

Sunshine Coast Emergency Event Economic Recovery Manual



AUTHORITY

This manual has been developed to complement the Sunshine Coast Disaster Recovery Plan and provides additional detail on the processes and considerations for economic recovery of the Sunshine Coast after a disaster event as required under Section 57 of the *Disaster Management Act 2003*. The manual conforms to the Queensland Recovery Guidelines and addresses matters stated in the Relief and Recovery component of the Queensland Disaster Management Standard.

VERSIONS OF THIS MANUAL

There are two versions of this manual. Each provide similar information but have different purposes:

- **This Version** - which includes the necessary detail required to effectively manage Economic Recovery. It is designed to be used by council's Economic Development Branch and recovery service providers as a guide to the framework and procedures for activation, planning, decision-making, documenting and implementing economic recovery strategies and plans. It is a publicly available document.
- **An Online Version** - which is available on the Sunshine Coast Council's website at: <http://sunshinecoast.qld.gov.au>. The online version provides an overview of the economic recovery framework and procedures. It is aimed at assisting the Sunshine Coast business community in understanding how Economic Recovery will be undertaken and to promote their involvement in the planning and implementation of recovery strategies and plans.

RELATED DOCUMENTS

This manual is derived from a range of existing plans and arrangements including:

- State Disaster Management Plan
- Queensland Recovery Guidelines
- Sunshine Coast Local Disaster Management Plan
- Sunshine Coast Disaster Recovery Plan

DOCUMENT CUSTODIAN & AMENDMENT

The document custodian is the Manager, Economic Development of Sunshine Coast Council.

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REVIEW

The document custodian is responsible for ensuring that both versions of this manual are reviewed at least annually for accuracy and relevance and for the issue of updated versions as required.

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INTRODUCTION TO RECOVERY

This section provides an overview of Recovery derived from the Queensland Recovery Guidelines and the Sunshine Coast Disaster Recovery Plan. These documents should be consulted for further information.

DEFINITION OF RECOVERY

Disaster Recovery is:

‘the coordinated process of supporting affected individuals and communities in the reconstruction of physical infrastructure, restoration of the economy and environment, and support for the emotional, social and physical well being of those affected.’ (Queensland Recovery Guidelines. 2011)

RECOVERY – AN ELEMENT OF DISASTER MANAGEMENT

Disaster Recovery is one of the four elements of Disaster Management – Prevention, Preparation, Response and Recovery. These elements are intrinsically linked as depicted in the following diagram:

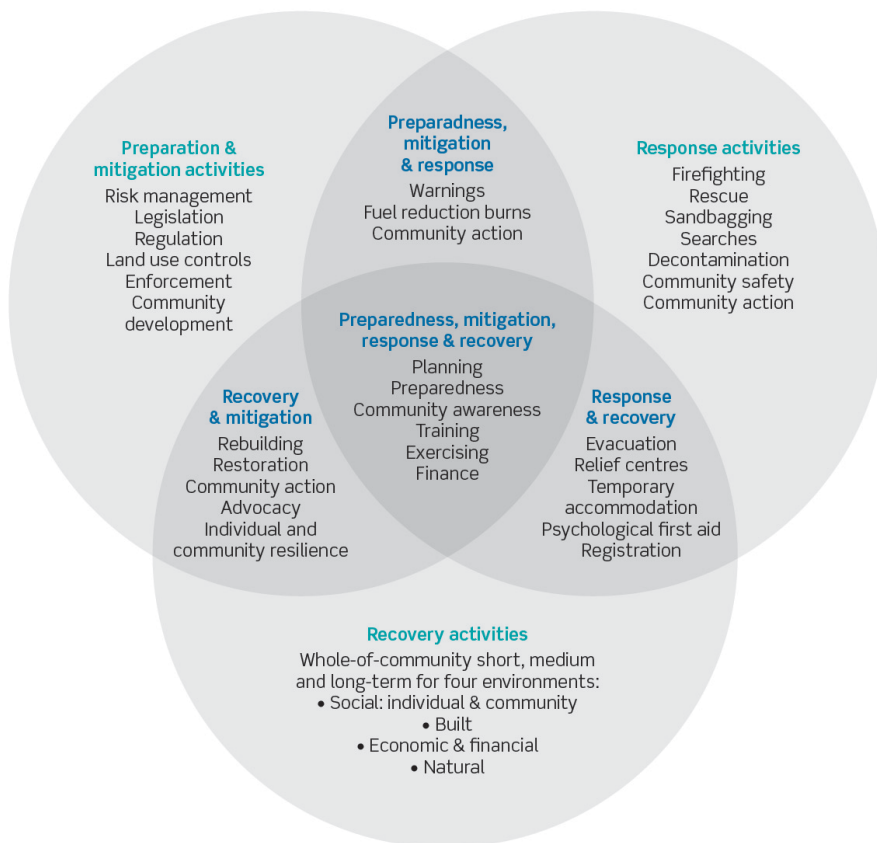


Figure 1 – Interaction between prevention, preparedness, response and recovery (Sunshine Coast Disaster Recovery Plan)

PRINCIPLES OF RECOVERY

There are a number of principles that underpin good recovery outcomes.

- **Understanding the Context.** Each major event impact will be unique. Recovery must focus on the specific needs of each event and requires planners to fully understand the impact of the event and what is needed to recover from it.
- **Recognising Complexity.** Recovery operations may be complex and require sustained effort over time. Diverse and sometimes conflicting community needs and expectations are likely to arise. Priorities will shift and change over time. Actions taken in one area of recovery may affect other areas of recovery. This complexity must be recognised and managed to achieve good recovery outcomes.
- **Using Community Led Approaches.** Those affected by a disaster are often best placed to understand what is needed to enable them to recover effectively and quickly. Engagement with the affected community to develop recovery action plans is imperative.
- **Ensuring Coordination of Activity.** Successful recovery requires a planned, coordinated and adaptive approach based on continuous assessment of impact and needs. It requires skilled and trusted leadership, clearly stated shared goals based on desired outcomes, good information gathering and planning processes, teamwork among all supporting agencies and community groups, and clear decision making and reporting structures.
- **Communicating Effectively.** Communications is vital to achieve the above principles. It should be relevant, timely, clear, accurate, targeted, credible and consistent. Communications with the community must be two way and input and feedback should be sought and considered. Information must be accessible to audiences in diverse situations using a variety of means.
- **Building community capacity.** Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery planners should assess gaps between existing and required capability and capacity. They should quickly identify and mobilise community skills and resources and acknowledge that existing resources may be stretched requiring additional resources to be mobilised. Recovery should consider how to sustain effort over anticipated recovery timeframes. Opportunities to share transfer and develop knowledge, skills and training should be promoted. There should be a clear understanding of when and how to disengage.

ELEMENTS OF RECOVERY

To help manage complexity Disaster Recovery is conceptually divided into four key elements - Economic, Human-Social, Infrastructure and Environment. Each of these is a focal point for recovery planning and action.

COORDINATION OF RECOVERY

The provision of recovery services is both a Local and State Government responsibility with coordination of recovery planning and action being primarily at the local level. Overall responsibility for recovery at the local level lies with the Local Disaster Management Group (LDMG).

To assist the LDMG, a Local Recovery Coordinator (LRC) is usually appointed supported by a Local Recovery Group (LRG). The Sunshine Coast Local Recovery Group is called the Emergency Operations Recovery Team (EORT).

The EORT comprises representatives from Local and State Governments as well as a range of stakeholders who contribute to recovery outcomes. Their purpose is to:

- share information
- plan (collaboratively)
- implement strategies /actions that assist impacted communities recover after a disaster.

The EORT usually achieves this through the formation of four sub-committees that each address one of the four elements of recovery. These sub-committees are made up of the key stakeholders that contribute to that element of recovery. They meet regularly to share information and plan / implement / monitor recovery strategies that address their particular element of recovery.

The sub-committees report to the EORT, which then coordinates the total recovery effort.

This framework provides the leadership and management necessary to achieve effective recovery outcomes. A diagram depicting this framework is provided below.

