the conclusion of recovery operations (usually within a couple of weeks) a formal review and evaluation process 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 Community Advisory Groups, Functional Recovery Groups and the LRG 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 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 Groups
3. Local Recovery Group
4. Local Disaster Management Group

Follow the completion of all debriefs, an 'After-Act Report' (AAR) is compiled to provide a record of the lessons identified following an event and importantly recommendations for improving the recovery process for future events.

After-activation report (AAR)

An After-Action Report (AAR) is a retrospective analysis on critical actions previously undertaken. Its purpose is to evaluate performance, identify and document effectiveness and efficiencies, analyse critical procedure & policies, and recommend improvements.

For further information refer to Inspector-General Emergency <u>Lessons Management Framework</u>.

Part 9 - List of Appendices

Appendix 1 – Functional Sub-Group Roles and Responsibilities

Appendix 2 – Indicative Functional Recovery Sub-Group Membership

Appendix 3 – Agency Roles and Responsibilities

Appendix 4 – Terms of Reference for Functional Recovery Sub-Groups

Appendix 5 – Recovery Action Plan Templates

Appendix 1 – Functional recovery sub-groups roles & responsibilities

Human and social functional recovery group

Lead agency	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DSDSATSIP).
Role	Human and social recovery is the component that relates to the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster. The Human and Social Recovery Group is chaired by the Director-General of the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DSDSATSIP). Information on the manner in which DCHDE, other government agencies, non-government organisations, peak bodies and local community organisations work together to deliver integrated and coordinated human and social recovery services within Queensland is available in Operationalising Human and Social Recovery in Queensland.

Functions and services	• Monitor and evaluate the effectiveness of the human and social relief and recovery arrangements
	
	• Provide information and advice to inform priorities for improvements in the Queensland human and social relief and recovery arrangements
	
	• Promote and facilitate the exchange of good human and social recovery practice, evaluation, research and information including member organisation changes and risks
	
	• Provide strategic oversight of recovery activities including identifying emerging issues and removing obstacles for effective human and social recovery operations
	
	• Coordinate and/or provide state-level human and social recovery information support and resources to local and district disaster management groups (if required) to enable local recovery plans and arrangements
	
	• Provide information regarding strategies being undertaken by members to improve human and social resilience
	
	• Provide advice on priority focus areas for human and social resilience
	
	• Monitor and provide advice on current and potential public and mental health issues which may impact the local community/population
	
	• Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:
	
	    – Promotion and/or referral to local community services
	    – 1800 Community Recovery Hotline
	    – Grants portal
	    – Multi-agency recovery hubs
	    – Case coordination of vulnerable persons – outreach teams
	
	• Engage additional human and social recovery services where local capacity is exhausted.

Functions and services	• Facilitate the matching and enabling of Volunteering Queensland's EV CREW (Emergency Volunteering) • Enable the matching of donated goods, services and offers of assistance

	• Facilitate access to emergency and temporary accommodation assistance
	• Administer financial support to individuals (including Personal Hardship Assistance Grants)
	• Manage the Queensland Government Community Recovery Ready Reserve.

Economic functional recovery group

Lead agency	Department of State Development, Infrastructure, Local Government, and Planning
Role	The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The direct impacts can usually be given a monetary value and may include loss of tourism, employment opportunities, loss of stock and equipment and reductions in cash flow for businesses. Indirect impacts may include increased costs for products, reduction of property values, increase in insurance premiums and negative consumer perceptions. The Economic Recovery Group is chaired by the Director-General of the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP).
Functions and services	• Coordinate the economic function of recovery operations • Ensure agencies and partners are prepared for disaster recovery operations • Monitor and assess the impacts on key economic assets, employment issues and capacity of local businesses to operate and develop strategies to minimise the effects on individuals and businesses • Facilitate business, industry and regional economic recovery and renewal • Provide input into industry and business recovery plans and implementation strategies in conjunction with local government, relevant state government agencies, regional economic development organisations and industry bodies • Facilitate financial assistance, access to funds and loans and employer subsidies and assisting with contract arrangements • Monitor the impacts on the affected area's economic viability and develop strategies to minimise the effects on individuals and businesses • Facilitate linkages with job providers and employment agencies to source labour, re-establish supply chains and undertake joint marketing activities • Develop a strategy to maximise use of local resources during clean up and restoration activities • Support small to medium enterprise (e.g., referrals, business assistance, etc.) • Identify options for improvement or adjustment from current business operations • Ensure involvement of local business and industry representatives in decision-making • Ensure that the event-specific recovery plan informs broader planning and decision-making activities across government and non-government agencies • Align economic reconstruction priorities with infrastructure development programs and activities (where possible) and ensure recovery plan informs broader planning and decision-making activities across government and non-government agencies • Ensure Queensland's planning system supports recovery operations.