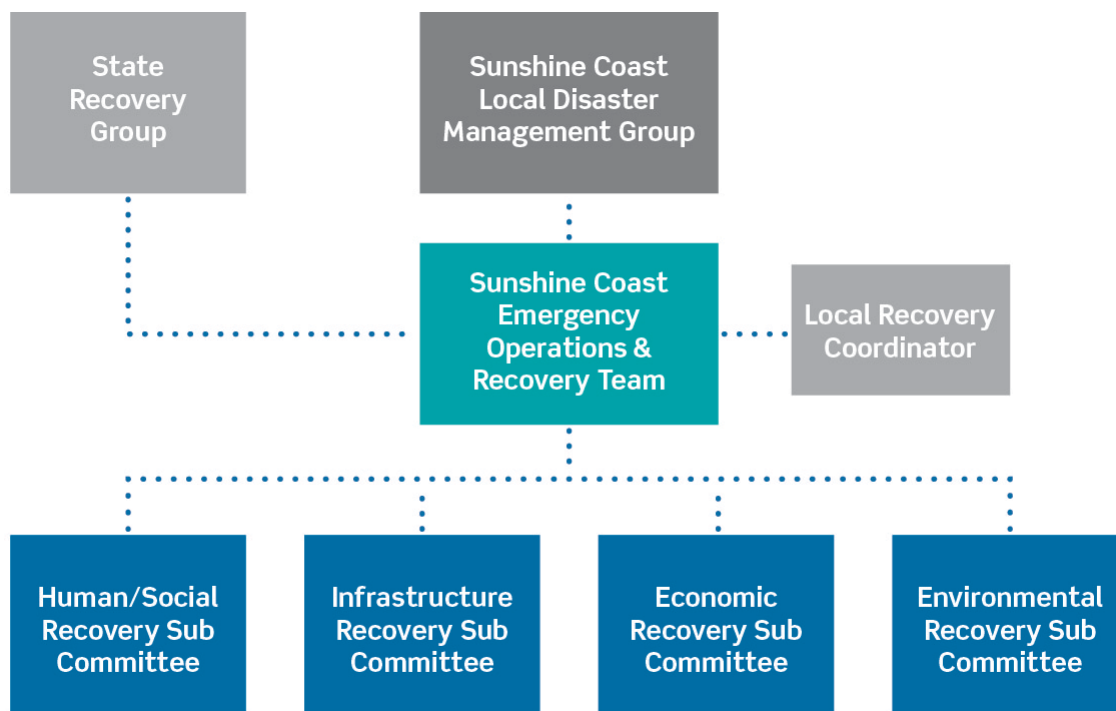


Figure 2 – Sunshine Coast recovery framework

RECOVERY PHASES

Recovery is not static but evolves over time and is often provided in three broad phases – Relief, Medium Term Recovery and Long Term Recovery.

Immediate actions post impact (when safe to do so) are aimed at providing initial relief to the affected community and identification of longer term needs.

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

Over time these activities evolve into longer term projects and activities that need to be planned for, implemented and monitored. This is depicted in the diagram below:

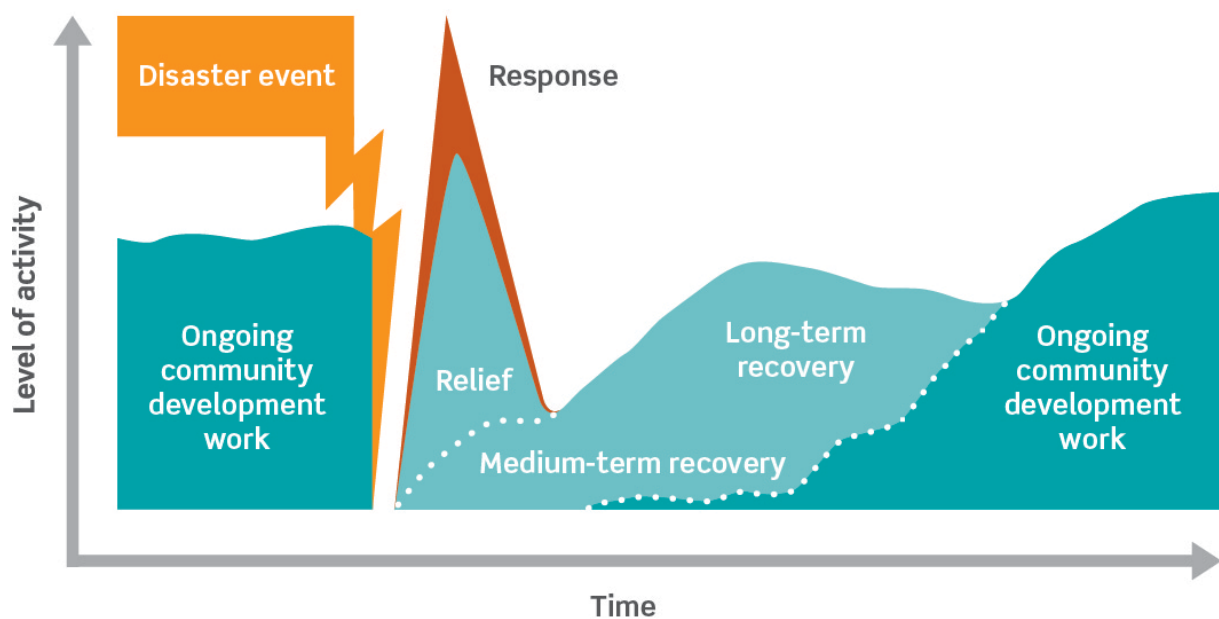


Figure 3 – Three levels of recovery (Sunshine Coast Disaster Recovery Plan)

SUNSHINE COAST ECONOMIC RECOVERY STRATEGY

The key elements of the Sunshine Coast Economic Recovery Strategy are:

- build capacity within the Sunshine Coast business community to prepare for, respond to and recover from emergency events (disaster) impacts.
- early activation of recovery frameworks when disasters strike.
- engagement with the business community and economic sectors to assess recovery needs and to inform development of recovery strategies and plans.
- coordinated and ongoing collaborative planning with the business community/economic sectors impacted.
- implementation, monitoring and adjustment of recovery plans and actions.

BUILDING CAPACITY

Building capacity within the business community to prepare for, respond to, and recover from events that disrupt business continuity is an ongoing responsibility of council's Economic Development Branch. The Economic Development Branch should encourage business owners to undertake business continuity planning and to understand how economic recovery will be undertaken so that business owners can contribute to recovery strategy and action planning.

EARLY ACTIVATION

Early activation of the Local Economic Recovery Sub-Committee (LERS) is imperative to ensure that information on disaster impact can be identified and to enable the commencement of initial planning and collaborative action as soon as possible. Activation of LERS will normally occur while Disaster Operations are being undertaken. LERS should activate in accordance with the activation framework detailed in Part One of this manual.

ENGAGEMENT WITH THE COMMUNITY

Engagement with the affected community as soon as practicable is a critical function of economic recovery. It allows for planners to determine the scale of impact and the recovery actions likely to be required. This in turn, informs the makeup of the Local Economic Recovery Sub-Committee and provides time for information gathering and initial planning to be undertaken.

Those affected by a disaster are best placed to determine what is needed to relieve hardship and suffering and recovery planners should actively engage with disaster affected businesses to ascertain their needs for recovery – both short and medium/long term.

Engagement may be through contact with individual businesses or by group activities such as the formation of Local Advisory Groups, Focus/Reference Groups or Community Meetings with disaster affected businesses. Social media is another way of engaging with those impacted by disaster events.

The purpose of engagement is to include disaster affected businesses in the development of recovery strategies and plans.

COORDINATED COLLABORATIVE PLANNING

Recovery planning should be collaborative in nature with input from disaster affected businesses and economic sector representatives. The Local Economic Recovery Sub-Committee should strive to ensure appropriate representation and input from disaster-affected businesses that informs the planning and implementation of recovery activities and commence collaborative planning for economic recovery using a defined planning framework.

The use of a systematic planning process helps to ensure that all relevant factors are considered and assists in ensuring plans are appropriate and relevant to those affected by the disaster event. Part 3 of this manual details the planning process to be undertaken for economic recovery on the Sunshine Coast.

The primary tool used by the Local Economic Recovery Sub Committee in achieving effective recovery is the *Event Economic Recovery Plan*. This document, developed by the Sub-Committee should be developed collaboratively using information derived from community engagement and outlines the strategies, programs and activities of all relevant agencies that contributes to economic recovery.

CONSTANT MONITORING AND ADJUSTMENT OF RECOVERY PLANS

Economic recovery usually requires a sustained effort over time. Situations will evolve and additional information will often come to hand after plans have been developed. The Event Economic Recovery Plan must be continuously monitored and progress assessed to ensure that recovery actions being undertaken are meeting the needs of disaster-affected businesses.

Continued community engagement with the business and economic sector is required to update recovery needs and adjust recovery actions.

PART 1 – SUNSHINE COAST ECONOMIC RECOVERY FRAMEWORK

OVERVIEW

Economic recovery after a disaster affecting the Sunshine Coast will be managed and coordinated by the Local Economic Recovery Sub-Committee (LERS).

While led by council's Economic Development Branch, the LERS is a community-focused committee and benefits from inclusion of community representatives. Contributing partners may include other areas of council including Infrastructure and Community Services, State Government departments, volunteer/community based entities and private organisations including local Chambers of Commerce and other economic sector representatives.

While the title of LERS might sound overly formal, this committee may just consist of a representative from the local Chamber of Commerce from the affected area participating with council. This is to ensure the specific needs of affected members are addressed as soon as practically possible. Naturally the size and scope of the LERS will change dependent on the size and nature of the Emergency Event.

The LERS is responsible to the Sunshine Coast Recovery Group and the Local Disaster Management Group for economic recovery outcomes.

Sunshine Coast Council's Economic Development Branch is responsible for leading and facilitating the effort of the LERS in economic recovery for the Sunshine Coast.

LERS ROLE

The role of LERS is to assist local communities to regain an acceptable level of economic and business functionality following a disaster. It does so by engaging with the affected community and then planning, implementing and monitoring activities for economic recovery.

LERS will work in accordance with overall direction from the Emergency Operations & Recovery Team (EORT).

LERS is expected to provide the EORT with the necessary strategic, forward looking overview of the economic recovery situation and the recommended priorities, resources and activities that are needed to meet the economic recovery needs.

These are provided to the EORT in the *Event Economic Recovery Action Plan*. This plan includes designated action items, tasks, outcomes and estimated completion timeframes (see Part 3 – Planning and Documentation).

The *Event Economic Recovery Plan* is to be approved by the EORT prior to implementation. Major revisions to the plan require Local Advisory Group endorsement.

LERS will assist in relation to relevant requests and the passage of information between businesses and the EORT.

LERS is expected to monitor progress of the Event Economic Recovery Plan including the activities undertaken by State agencies and private enterprise ensure their effectiveness addressing recovery needs and for reporting this progress to the EORT.

LEERS OBJECTIVES

The key objectives of LEERS include (but are not limited to):

- respond rapidly to immediate issues stemming from identified disaster events
- compile information on disaster event impacts upon businesses and general economic activity
- identify and respond to priority issues for economic sectors that need to be addressed over the short, medium and long-term phases of recovery
- develop and implement the Event Economic Recovery Action Plan
- assist business with the cleanup of properties and shop fronts as quickly possible and to support the recovery of business activity in affected areas
- enable local business and industry to return to normal operations as soon as possible
- minimise the loss of local employment opportunities provided by local businesses and industry
- support and promote the economic and industry viability of affected business communities
- source and provide funding and assistance to enable the rebuilding of damaged business assets and economic activity
- provide specialised information (marketing, legal, etc) to the business community to assist in their recovery
- contribute to the ongoing development and maintenance of appropriate systems, processes and initiatives aimed at delivering the above objectives.

LEERS MEMBERSHIP

The membership of LEERS is based on a core group supported as required by representatives from all levels of government and community agencies with a capability of contributing to economic recovery.

Any person/organisation may be invited to assist the LEERS in planning and implementing recovery actions if their contribution is necessary. The LEERS should review this membership at least annually to ensure it remains relevant. The table below details the standard membership of LEERS.

LERS CORE MEMBERS	
Title	Remarks
Chair	Tourism, Sport and Major Events Councillor
Council Lead	Manager – Economic Development Branch
Council Officers – Local Business Support Officers	
Economic Development (Secretariat)	
SCRC Emergency Management Coordinator – LDMG	
Additional organisations and/or representatives can be invited to contribute advice to the LERS	
Chamber of Commerce	Of affected area
Council representative	Communities focus
Council representative	Infrastructure focus
Department of State Development	Drives the economic development of Queensland by delivering on major projects and infrastructure, economic development.
Department for Communities, Child Safety and Disability Services	Works to strengthen connections between individuals, families and communities by providing and investing in quality human services
Other Invitees	As determined by LERS

Table 1 – Standard LERS membership

ROLE OF LERS CHAIR

The Tourism, Sport and Major Events Economic Development Portfolio Councillor is responsible for chairing LERS. The Chair has the ability to make final decisions based on the advice of other LERS members and the Emergency Operations & Recovery Team (EORT).

The Chair is responsible to the EORT for the delivery of designated economic recovery outcomes and for LERS reporting.

If the Chair is not available to attend a LERS meeting, the Chair is to nominate a proxy who will assume the Chair's responsibilities.

ROLE OF COUNCIL LEAD OFFICER

The Manager – Economic Development Branch is the Council Lead Officer for economic recovery and is to provide advice and support to the Chair and LERS members. The Council Lead will manage council resources allocated to achieve designated economic recovery objectives and will work with other EORT members to address issues that cross over between economic recovery and the other elements of recovery.

ROLE OF MEMBERS

Members of LERS must have sufficient authority within their organisations to commit resources as required. They will also be required to provide information on their organisations' recovery related activities and the impact of the disaster on the community and business communities.

LERS ACTIVATION

The LERS will be activated when a disaster event has impacted the Sunshine Coast that requires the coordination of economic recovery services and resources. The EORT will usually activate the LERS however the LERS Chair or Council Lead Officer may activate the Sub-Committee when required. The Sub-Committee may be activated for exercises.

The LERS will usually be activated early, during the response phase of the disaster to commence initial actions including information gathering and initial planning. The standard disaster activation model for Queensland provides for four levels of activation. These levels, as they relate to economic recovery are detailed in the table below.

Alert	An event is likely to occur or has occurred, that may require recovery services. The LDMG is at "Lean Forward" and is preparing to coordinate disaster response operations. Economic Development Branch and LERS key stakeholders are advised. Initial communications and information sharing is commenced.
Lean Forward	The LDMG has activated to "Stand Up" and is actively coordinating disaster response operations. The LERS is initially convened to prepare for recovery operations.
Stand Up	The LDMG remains at "Stand Up" coordinating response operations. Disaster Operations are winding down. Sufficient information on the impact of the event is available for the LERS to commence planning and implementation of recovery strategies and actions to assist the community recover. It is safe for people to travel and for field workers to visit affected businesses.
Stand Down	All recovery activities have been finalised and recovery objectives have been achieved.

Table 2 – Activation levels for LERS

It should be noted that these levels are not necessarily sequential e.g. a short notice event may not allow for a staged activation through the levels of Alert and Lean Forward.

The diagram below depicts the activation model for response and recovery.

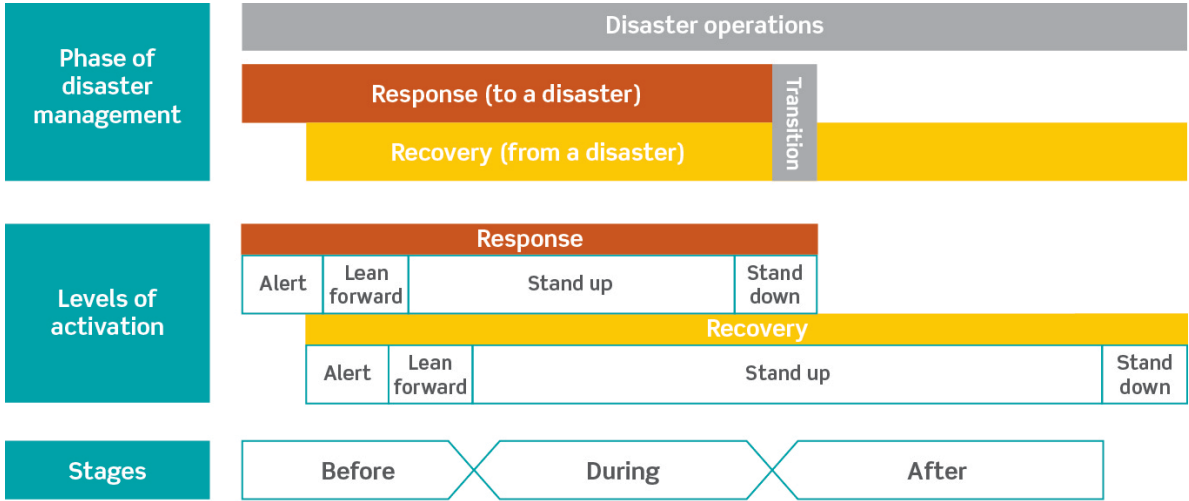


Figure 4 – Response and recovery levels of activation (Queensland Recovery Guidelines)

LEERS REPORTING

The LERS reports to the Sunshine Coast Emergency Operations & Recovery Team, which is accountable to the Local Disaster Management Group. The Chair is to report on the progress Event Economic Recovery Plan including:

- any issue which may impact on the EORT/Local Disaster Management Group or other Recovery Sub-Committee
- any request to vary the approved Event Economic Recovery Plan
- any variation to allocated budgets
- any other issue that requires the EORT intervention or assistance.

LEERS MEETINGS

LEERS is to meet at least twice annually at not more than six monthly intervals for the purposes of addressing matters associated with the ongoing development of an Economic Recovery Framework including:

- reviewing this plan
- development/Approval of the Annual Economic Recovery Training Plan.

LEERS will meet as required once activated for recovery operations or exercises. LERS will meet at the discretion of the Chair, in consultation with members, at times and places appropriate to the circumstances of the event/exercise.

Frequent and regular meetings will be required early in the recovery process to effectively plan recovery strategies/implementation plans and to coordinate agency recovery activities. As recovery continues and plans are implemented, LERS should meet routinely to monitor progress and refine plans.

LERS meetings should follow a defined structure and records kept of proceedings and discussions. A standard Agenda for LERS meetings is provided at Annex A to this part.