Environmental functional recovery group

Lead agency	Department of Environment and Science
Role	The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as cultural and built heritage listed place issues. The Environment Recovery Group is chaired by the Director-General of the Department of Environment and Science.
Functions and services	• Ensure agencies and partners are prepared for disaster recovery operations • Identify and monitor actual and potential impacts on the environment from natural and man-made disasters and the associated recovery operations and provide strategic advice to inform recovery efforts • Lead and coordinate the planning (based on community identified recovery needs) and implementation of the functions for the lead agency for the environment recovery group • Ensure environmental bodies, affected communities and interest groups are involved in decision-making processes, including Aboriginal and Torres Strait Islander people, Natural Resource Management bodies and local governments • Identify, advocate, and pursue cross-sector recovery solutions that will achieve multiple objectives, including reducing future impacts on the environment, through the use of natural safeguards and environmentally resilient design • Coordinate the distribution of approved funding packages.

Infrastructure functional recovery group

Lead agency	Department of Energy and Public Works
Role	The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities. The Building Recovery Group is chaired by the Director-General of Department of Energy and Public Works.
Functions and services	• Ensure agencies and partners are prepared for disaster recovery operations • Assess damage to buildings across the impacted areas to obtain information describing the extent and severity of damage and insurance losses to assist recovery efforts and monitor recovery progress • Assess damage and coordinate the demolition, securing, clean up, repair and restoration of state-owned buildings and facilities (public schools, government buildings, government employee housing, public housing) • Provide information and advice to impacted homeowners and community members regarding how to clean-up, move back-in and organise the assessment, repair or rebuilding of their homes/properties • Provide advice and support regarding timely safety inspections and reconnection of utilities by providers as required

	• Provide advice and coordinate the clean-up and disposal of hazardous building material and debris from public areas as required
	• Provide information and assistance to local and district recovery groups and local governments regarding building reconstruction and recovery steps, activities and funding arrangements
	• Provide information and advice to the building industry supply-chain (contractors, subcontractors, and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/rectification and rebuilding work
	• Monitor building/residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery
	• Provide information regarding how to improve the resilience of a building to future impacts from natural hazards.

Infrastructure functional recovery group

Lead agency	Department of Transport and Main Roads
Role	The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery. The Roads and Transport Recovery Group is chaired by the Director-General of the Department of Transport and Main Roads.
Functions and services	• Ensure agencies and partners are prepared for disaster recovery operations • Coordinate the effective and efficient delivery of state-controlled road and transport network recovery and reconstruction activities • Engage directly with industry, key roads and transport stakeholders and the community on the recovery and reconstruction phases following disasters.

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Appendix 2 – Indicative functional recovery sub-group membership

Human and Social Functional Recovery Sub-Group

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

Act for Kids

Australian Red Cross

Department of Children, Youth Justice, and Multicultural Affairs

Department of Education

Department of Justice and Attorney-General

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

Department of Tourism, Innovation and Sport

Department of the Premier and Cabinet

Ethnic Communities Council Queensland

Foodbank Queensland

GIVIT

IFYS

Local Government Association of Queensland

National Disability Insurance Agency

National Disability Services

National Emergency Management Agency

Neighbourhood Centres QLD

NDIS Quality and Safeguard Commission

Office of the Inspector-General Emergency Management

Orange Sky Australia

Queensland Council of Social Science

Queensland Family and Child Commission

Queensland Fire and Emergency Services

Queensland Health (Health system and clinical access, Public Health, Mental Health)

Queensland Mental Health Commission

Queensland Police Service

Queensland Reconstruction Authority

Queenslanders with Disability Network

Queensland Rural and Industry Development Authority

Salvation Army Emergency Services

Services Australia

St John Ambulance

St Vincent de Paul Society

Suncoast Christian Care

Sunshine Coast Animal Refuge Service

Surf Life Saving Queensland

Uniting Care Community

Volunteering Queensland

Volunteering Sunshine Coast

Youth Justice Queensland

54 Reasons - Save the Children

Economic Functional Recovery Sub-Group

Department of State Development, Infrastructure, Local Government and Planning

AgForce Queensland

Aurizon

Australian Bankers Association

Australian Industry Group

Certified Practising Accountants (CPA) Australia

Chamber of Commerce and Industry Queensland

Department of Agriculture and Fisheries

Department of Youth Justice, Employment, Small Business and Training

Department of the Premier and Cabinet

Department of Regional Development, Manufacturing and Water

Department of Resources

Department of State Development, Infrastructure, Local Government and Planning

Department of Tourism, Innovation and Sport

Department of Transport and Main Roads

Energy Queensland

GIVIT

Institute of Chartered Accountants

Insurance Council

Local Government Association of Queensland

Local Recovery Coordinator

Mayor and CEO of affected councils/Local Disaster Coordinator

National Retail Association

Queensland Bulk Ports

Queensland Farmers Federation

Queensland Fire and Emergency Services

Queensland Police Service

Queensland Reconstruction Authority

Queensland Resources Council

Queensland Rural and Industry Development Authority • Queensland Tourism Industry Council
Queensland Treasury

Queensland Trucking Association

Telstra

Tourism and Events Queensland

Environmental Functional Recovery Sub-Group

Department of Environment and Science

Department of Agriculture and Fisheries

Department of the Premier and Cabinet

Department of Regional Development, Manufacturing and Water

Department of Resources

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

Department of State Development, Infrastructure, Local Government and Planning

Department of Transport and Main Roads

Local Government Association of Queensland

Queensland Fire and Emergency Services

Queensland Health (Health Protection Branch, Prevention Division)

Queensland Reconstruction Authority

Building Functional Recovery Sub-Group

Department of Energy and Public Works

Department of Education

Department of the Premier and Cabinet

Department of Tourism, Innovation and Sport

Electrical Safety Office

Housing Industry Association

Insurance Council of Australia

Local Government Association of Queensland

Master Electricians Australia

Master Plumbers Association of Queensland

Office of Industrial Relations - Electrical Safety Office

Office of Industrial Relations - Workplace Health and Safety Queensland

Public Safety Business Agency

Queensland Building and Construction Commission

Queensland Health

Queensland Master Builders Association

Queensland Reconstruction Authority

Unity Water

Workplace Health and Safety Queensland.

Roads and Transport Functional Recovery Sub-Group

Department of Transport and Main Roads

AgForce

Aurizon

Civil Contractors Federation

Department of Agriculture and Fisheries

Department of Regional Development, Manufacturing and Water

Department of Resources

Department of State Development, Infrastructure, Local Government and Planning

Department of the Premier and Cabinet

Local Government Association of Queensland

Queensland Rail

Queensland Reconstruction Authority

Queensland Resources Council

Queensland Trucking Association

Appendix 3 – Agency roles and responsibilities

Agency	Responsibilities

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	• Monitor and evaluate the effectiveness of the human and social relief and recovery arrangements
	
	• Provide information and advice to inform priorities for improvements in the Queensland human and social relief and recovery arrangements
	
	• Promote and facilitate the exchange of good human and social recovery practice, evaluation, research and information including member organisation changes and risks
	
	• Provide strategic oversight of recovery activations including identifying emerging issues and removing obstacles for effective human and social recovery operations
	
	• Coordinate and/or provide state-level human and social recovery information support and resources to LDMG and DDMGs (if required) to enable local recovery plans and arrangements
	
	• Provide information regarding strategies being undertaken by members to improve human and social resilience and advice regarding priorities of focus for human and social resilience
	
	• Monitor and provide advice on current and potential public and mental health issues which may impact upon the local community/population
	
	• Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:
	
	  – Promotion and/or referral to local community services
	  – 1800 recovery hotline
	  – Grants portal
	  – Multi-agency recovery hubs
	  – Community Recovery Information & Referral centres
	  – Case coordination of vulnerable persons
	  – Outreach teams
	
	• Purchase extraordinary human and social recovery services where local capacity is exhausted
	
	• Facilitate the matching and enabling of EVCREW registered volunteers
	
	• Enable the matching of donated goods and offers of assistance
	
	• Enable access to emergency and temporary accommodation assistance
	
	• Administer SDRA and NDRRA financial relief measures
	
	• Manage the Queensland Government Community Recovery Ready Reserve.