The principle tool that underpins LERS meetings is the *Event Economic Recovery Action Plan* (see PART THREE – Planning and Documentation).

QUORUM REQUIREMENTS

LERS members are key advisors to the Chair and the Council Lead in their decision making capacity, however all decisions lie with the Chair. A minimum of three LERS members is required for the meeting to be recognised as an authorised meeting and for the recommendations or resolutions to be valid.

PROXIES TO MEETINGS

Members of LERS will only have a proxy in exceptional circumstances and with the prior approval of the Chair. All proxies should have the equivalent authority to commit resources and advise on agency activities as the officer they are proxy for.

OUT OF SESSION APPROVALS

To ensure ongoing good governance, where urgent LERS approvals are required in between meetings and it is not possible to schedule an extra-ordinary meeting, an out of session approval will be sought. Out of session approvals will be sought with all members and a record of decisions retained by the secretariat for inclusion in the next LERS meeting papers.

Any out of session approvals shall managed by the LERS secretariat on direction from the Council Lead Officer. The LERS secretariat will keep records of all decisions received and notify the LERS Chair of the outcome.

RECORDS OF MEETINGS

The minutes of each LERS meeting will be prepared and circulated by the Secretariat. Minutes of meetings are to record all decisions/resolutions and will be distributed to all members as soon as practicable.

ANNEXES TO THIS PART

- A. LERS Meeting Agendas

ANNEX A TO PART 1 – LERS MEETING AGENDAS

The nature of LERS meetings will evolve as the event evolves. There are three types of meetings that LERS will need to undertake. They are:

- **An Initial Meeting.** To gather information, and to commence initial planning including establishment of LERS membership and outline community engagement model. The focus in this meeting is to determine the relief measures that need to be provided and commencement of preparations for further planning including the arrangements for collect data to support Needs Analysis.
- **Planning Meetings.** To undertake the detailed planning for recovery across all three phases of recovery – relief, medium term and long term. The outcome of these meetings is the Event Economic Recovery Plan.
- **Review Meetings.** Once the Event Economic Recovery Plan is approved, LERS meetings will focus on reviewing the progress and impact of the plan making adjustments to tasks and resources as required.

AGENDAS

Initial Meeting - AGENDA. The initial LERS preparatory meeting(s) may include the following Agenda items:

- Situation Update - Briefing on the disaster event from all agencies.
- Identification of immediate issues/relief needs.
- Consideration of level of response required including LERS membership.
- Initial Community Engagement models.
- Agency Tasks for provision of relief services including resource commitments.
- Economic and Financial Impact Data Collection arrangements.
- Cost capture, funding and budgeting issues.
- Planning Arrangements for the Event Economic Recovery Plan.
- Matters referred to the committee.
- Location and timings of LERS subsequent meetings.

Planning Meetings. Planning Meetings should follow the planning processes identified in PART THREE of this manual.

Review Meetings - AGENDA. An agenda for review meetings is provided below:

- Situation Update – update on current situation.
- Review of Event Economic Recovery Plan. Briefings from all agencies outlining progress of tasks, resources used and issues arising focusing on each Action Statement. Consideration of plan updates/amendments. Recording of progress.
- Community Engagement Review.
- Finance and Budget Review.
- Matters referred to the committee.
- Location and timings of LERS subsequent meetings.

PART 2 – COMMUNITY ENGAGEMENT

INTRODUCTION

Community engagement is the foundation of Recovery upon which all recovery activities are built. It underpins all of the principles of recovery and is central to achieving effective and rapid recovery outcomes.

Community engagement is undertaken on the understanding that those affected by a disaster event are often best placed to advise what is needed to relieve their immediate hardship and suffering and the programs/activities required to help them quickly recover after an event.

Community engagement provides the vehicle for LERS to develop an understanding of what needs to be done to help the community as well as a vehicle to coordinate and assess the effectiveness of recovery services and activities.

COMMUNITY ENGAGEMENT STAKEHOLDERS

The principal stakeholders in economic recovery are the businesses/economic sectors that are affected by the disaster event. They must be identified early in the disaster event. They are the focus of all other economic recovery stakeholders who work together to meet their recovery needs.

Sunshine Coast Council's Economic Development Branch is a key stakeholder given their role in fostering the economic well being of the Sunshine Coast and in facilitating the LERS.

The day to day community engagement framework used by Economic Development Branch provides a sound foundation upon which to build a specific community engagement model for each specific economic recovery event. The stakeholders identified in this framework are summarised in Table 3.

COUNCIL INTERNAL STAKEHOLDERS	PARTNERS WITHIN GOVERNMENT
Economic Development Portfolio Councillors	Department of State Development
Other Councillors with portfolios that impact on economic recovery	Sunshine Coast Manufacturers Network
Economic Development Branch	Department of Education and Training
Regional Strategy & Planning	Department of Agriculture, Forestry and Fisheries
Infrastructure Services	Economic Development Queensland
Corporate Services	SCHHS
Community Services	TEQ
Corporate Strategy & Delivery	Department of Tourism, Small Business, Major Events and Commonwealth Games
	TIQ
	Department of Transport and Main Roads
	Department of Employment
PARTNERS WITHIN LOCAL INDUSTRY	

Chambers:	Industry Associations	Others
Combined Chambers of Commerce	Property Council of Australia	University of the Sunshine Coast
Caloundra Chamber of Commerce	Urban Development Institute of Australia	TAFE QLD East Coast
Coolum Business and Tourism	Masters Builders Australia	Business Enterprise Centre
Glasshouse Country Chamber of Commerce	Housing Industry Association	Innovation Centre
Kawana Chamber of Commerce	Clean Tech Industry Group	Unitywater
Kenilworth & District Chamber of Commerce & Citizens	Australian Institute of Company Directors	Sunshine Coast Sports Federation
Maleny & District Chamber of Commerce & Industry	CPA/ICA	Australian Institute of Management
Maroochydore Chamber of Commerce	Sunshine Coast Manufacturers Network	Regional Development Australia – Sunshine Coast
Montville Chamber of Commerce	Education Sunshine Coast	
Mooloolaba Business and Tourism	Health Panel	
Nambour Alliance	Food & Agribusiness Network	
Yandina Chamber of Commerce		
4556 Chamber (Buderim)		

Table 3 – Economic recovery stakeholders

EVENT COMMUNITY ENGAGEMENT STRATEGY

When first activated to undertake economic recovery, the LERS should start considering the specific event Community Engagement Strategy. This strategy should outline the methodology of Community Engagement for that specific event including the identification of the agencies and community representation required for planning and implementing the *Event Economic Recovery Plan*. As every event is different, so each event specific event community engagement strategy will be different. The strategy should be documented as part of the *Event Economic Recovery Plan* (see PART THREE – Planning and Documentation).

COMMUNITY ENGAGEMENT MODELS

A range of engagement strategies may be applied either individually or in combination. The key strategies that may be applied are detailed in the following sub-paragraphs.

INDIVIDUAL CONTACT WITH AFFECTED BUSINESSES/ECONOMIC SECTOR REPRESENTATIVES

In small-scale disaster events, where the impact has not been widespread, it may be possible to undertake a program of individual contact with individual affected businesses by Economic Development Branch staff supported by other agencies (on behalf of LERS) to deliver economic recovery outcomes. This strategy focuses on going to the affected community and generally involves regular visits to affected businesses to assess relief and recovery needs and to oversee implementation of recovery programs and activities. Due to time and resources limitations, this strategy is often used only for small events where a limited number of businesses are impacted or when there are small numbers of severely affected businesses that require individually focused assistance. This strategy is resource and time intensive.

ESTABLISHMENT OF ECONOMIC RECOVERY “ONE STOP SHOPS/BUSINESS RECOVERY CENTRES”

The establishment of *Economic Recovery One-Stop Shops* or *Business Recovery Centres* provides an alternate means of engaging with individual businesses. In this strategy, affected businesses access services and advice at a centralised location where the relevant services and advisory bodies are co-located for defined periods. This strategy may be useful when the impact is widespread or when large elements of business community have been affected and a program of visits to individual businesses is not practicable due to time/resource limitations. This strategy is potentially less resource intensive for economic recovery service providers but is generally more inconvenient for business owners.

Business Recovery Centres may be physical (requiring space and human resources) or virtual as in an online economic recovery hub that collates the information and resources required by affected businesses to assist in their recovery. Virtual Business Recovery Centres however are not suited to two-way engagement with affected business owners and should not be considered as a stand-alone strategy, particularly when the recovery needs of the business community are still unclear.

Often a combination of individual visits and the establishment of Business Recovery Centres are used. This combined strategy may provide for individual visits to support severely impacted businesses with Business Recovery Centres (physical or virtual) providing a centralised business support service over the longer term.

FORMATION OF LOCAL ADVISORY GROUPS

Planning effective recovery requires input and advice from affected businesses and economic sector representatives. Collaborative planning that uses this input from the affected communities is more likely to lead to timely and effective recovery outcomes.

In larger scale events with widespread economic impact it may be beneficial to form local advisory groups made up of affected businesses or their representatives that can provide LERS and Economic Development Branch with input and feedback on recovery planning and implementation.

A Local Advisory Group is a collective of affected businesses or their representatives who convene under the authority of LERS to assist in the development and implementation of specific recovery programs and activities. They may also be referred to as reference groups or focus groups.

More than one local advisory group may be formed and in large events, several advisory groups may assist LERS across the spectrum of impacted businesses/economic sectors. They are facilitated by LERS in order to enable community led approaches to economic recovery.

The composition of Local Advisory Groups is not mandated in this manual, as their formation and composition will be event specific. However, they are a formal structure under this plan and should be facilitated by a person appointed by LERS and operate under a specific terms of reference for a defined period. Other stakeholders (as per Table 3) may be included as part of a local advisory group at the discretion of LERS. They can be created and disbanded at the discretion of LERS based on need.

COMMUNITY MEETINGS

Community Meetings provide an alternative to the formation of Local Advisory Groups and are less formal in structure and purpose. Community meetings involving affected businesses in affected localities can provide opportunities to identify recovery needs and assist in developing recovery plans and activities.

This strategy seeks to provide an open-forum discussion between LERS representatives and the affected business community. Community meeting may be locality based e.g. focused businesses within a specific disaster affected community or thematically bases e.g. addressing the need of particular economic sectors.

They can also be used to enable progress of recovery initiatives to be evaluated and amended as required.

MEDIA MANAGEMENT INCLUDING SOCIAL MEDIA

During Recovery, LERS should make use of a variety of communication strategies to engage with the affected business community including the use of the media (print/television/radio/social media (such as Facebook, etc.).

In addition, LERS should maximise and coordinate the availability of economic recovery information to affected businesses on member agency websites including the use of the Sunshine Coast Council's Disaster Hub.

LERS should clearly identify and approve the key messages about economic recovery and define the most effective media solutions to ensure their effective dissemination. These messages and dissemination arrangements are to be included as part of the Community Engagement Strategy within the *Immediate Action Plan* and the *Event Economic Recovery Plan*.

Public Awareness programs (before an event) – which are long-term public education programs about what may occur, and how to prepare including self actions that can be undertaken to reduce the consequences of disaster impact. In the context of economic recovery, raising awareness of Business Continuity Planning is a key public awareness effort that will increase business resilience.

- Authorisation of Media Releases.
- Appointment of Media Liaison Officers.
- Spokespersons.
- Information to be released and communicated to the community before, during and after a disaster event.
- Arrangements for the use of the council's Disaster Hub to convey public information.

To assist LERS in undertaking effective use of the media, reference should be made to the Sunshine Coast Disaster Management Plan - Communications Plan. While this plan focuses mainly on arrangements for the response phase of disaster operations, the frameworks and arrangements it provide a useful basis for LERS to manage the media effort in support of economic recovery. It provides guidance on the following matters:

LERS is responsible for developing the content of the information to be released for public dissemination. The EORT should endorse/approve all public dissemination of information relating to recovery after a disaster event to ensure it is focused, coordinated and correct.

PART 3 – PLANNING AND DOCUMENTING

INTRODUCTION

Planning the recovery effort is critical to achieving effective recovery outcomes for impacted communities and business. Planning will be ongoing throughout the recovery effort and plans will evolve and change as the situation changes over time.

Recovery planning follows the phases of disaster recovery from Immediate Action planning through to development of a detailed, coordinated plan that addresses multiple economic recovery needs over time (*Event Economic Recovery Plan*). All plans must focus on assisting the affected community to restore business activity and in minimizing and overcoming economic loss. Plans must address short, medium and long-term recovery objectives.

A systematic process will assist planners to manage the complexity of recovery planning and enable the development of timely, relevant and effective plans. The planning process outlined in this part provides for defined inputs and outputs and allows for the identification of recovery needs and the actions required by all agencies over time to meet these needs.

The planning process also provides a methodology to capture the considerations, decisions and progress of the economic recovery as part of the formal event record.

SUNSHINE COAST ECONOMIC RECOVERY - PLANNING & DOCUMENTATION STRATEGY

The LERS will commence recovery planning as early as possible after the impact of an event.

Initially LERS will focus on development of an *Event Immediate Action Plan* that establishes:

- what data is to be collected to support planning e.g. development of Financial Impact Assessments
- the actions required in the provision of initial relief services to businesses affected
- preparations for further and more detailed planning (including undertaking Needs Analysis, developing Community Engagement Strategies and establishing planning arrangements).

When sufficient information is available to LERS to commence detailed planning (usually within a few days after impact), LERS will commence detailed planning to develop the *Event Economic Recovery Plan*.

LERS may undertake all planning centrally or delegate specific planning requirements to sub-planning groups operating under a terms of reference and facilitated by a person appointed by LERS. All planning (at LERS or Sub Group level) will use a systematic planning process with defined inputs and outputs.

The *Event Economic Recovery Plan* is to detail the overall economic recovery arrangements and objectives as well as the specific actions (action statements) required for each defined Recovery Need. These collectively make up the plan.

The plan acts as a tasking document for all agencies involved in economic recovery and is to be made available to all relevant stakeholders. The Event Economic Recovery Plan is also the primary tool used by LERS to monitor implementation of all recovery activities.

Once approved by the Local Recovery Committee (on handover from disaster operations to recovery or sooner) the plan is implemented and is then monitored updated and re-issued as required at each subsequent LERS meeting. All versions of the plan are to be retained as part of the event record.

Economic recovery ceases when all actions under the *Event Economic Recovery Plan* are completed to the satisfaction of the Local Recovery Committee and the general community.

The Economic Recovery Planning Process is outlined in Annex A. The phases and planning outputs of economic recovery are strategy is depicted in figure 5 below.

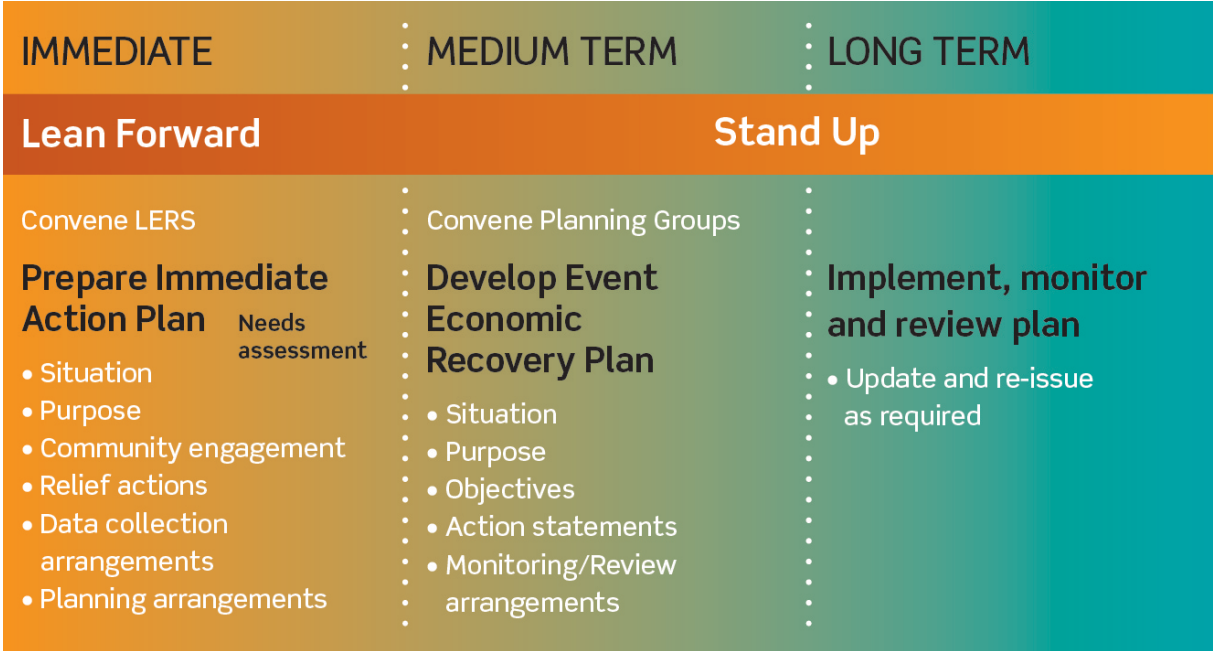


Figure 5 – Phases and planning outputs of economic recovery

RECOVERY PLANNING – STAGE OF ACTIVATION

Most recovery planning is undertaken during the Lean Forward level of activation and continues after the LERS is at Stand up. The aim of early planning is to have the Event Economic Recovery Plan largely complete when disaster operations formally cease and disaster recovery commences.

PLANNING GROUPS

LERS may undertake all planning or may establish planning sub-groups to develop specific action statements. Sub-groups may comprise any stakeholder or person that is able to contribute to planning in the specific area the planning sub-group is formed for.