Agency	Responsibilities

Department of Environment and Science	• Identify and monitor actual and potential impacts on the environment from natural and manmade disasters and the associated recovery operations, and provide strategic advice to inform recovery efforts
	
	• Advise the QRA on key environment recovery metrics and the status of recovery plan implementation, as determined by the State Recovery Coordinator
	
	• Coordinate and prioritise the rehabilitation of impacted (or at risk) terrestrial, aquatic and marine ecosystems, wildlife, natural resources, cultural heritage values and built heritage places to maximise efficiency of resource allocation
	
	• Identify, advocate and pursue cross-sector recovery solutions that will achieve multiple objectives, including reducing future impacts on the environment, through the use of natural safeguards and environmentally resilient design
	
	• Facilitate and exchange information relevant to sustainable and resilient environmental recovery
	
	• Support the efficient and effective planning and implementation of event- specific environment recovery activities, including:
	  - Coordinate and prioritise rehabilitation of riparian and coastal land
	  - Monitor and provide advice on current and potential water quality issues
	  - Monitor and provide advice on other public health matters, including food safety issues, communicable diseases management and mosquito control
	  - Ensure the recovery actions for mining and industry are environmentally safe
	  - Support industry recovery through fee relief, temporary emissions licences and other forms of regulatory support
	  - Support the expeditious repair of water and sewage infrastructure
	  - Mitigate impacts of disaster-generated waste and hazardous materials released into the environment
	  - Facilitate resolution of waste management issues
	  - Conduct ecological assessment and recovery actions for impacted wildlife and species
	  - Restore damaged infrastructure on state-owned and managed land
	  - Assess impacts to environmental infrastructure on private land
	  - Assess event impacts on built heritage and cultural heritage sites
	  - Ensure communities, Aboriginal and Torres Strait Islander people, Natural Resource Management bodies and local government are effectively engaged in the consultation and decision-making processes.

Department of Energy and Public Works	• Assess damage to buildings across the impacted areas to obtain information describing the extent and severity of damage and insurance losses to assist recovery efforts and monitor recovery progress • Facilitate immediate, short-term and longer-term temporary accommodation solutions for displaced community members and incoming relief/recovery workforce

Agency	Responsibilities
	• Assess damage and coordinate the demolition, securing, clean up, repair and restoration of state-owned buildings and facilities (public schools, government buildings, government employee housing, public housing)
	• Provide information and advice to impacted homeowners and community members regarding how to clean-up, move back-in and organise the assessment, repair or rebuilding of their homes/properties
	• Provide advice and support regarding timely safety inspections and reconnection of utilities by providers as required
	• Provide advice and coordinate the clean-up and disposal of hazardous building material and debris from public areas as required
	• Provide information and assistance to local and district recovery groups and councils regarding building reconstruction and recovery steps, activities and funding arrangements
	• Facilitate longer-term temporary accommodation solutions for community members who have been permanently displaced from their usual accommodation and do not have the means to re-establish their own housing needs without significant assistance
	• Provide information and advice to the building industry supply-chain (contractors, subcontractors, and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/rectification and rebuilding work
	• Monitor building/residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery
	• Provide information regarding how to improve the resilience of a building to future impacts from natural hazards.
Department of State Development, Infrastructure, Local Government and Planning	• Monitor and assessing the impacts on key economic assets, employment issues and capacity of local businesses to operate and develop strategies to minimise the effects on individuals and businesses
	• Facilitate business, industry and regional economic recovery and renewal
	• Provide input into industry and business recovery plans and implementation strategies in conjunction with local government, relevant state government agencies, regional economic development organisations and industry bodies
	• Facilitate financial assistance, access to funds and loans and employer subsidies and assisting with contract arrangements, where required
	• Monitor the impacts on the affected area's economic viability and developing strategies to minimise the effects on individuals and businesses
	• Facilitate linkages with job providers and employment agencies to source labour, re-establish supply chains and undertake joint marketing activities (as required)
	• Develop a strategy to maximise use of local resources during clean up and restoration activities