Sub-groups are a formal structure under this plan and are created as required by LERS. A Chairperson is to be appointed by LERS and the planning Sub-Group should operate under a LERS approved Terms of Reference established by LERS.

Planning Sub-Group Terms of Reference should include detail on the purpose of the group, appointments to the group, planning scope and outputs expected, timeframes for planning and reporting requirements.

TYPES OF PLANS

Economic recovery planning results in two types of plans. Initially an *Immediate Action Plan* is developed when economic recovery is activated to Lean Forward. This plan is superseded by the *Event Economic Recovery Plan*, which addresses the medium to long-term recovery effort.

- **Immediate Action Plan** – The *Immediate Action Plan* details the results of initial Needs and Factor Analysis and defines the initial actions to be undertaken. This plan will usually be developed while disaster response operations are still underway. It focuses on the immediate recovery needs and actions required and prepares for more detailed planning. It should establish data collection processes to inform planning and should outline the emerging community engagement strategy. It should also outline the planning arrangements for the development of the *Event Economic Recovery Plan*.
- **Event Economic Recovery Plan** – Development of this plan commences when sufficient information is available for detailed planning. Usually the plan is developed while disaster operations are starting to wind down with a view to completing the plan before the handover of Disaster Operations to Disaster Recovery. The plan details the overall economic recovery purpose and objectives as well as detailed Action Statements, which specify how each identified Recovery Need is to be addressed throughout the economic recovery effort.

VERSION NUMBERING OF PLANS

Version control is essential for both the *Immediate Action Plan* and the *Event Economic Recovery Plan*. All LERS updates to these Plans are considered major versions. Changes to Action Statements in the *Event Economic Recovery Plan* are considered minor versions. All versions of plans must be retained and included as part of the Local Disaster Management Group's record of the event.

IMMEDIATE ACTION PLAN

The *Immediate Action Plan* is the first plan developed in economic recovery and is focused on establishing the immediate relief actions required as well as defining the planning and management frameworks required to develop and implement effective recovery. It is a preliminary or enabling plan for the *Event Economic Recovery Plan*. The *Immediate Action Plan* is developed by LERS upon initial activation to Lean Forward.

The plan should focus on a specific timeframe that allows for the provision of initial relief services and for the data collection to support subsequent, more detailed planning.

The initial LERS meeting is an Immediate Action Planning Meeting and is to follow the outline Agenda at Annex A to PART ONE. The planning meeting is to develop the *Immediate Action Plan*, which comprises the following key headings:

IMMEDIATE ACTION PLAN

Situation: An overview of disaster situation as it impacts on the economy (as known at the time). Often described by locality or by economic sectors/business type.

Purpose Statement: A single statement of purpose for all agencies/organisations contributing to economic recovery. It should focus on a defined timeframe. Include objectives to be achieved.

Initial Community Engagement Strategy: A description of how the affected communities will be engaged to identify and confirm their recovery needs (immediate/medium/long term).

Initial Relief Actions: A description of the services and resources required to render immediate relief assistance to affected businesses. Includes agency tasks and timelines.

Data Collection arrangements: A description of how data to support Recovery Needs Analysis is to be collected (what data, by when, format, etc). Includes the acquisition of data to support Economic and Financial Impact Assessment across economic sectors/business groups.

Economic Recovery Planning Arrangements: A description of the Planning structure to be adopted and planning arrangements including establishment of any planning sub groups, terms of reference for planning sub-groups and timeframes for planning.

Table 4 – Immediate Action Plan – major headings

The Plan is to be provided to all stakeholders contributing to economic recovery.

The Plan will likely change as additional information is received and will need to be updated and re-issued to all relevant agencies.

In addition to developing, implementing and monitoring the *Immediate Action Plan*, LERS will simultaneously need to commence preparations for detailed planning to produce the *Event Economic Recovery Plan*. Effective time and resource management is imperative in the immediate phase of economic recovery.

A template for an Immediate Action Plan is at Annex B to this Part.

NEEDS ANALYSIS

Economic recovery must focus on the recovery needs of those affected by the event. The identification and understanding of Recovery Needs and how they will likely evolve over time is a priority for planners throughout the planning process. Recovery Needs are the things businesses and the community needs in order to continue trading and minimise / overcome economic loss.

Needs analysis is foundation of all recovery planning. Recovery Needs can be classified as Immediate, Medium Term, or Long Term. The overall process of Needs Analysis comprises three main steps as detailed below:

Step 1 - identification of disaster impact areas and the likely effect on business and industry in those areas.

Step 2 – Information and Data Collection from affected businesses to identify Recovery Needs (Immediate, Medium Term, Long Term){possibly including preparation of Financial Impact Assessments}. Data collected should allow for comparison with pre-disaster business activity.

Step 3 – Analysis of collected data is required in order to determine Recovery Needs. It includes assessment of intangible losses and the impact of the event on the wider economy over time (Economic Impact Assessment¹). It assists in identifying the Economic Recovery Strategy including medium and long-term recovery objectives.

Table 5 – Steps in Needs Analysis

The outputs of this process are the Recovery Needs of the affected business community.

Recovery Needs may be grouped in many ways. For example, they may be confined to a specific location affecting all businesses in that one location. Or, they may be widespread affecting a large variety of business sectors in multiple locations. It is important to determine early in the recovery process what the recovery needs are and how they can be grouped in the most effective way.

The identification and grouping of Recovery Needs is critical as the *Event Economic Recovery Plan* establishes Action Statements for each identified Recovery Need (usually by location, or business/economic sector groupings). Action Statements address how that recovery need is to be addressed including objectives to be achieved, community engagement strategies and agency tasks. Multiple Action Statements are required for multiple Recovery Needs.

FACTORS THAT IMPACT ON ECONOMIC RECOVERY

In addition to identifying the needs of the affected community, planners will also need to fully appreciate the various factors that impact on economic recovery. These may vary from event to event. However, typical factors that may impact on economic recovery include (but are not limited to):

FACTOR	DESCRIPTION
Ground	An appreciation of the ground (geography, environment) will assist planners in determining areas of focus and identify areas where delivery of services and resources may be affected. Planners should ensure that deductions from an analysis of the geography and environment after the disaster are included in recovery planning.
Weather	Weather can impact on recovery operations by limiting recovery activities and delaying services/resources. An appreciation of the impacts of weather on recovery operations should be done.
Time	Time is a critical factor in economic recovery. Ensuring the right services and

¹ See Sunshine Coast Disaster Recovery Plan for more detail on economic analysis.

	resources are provided to affected communities when they are needed is essential and an appreciation of the timeline of economic recovery is required. Time management is an important planning outcome that must be factored into plans.
Residential and Public infrastructure impact	An appreciation of the disaster impact in residential areas and on public infrastructure is necessary to understand the impact on Business activity and the economy. Planners should consider the wider impact of the event on people and infrastructure and determine how those impacts affect business activity and the economy.
Business activity impacts/financial impact	Planners will need to appreciate the specific impact on business activity after a disaster. It is often helpful to consider business impact by economic sector or business group e.g. <ul style="list-style-type: none"> • Industry • Primary Production • Tourism • Hospitality • Retail • Events & Entertainment • Health and Well Being • Transport and Supply • Small Business/sole operators/work from home businesses
Resources available	It is important for planners to consider the available resources available to assist in the recovery effort. These include resources provided by Local, State and Australian Governments, communities and private/public partnerships. Planners should appreciate the available resources to determine shortfalls and either taken action to minimise these shortfalls or factor them into plans.

Table 6 – Factors that impact on economic recovery

FACTOR ANALYSIS

Factor analysis is simply an appreciation of the factors that impact on economic recovery. It involves identifying aspects of each factor and making deductions from them about things that may influence the plan. Each factor may have numerous aspects that may need to be appreciated.

A simple approach for factor analysis is to identify an aspect of a particular factor and pose the question – SO WHAT? Responses to this question will be deductions that may influence the plan. Multiple deductions for each factor may emerge.

This process is repeated for each factor until no further deductions can be made. This process allows planners to systematically identify those things that may influence plans and is helpful in determining the recovery objectives and actions required as well as the opportunities and limitations that will define the plan.

The results of NEEDS and FACTOR Analysis will result in a number of outputs, which should be recorded. These are detailed in Table 7 below:

Assumptions. Assumptions will need to be tested to ensure they form a valid foundation for planning.

Recovery Needs. Listed by economic sector/locality/business grouping. The outcome and objectives for each recovery need should be stated.

Assessment of Tasks. List the agency tasks that must be undertaken to meet each Recovery Need.

Timeline. Detail the timeline for all recovery activities including long-term recovery objectives.

Information Gaps. Identify shortfalls in information and detail the actions necessary to overcome them.