Agency	Responsibilities
	• Support small to medium enterprise (e.g. referrals, business assistance, etc.)
	• Identify options for improvement or adjustment from current business operations, where required
	• Involve local business and industry representatives in decision making
	• Ensure that the recovery plan informs broader planning and decision-making activities across government and non-government agencies
	• Align economic reconstruction priorities with infrastructure development programs and activities (where possible) and ensuring recovery plan informs broader planning and decision-making activities across government and non-government agencies
	• Ensure Queensland's planning system supports recovery operations.
Department of Transport and Main Roads	• Coordinate the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities
	• Engage directly with industry and the community on the recovery and reconstruction phases following the natural disaster
	• Ensure agencies and partners are prepared for disaster recovery operations.
Queensland Fire and Emergency Services	• Conduct recovery training in accordance with the Queensland Disaster Management Training Framework
	• Undertake Damage assessments.
Queensland Police Service	• Coordinate DDMG to support recovery.
Queensland Reconstruction Authority	• Lead agency for coordination and development of disaster recovery, resilience, and mitigation policy in Queensland
	• Functional lead agency for the Commonwealth/State funded DRFA and the Queensland funded SDRA coordination
	• When directed by QDMC, lead coordination of recovery planning for specific disaster events
	• Responsible for developing the state's strategic disaster recovery plans, as required, to ensure the efficient and effective coordination of recovery and reconstruction across Queensland for disasters
	• Support the delivery of recovery and reconstruction projects
	• Coordinate and integrate efforts and communications between and across all FRG's to achieve whole of community outcomes/activities
	• Coordinate FRG reporting and monitors recovery progress
	• In consultation with the SDC, coordinate the transition of response coordination to recovery coordination
	• Support local governments and local recovery groups to plan and implement recovery efforts
	• Provide advice and support to local, district and state groups in relation to disaster management and disaster operations

Agency	Responsibilities
	• Provide on the ground support to the SRC to assist in navigating recovery matters/issues • Work closely with relevant State Government agencies and local governments assisting with assessment, monitoring, and reporting associated with recovery, including the reconstruction of essential public assets.
Australian Red Cross	Red Cross works with communities and stakeholders to build capacity and strength in preparing for, responding to, and recovering from disasters. Red Cross is an auxiliary to government in the humanitarian space. Overarching Responsibilities: • Development and provision of best practice guidance and information on disaster management and recovery related practice • Administration of the National Registration and Enquiry Service – 'Register.Find.Reunite' under the auspices of the Queensland Police Service • Provision of psychosocial support to disaster affected communities • Delivery of recovery supports and services in Evacuation Centres, Recovery Hubs and through outreach • Locally Defined Responsibilities • Support the management and operations of evacuation centres upon request from Council as per MOU • Provide psychosocial supports and psychological first aid in evacuation centres, recovery hubs and through outreach • Act as a member of the Sunshine Coast LDMG pursuant to the terms of reference • Provide advice to the Sunshine Coast LDMG and action reasonable requests during disaster operations, as required.
GIVIT Foundation	• Coordinate receiving and distributing donated goods.
Salvation Army	• Emergency catering • Provide other support services upon request.
St John Ambulance	• Act as a support agency to QLD Health and QAS • First aid • Triage • Liaise with QAS for patients needing emergency medical assistance and transportation to hospital.
St Vincent de Paul	• Material aid • Personal support • Helping families and communities affected by a major disaster to recover in the immediate and longer term • Supply (in the short term) clothing, blankets, toiletries, toys and books

Agency	Responsibilities
	• Spiritual aid.
Uniting Care (Lifeline) **Activated by the State**	• Provide psychological first aid (via staff and trained volunteers) • Provide specialised counselling services (via qualified staff) • Referral to other services (including Lifeline services for ongoing counselling and/or other support) • Provide information about disaster response activities and services • Attend to physical comfort • Promote social engagement (e.g., enhance access to support persons such as family and significant others) • May assist with attending to children who are separated from their parents • Protecting from additional traumatic experiences and trauma reminders • Giving special consideration for bereaved individuals including children and young people • Debriefing, stabilisation of emotionally overwhelmed evacuees • Help evacuees to develop a personal recovery plan • Information gathering, assessment of needs and concerns of evacuees (e.g., losses incurred as a result of the disaster and prior exposure to trauma and loss, prior psychological problems) • Lifeline Personnel operate on rostered shifts in recovery centres or outreach teams on request from DCDSS, or in evacuation centres on request from Council when Lifeline has been activated at the state level. When required a Request for Assistance must be completed.