Table 7 – Outputs from NEED/FACTOR Analysis

FINANCIAL IMPACT ASSESSMENTS

Assessing Financial Impact takes time and requires individual business owners and sectors to consider a range of matters arising from the disaster event that may result in a negative impact on their financial affairs. Business owners should be encouraged and assisted to assess their financial impact and advise LERS on what is needed to overcome any financial hardship. This process of engagement with affected businesses and encouraging them to assess and report financial impact should commence as early as possible.

Collection of financial impact assessments will be achieved via the membership of the LERS and through the collection of information by field teams engaging with affected businesses.

Financial Impact assessments assist the LERS and the affected community to define Recovery Needs for individual businesses and business sectors and help to identify specific actions or assistance programs that can be implemented to help reduce or overcome financial impact.

Conducting a financial impact assessment will be different for each individual business or business sector. Business/Sectors should be encouraged to consider both tangible financial impacts and intangible financial impacts across their business and should express these as Short, Medium or Long term. Where possible, dollar figures should be expressed based on calculated and assessed losses/impacts. Financial Impact Assessment will need to be captured by economic recovery staff through engagement with affected businesses/sectors.

To assist in the collation and reporting of Financial Impact Assessments, a LERS reporting format is provided at Annex C. The results of such assessments should be provided to LERS to assist in action planning.

RECOVERY FUNDING

Recovery often involves the conduct of activities and provision of support that requires additional funding. Recovery Planners should have a sound understanding of the funding options available to fund recovery activities and programs.

Recovery Funding may be provided through the Natural Disaster Relief and Recovery Arrangements (NDRRA). Financial assistance programs associated with assisting businesses affected by natural disasters are administered through QRAA. Assistance measure for small businesses impacted by natural disasters is available through the QRAA website <http://www.qraa.qld.gov.au/entity/small-business/natural-disaster-assistance-small-business>.

While disaster assistance through NDRRA may be available, funding from stakeholder organisations, the community or through public/private partnerships should also be considered.

EVENT ECONOMIC RECOVERY PLAN

The Event Economic Recovery Plan comprises two key elements – The Economic Recovery Strategies & Arrangements and one or more Action Statements.

The Strategies & Arrangements element provides strategic direction to all agencies on the overall economic recovery effort including summarising Recovery Needs and outlining Community Engagement strategies and Monitoring & Review arrangements. LERS completes this element.

Action Statements address each individual Recovery Need and provide direction the matters relating to addressing that particular need. Action Statements also establish tasks and deadlines on agencies that contribute to the recovery effort. The Action Statements make up the bulk of the plan.

Templates for these are at Annexes D and E.

ECONOMIC RECOVERY PLANNING PROCESS

All economic recovery, whether undertaken centrally by LERS or by appointed planning subgroups, should follow the process defined in Table 8 in Annex A. This process provides an established and systematic methodology for planning. The process has defined inputs/outputs, which support development of the *Event Economic Recovery Plan*.

The primary output of the planning process for LERS is the *Event Economic Recovery Plan*. For Planning Sub Groups (if formed) – the outputs of the planning process are usually the Action Statements that detail the recovery need, objectives to be achieved and actions to be taken by agencies contributing to the recovery effort.

ANNEXES TO THIS PART:

- A. Economic Recovery Planning Process
- B. Template – Immediate Action Plan
- C. Template – LERS Financial Impact Assessment Report
- D. Template – Event Economic Recovery Plan
- E. Template – Event Economic Recovery Plan – Action Statement

ANNEX A TO PART 3 – ECONOMIC RECOVERY PLANNING PROCESS

PLANNING STEP	DESCRIPTION
Step 1 Gather economic impact data	Gather the data available on the impact of the event on the economy including, as required, financial and economic impact assessments.
Step 2 Establish the planning framework	Convene Planning Group(s). Ensure planning efforts include the stakeholders necessary for effective planning. Community input to planning efforts is vital. Agency representatives should have appropriate authority within their agency to commit to actions and to provide required resources.
Step 3 Undertake Needs /factor analysis	Using collected data undertake recovery NEEDS ANALYSIS including an appreciation of the FACTORS that impact on economic recovery. See Table 6 for example factors.
Step 4 Document results of needs/factor analysis	Deductions arising from NEEDS/FACTOR analysis provide the detail that is required to develop the <i>Event Economic Recovery Plan</i> . See Table 7 for outputs of the NEEDS/FACTOR analysis process.
Step 5 Develop the economic recovery strategy	Describe the economic recovery situation after NEEDS /FACTOR ANALYSIS. Outline the overall strategy to manage the recovery effort specifying purpose and objectives of the economic recovery effort. Detail the Community Engagement Strategy.
Step 6 Develop action statements	Action Statements are developed for each Recovery Need – develop an Action Statement as per the template at Annex E. Information is derived from Step 4. Development of Action Statements may be undertaken by LERS or delegated to planning sub-groups.
Step 7 Develop monitoring and review arrangements	Detail how the plan including Action Statements is to be monitored and reviewed. Establish LERS and Planning sub-group meeting schedules.
Step 8 Implement the plan	The <i>Event Economic Recovery Plan</i> is to be approved by the EORT. Major amendments to the plan require EORT endorsement. LERS implements the plan.
Step 9 Monitor review & update plan	LERS and/or Planning Sub-Groups monitor implementation and meet in accordance with the monitoring and review schedule to review and update the plan as necessary. New versions of the plan are distributed after each review. Planners may undertake steps 3 to 7 each time the plan is reviewed.

Table 8 - Economic Recovery Planning Process (note that some steps may occur concurrently)

ANNEX B TO PART 3 – TEMPLATE – IMMEDIATE ACTION PLAN

SUNSHINE COAST IMMEDIATE ACTION PLAN <EVENT NAME>		VERSION:	DATE:	
Current Situation: <Describe the current situation after impact of the event including when response operations are likely to cease and recovery operations commence. Focus on impact to the economy and business community>				
Immediate Response Strategy & Purpose and Objectives: <Detail the Immediate Response Strategy and the Purpose and Objectives of this plan>				
Initial Community Engagement Strategy: <Outline the initial community engagement strategy for relief operations. Include the methods of engaging with the affected community during this phase>				
Data Collection Strategy: <Outline the data collection strategy to collect information required for planning. Consider need for financial impact and economic impact assessment>				
Economic Recovery Planning Arrangements <Outline the planning arrangements for development of the Event Economic Recovery Plan>				
Monitoring and Review Arrangements: <Outline the arrangement for monitoring and review this plan>				
Initial Relief Actions: <detail the agency tasks to be undertaken to provide initial relief to affected businesses>				
Outcome Required	Tasks by Agency	Resources Required	Time Required	Progress and Supporting Information
Approved by LERS	<signature of LERS Chair>		Date:	
Approved by the EORT /Local Recovery Coordinator	<signature of LRC>		Date:	

ANNEX C TO PART 3 – TEMPLATE – FINANCIAL IMPACT ASSESSMENT REPORT

Council’s Economic Development Branch and other staff involved in economic recovery should use the form below to capture and report to LERS the financial impacts on individual businesses or business sectors caused by a disaster event. It is to be developed in consultation with representatives of those businesses or sectors impacted by the event. The form provides for the capture of financial impact on one or more businesses or sectors.

FINANCIAL IMPACT ASSESSMENT REPORT <EVENT NAME>			DATE SUBMITTED TO LERS	<DATE>	REPORTED SUBMITTED BY:	<NAME, POSITION>
Name of Business /Sector	Contact Details	Tangible Losses physical damage /loss of stock/loss of trade, additional costs to maintain trade, etc	Intangible Losses Loss of workforce, loss of consumer confidence, loss of regular supply, etc	Short Term Impact 1-7 days after event	Medium Term Impact 8 to 21 days after event	Long Term Impact longer than 21 days after event

ANNEX D TO PART 3 – TEMPLATE – EVENT ECONOMIC RECOVERY PLAN

SUNSHINE COAST ECONOMIC RECOVERY PLAN <EVENT NAME>		VERSION:	DATE:
Overall Economic Situation: <Detail the overall economic situation affecting the Sunshine Coast as a result of the event. Summary only.>			
Economic Recovery Strategy/Purpose and Objectives: <Detail the overall Economic Recovery Strategy to be applied to this event. Include the purpose and objectives to be achieved by all agencies in economic recovery.>			
Summary of Recovery Needs: <Summarise the Recovery Needs identified as a result of Needs Analysis. Note action statements for each recovery need are to be included in this plan.>			
Community Engagement Strategy: <Outline the overall community engagement strategy including composition of LERS, any Planning Sub-Groups and formation of any advisory groups. Include the methods of engaging with the affected community during planning and implementation>			
Monitoring and Review Arrangements: <Outline the plan monitoring and review arrangements e.g. LERS /Planning Sub-Group/Advisory Group meeting schedules and arrangements>			
See Action Statements for each identified Recovery Need attached			
Approved by LERS	<name & signature of LERS Chair>	Date:	
Approved by the EORT /Local Recovery Coordinator	<name & signature of LRC>	Date:	