Appendix 4 – Terms of reference for functional recovery sub-groups

Establishment

The Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines allows for the creation of sub-groups to assist the LDMG with its business. Accordingly, Sunshine Coast Council Local Recovery Group (LRG) who has been established in accordance with these guidelines and through resolution of the LDMG, may activate sub-groups to support the functions of human and social, economic, environment and infrastructure. The sub-groups will report directly to the LRG.

Responsibility for final decision-making rests with the LRG who have been activated to provide recovery guidance, endorsement and oversight of the event.

Aim

The aim of the Sub-Groups is to support the LRG in achieving its recovery objectives through the planning and implementation of recovery strategies relevant to its function.

Chair

A senior Sunshine Coast Council officer for each of the functional areas.

Membership

Membership of the sub-groups may include representatives from a range of local, State and Australian Government agencies, non-government organisations and public utilities. A record of membership for each functional sub-group is held and maintained by Sunshine Coast Council.

Training

All members of each functional sub-group are required to complete the following training as per the Queensland Disaster Management Training Framework.

Mandatory courses

- Queensland Disaster Management Arrangements (QDMA)
- Recovery: Module 1 - Introduction
- Recovery: Module 2 - Working in Recovery

Optional courses (as the need is identified)

- Business Continuity Planning: Module 1 - Introduction
- Disaster Management Planning: Module 1 - Introduction
- Emergency Risk Management: Module 1 - Introduction
- Exercise Management: Module 1 - Introduction
- Lessons Management: Module 1 - Introduction
- Community Engagement: Module 1 - Introduction
- Disaster Coordination Centre: Module 1 - Introduction
- Disaster Coordination Centre: Module 4 - Briefing and Debriefing
- Evacuation Centre Management: Module 1 - Introduction
- Evacuation Centre Management: Module 2 - Working in an Evacuation Centre
- Evacuation Centre Management: Module 3 - Managing an Evacuation Centre
- Disaster Funding Arrangements - Module 2 - Working with Disaster Funding Arrangements

Professional development

- All members will be required to attend disaster recovery exercises It is recommended that they also attend recovery-related workshops and/or forums

Activation

The Sub-Groups may be activated when –

- The LDMG is activated to provide a coordinated response to an event
- Council has received impact assessments detailing imminent or actual recovery needs resulting from an eligible disaster event.

The Sub-Groups can be activated by the following:

- Chair LDMG
- Chair LRG
- Local Recovery Coordinator or,
- Chair Recovery Sub-Group/s.

Conduct of business

Reporting

During recovery operations, the Sub-Group will provide status reports to the LRG as

required. Status reports will include outcomes from the recovery action plans and should identify emerging issues that require further action.

The LDMG will be updated of the progress during their regular meetings.

Meetings

In general, the Sub-Groups will meet annually (ordinary meeting) with additional meetings scheduled as required to ensure the work of the sub-group is progressing.

During an event, members of the sub-group will undertake specific roles to support the response and recovery efforts.

The Sub-Group will meet regularly throughout recovery operations to monitor and review arrangements and plans and adjust as required. Members who are unable to attend must nominate a proxy to ensure continuity.

Notice of Meetings & Agenda

Prior to ordinary meetings a notice of meeting and meeting agenda will be provided to all members of the Sub-Group.

Where possible, a call for agenda items will be made by the secretariat one month prior to the meeting. One week prior to the meeting, an agenda and relevant documentation will be distributed to the members.

Quorum

A quorum for the sub-group is set at one half of the number of members plus 1.

Meeting documentation

The secretariat will maintain the following documents as records of the meetings –

- Meeting minutes
- Recovery action records
- Meeting papers (correspondence, briefing notes etc).

Secretariat support

Council will provide secretariat support to each Sub-Group in the form of meeting coordination and necessary reporting requirements including register of contact details.

Appendix 5 – Recovery action plan template

Document Protocol

- The aim of the document is to assist the Recovery Sub-Groups to implement actions that have been identified throughout the recovery process

- This document is a restricted, confidential document and is not for distribution outside of the agencies/organisations who are members of the Recovery Sub-Group

- Actions which require further consideration/approval will be added to a Decision Register to be discussed at the Sunshine Coast Council Local Recovery Group (LRG). Any outcomes will be provided back to this group

- This document is based on accurate information at the time of issue and will continue to be a living document throughout the recovery phase

- Actions throughout the document must be new or an extension of business-as-usual activities due to the event

- Lead agencies / organisations are responsible for any risks associated with their specific tasks

- If an idea or a request is outside the scope of this document, the request should be referred to the lead agency for BAU considerations.

In this document the term "**community**" may refer to community members, local community organisations, businesses and industries operating.

The Recovery Action Plans are being developed to detail the post impact relief and emergency repairs; re-establishment, rehabilitation and reconstruction; restoration, rebuilding, reshaping and sustainability actions that will be undertaken to assist the community to recover from the impacts of a disaster.

The action plans are a collaborative process involving members of the Recovery Sub-Groups. Depending on the event, one or more of the following sub-groups may be activated:

- Human and Social Recovery Sub-Group

- Economic Recovery Sub-Group

- Environment Recovery Sub-Group

- Infrastructure Recovery Sub-Group.

The plan does not capture all of the work that has been undertaken and will continue to be delivered to support communities and businesses within the Sunshine Coast. The actions in the plan are new initiatives or extensions of existing initiatives that have been developed specifically to respond to recovery needs due to the impacts of a disaster.

Action Plan Risk Management: The Sunshine Coast Council Local Recovery Group and associated Sub- Groups are not directly responsible for the management of residual risk that is identified as the responsibility of an agency/organisation. Each agency/organisation is required to address residual risks in its area of responsibility through the development of its own internal management and planning processes. The Chairpersons may seek assurance or confirmation that this planning and capacity development has been undertaken.

Human and Social Recovery Sub-group –

Objectives	Actions to meet objectives	Responsible agency	Desired timeframe	Comment	Status	Outcome
STAGE 1: IMMEDIATE RECOVERY (Post-impact relief and emergency repairs)						
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 2: SHORT TO MEDIUM TERM RECOVERY (Re-establishment, rehabilitation and reconstruction)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Desired timeframe**	**Comment**	**Status**	**Outcome**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 3: LONG TERM RECOVERY (Restoration, rebuilding, reshaping and sustainability)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Desired timeframe**	**Comment**	**Status**	**Outcome**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

Environment Recovery Sub-group

STAGE 1: IMMEDIATE RECOVERY (Post-impact relief and emergency repairs)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Desired timeframe**	**Comment**	**Status**	**Outcome**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 2: SHORT TO MEDIUM TERM RECOVERY (Re-establishment, rehabilitation and reconstruction)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Desired timeframe**	**Comment**	**Status**	**Outcome**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

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STAGE 3: LONG TERM RECOVERY (Restoration, rebuilding, reshaping and sustainability)						
Objectives	Actions to meet objectives	Responsible agency	Approximate timeframe for completion	Comments	Status	Decision Register (Yes / No)
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

Economic Recovery Sub-group

STAGE 1: IMMEDIATE RECOVERY (Post-impact relief and emergency repairs)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Timeframe**	**Comments**	**Status**	**Decision Register (Yes / No)**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 2: SHORT TO MEDIUM TERM RECOVERY (Re-establishment, rehabilitation and reconstruction)						
Objectives	Actions to meet objectives	Responsible agency	Timeframe	Comments	Status	Decision Register (Yes / No)
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 3: LONG TERM RECOVERY (Restoration, rebuilding, reshaping and sustainability)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Approximate timeframe for completion**	**Comments**	**Status**	**Decision Register (Yes / No)**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

Infrastructure Recovery Sub-group

STAGE 1: IMMEDIATE RECOVERY (Post-impact relief and emergency repairs)						
Objectives	**Actions to meet objectives**	**Responsible agency**	**Timeframe**	**Comments**	**Status**	**Decision Register (Yes / No)**
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 2: SHORT TO MEDIUM TERM RECOVERY (Re-establishment, rehabilitation and reconstruction)						
Objectives	Actions to meet objectives	Responsible agency	Timeframe	Comments	Status	Decision Register (Yes / No)
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	

STAGE 3: LONG TERM RECOVERY (Restoration, rebuilding, reshaping and sustainability)						
Objectives	Actions to meet objectives	Responsible agency	Approximate timeframe for completion	Comments	Status	Decision Register (Yes / No)
(Obj. 1) Base objectives on points detailed in Stages of Recovery and community needs analysis		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 2)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 3)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	
(Obj. 4)		Lead agency: Support agencies:			☐ Not started ☐ Ongoing ☐ Outstanding ☐ Completed	