ANNEX E TO PART 3 – TEMPLATE – ACTION STATEMENT

EVENT ECONOMIC RECOVERY PLAN – ACTION STATEMENT			VERSION:	DATE:
Sector/Locality/Business Group/Recovery Need <Enter the recovery need here. May be based on locality, economic sector or business grouping.>				
Overview of Specific Situation and Recovery Need <Provide an overview of the situation and the recovery need>				
Purpose of this Action Statement (Outcomes to be achieved) <State the purpose of this Action Statement and the outcomes to be achieved>				
Assumptions: <List any assumptions that underpin this action statement>				
Communications/Engagement Strategy: <Outline the specific Communication/Community Engagement strategy>				
Agency Tasks (detail Agency Tasks)				
Outcome Required	Tasks by Agency	Resources Required	Time	Progress and Supporting Information
Monitoring and Review Arrangements Key performance indicators: < provide summary of KPI for each outcome to be achieved> Monitoring and Review Schedule: <outline the monitoring and review arrangements for this Action Plan e.g daily, weekly monthly/ at LERS meeting, by report, etc>				
Prepared by:	<name & signature of person responsible for this statement>		Date:	
Approved by LERS:	<name & signature of LERS Chairperson>		Date:	

PART 4 – CONTINUOUS IMPROVEMENT

INTRODUCTION

Developing a real capability for effective recovery requires commitment to continuous improvement. This manual does not automatically confer an economic recovery capability - it merely provides the means to achieve it.

Recovery is, at its heart, a creative process. It requires a problem solving capability that demands:

- empathy with those affected by the disaster and an understanding of their needs
- the ability to plan and work collaboratively with all relevant stakeholders
- knowledge of the resources/services available to achieve economic recovery
- the ability to obtain additional resources/services as required
- the creative application of those resources/services in a coordinated way to achieve specific economic recovery outcomes.

Sometimes, staff will be able to use existing economic development programs, funds and resources/services to achieve economic recovery. In other cases, entirely new and creative programs may need to be developed, lobbied for and implemented.

While recovery planning is fundamentally creative in nature (problem solving), it can be practiced. That is, experience in solving complex problems through application of the economic recovery management framework and planning processes can be developed through training.

Developing experience through training in solving complex problems and applying economic recovery management frameworks and procedures is the foundation of continuous improvement under this plan.

The purpose of this Part is to outline the training framework for economic recovery in the Sunshine Coast region.

CONTINUOUS IMPROVEMENT STRATEGY

Continuous improvement of the Sunshine Coast economic recovery capability will be achieved primarily through development and implementation of the Economic Recovery Annual Training Plan approved by LERS. If an actual event occurs that activates this plan, LERS may decide that the event has provided the necessary exercising of this plan. In such cases a Post Event Review of the economic recovery is to be undertaken for continuous improvement.

The Economic Recovery Annual Training Plan is to outline the training activities to be conducted and the outcomes to be achieved through training for the upcoming 12 months.

The Annual Training Plan is to be reviewed by LERS at the end of each 12-month period and the next Annual Plan developed and approved to meet the training needs (as defined by LERS) for the next 12 months.

The Economic Recovery Annual Training Plan is to be developed, managed and implemented by Sunshine Coast Council – Economic Development Branch.

Two types of Training should be included in the Annual Training Plan – *Induction* and *Training Exercises*. The latter examines specific aspects of economic recovery against realistic scenarios. Training Exercises are to be focused on specific themes as identified by LERS.

Training Exercises should also strive, where possible, to develop Economic Recovery Contingency Plans.

The Annual Training Program, Induction, Training Activities and Contingency Planning are discussed in more detail in the following paragraphs.

ANNUAL TRAINING PROGRAM

Sunshine Coast Council's Economic Development Branch is to develop the Annual Training Program for approval by LERS. The Economic Recovery Training Program should address each of the following:

TRAINING TYPE	OBJECTIVES	DESCRIPTION	STAKEHOLDERS	TIME
Induction – Framework/Processes (<i>this manual</i>)	Detail objective(s) to be achieved	Describe the Activity	Detail the stakeholder involvement	Outline the timeframe of the activity
Induction – Other QFES Introduction to Queensland's Disaster Management Arrangements (mandatory for all members involved in economic recovery) QFES Recovery Course QFES Disaster Funding Course Other Organisation Courses/Presentations				
Training Exercise(s) Theme of Exercise				

INDUCTION TRAINING

Induction is the foundation training provided to individuals to enable them to undertake their functions in economic recovery. It includes the training in frameworks and processes (this manual). It also includes more focused training provided to select individuals to improve their broader knowledge of Recovery, Disaster Funding, stakeholder capabilities, and the resources/services/programs available for economic recovery.

Inductions usually take the form of presentations, briefings or courses and are generally designed to mainly convey knowledge. Stakeholders to be inducted include any entity defined by LERS as requiring induction training.

Initial induction should be undertaken with new Economic Development Branch staff members as well as for select staff of organisations/businesses/representative groups that will likely work closely together in economic recovery. Usually this will be limited to a briefing/presentation of this plan. Where possible this level of induction should be included within each relevant organisation's normal staff induction program.

Other induction activities that may be conducted with select individuals include formal training courses offered by State Government Agencies i.e. Disaster courses offered by Queensland Fire & Emergency Services or involvement in presentations by agencies on their capabilities and services.

Induction records must be maintained for each individual undergoing induction training.

Records are to include the participant's names and contact details as well as details of the induction undertaken (e.g. date of induction, nature of induction undertaken, name of person providing the induction training). Economic Development Branch is to maintain records of all induction training undertaken and is to actively promote participation in induction training among all stakeholders.

Economic Development Branch should periodically review records of induction training and identify individuals and groups who require appropriate induction training. Arrangements should be made to ensure appropriate inductions are undertaken to ensure a foundation of capability.

TRAINING EXERCISES

Training exercises differ from induction training in that exercises examine a specific scenario and practice staff in complex problem solving and application of the economic recovery management framework and processes. They build upon the induction training provided. Exercise participants should have undertaken appropriate induction before involvement in exercises.

At least one training exercise is to be conducted each year. A real event resulting in the activation of this plan may obviate the need for exercises in any given 12-month period. The annual exercise of economic recovery may be undertaken as part of the Sunshine Coast annual disaster exercise.

Exercises will usually take the form of Desktop Exercises and Discussion Exercises.

Discussion Exercises are generally strategic and broad in nature and address the 'big picture' issues arising from a given scenario. Desktop Exercises are usually more tactical in their nature and examine the specific actions/resources, etc required on the ground to deliver economic recovery outcomes for a specific scenario. The difference is subtle. Discussion exercises may be used to explore and establish a strategic concept for economic recovery for a given scenario while Desktop exercises may delve into the practical implementation of such strategic concepts. They may be conducted simultaneously.

An Exercise Manager should be appointed to develop and facilitate the exercise. The responsibility of the Exercise Manager is to develop the activity to meet the exercise objectives and to facilitate the exercise. Economic Development Branch will usually provide the exercise manager although other organisations may be requested to undertake this role depending on the nature of the exercise.

The Exercise Manager is also responsible evaluation of the exercise and development of the Post Exercise Report, which provides a summary of the exercise, the outcomes achieved with reference to the exercise objectives and the improvements that need to be made to plans, arrangements and processes. The Exercise Report is to be provided to LERS for review and endorsement of recommendations arising from the report.

Each Exercise should focus on specific themes decided upon by LERS. Exercise themes provide the focus of the exercise and usually address a specific recovery process, need or aspect of economic recovery. Practical experience in disaster management has shown that regular smaller exercises that address specific aspects of capability are more effective than fewer, larger exercises that seek to address multiple components of capability.

Exercises usually have limited themes in order to limit the scope of the exercise. Example exercise themes are provided in Annex A to this Part. These are categorised into '*process*' themes and '*functional*' themes. Process themes examine the processes involved in economic recovery in accordance with this plan. Functional themes address specific aspects of economic recovery/recovery needs. At least one process theme and one functional theme should be chosen when developing the exercise scope and objectives.

Note: Discussion exercises may be practical or virtual. Practical exercises involve participants meeting face-to-face to participate in the exercise. Virtual exercises are those that are conducted using an appropriate communication medium over time. For example – it may be time and cost effective to conduct an ongoing “discussion” exercise via a group email. In such an example, a specific scenario is proposed and specific responses are sought from participants. Responses are copied to the group email. A central facilitator may thus convene and conduct a virtual discussion over time on a specific aspect of economic recovery. Virtual exercises allow for detailed responses that are recorded. Their outcomes can be just as valid as face-to-face activities if managed well. They are generally not suited to Desktop exercises.

CONTINGENCY PLANNING

Contingency planning is the process of developing plans and arrangements based on fictitious but realistic scenarios that can be used as a basis for real-life planning should those scenarios, or ones similar, occur in real life. Contingency plans are an output of Discussion or Desktop Exercises and are an important ingredient in economic recovery capability.

Contingency plans are usually developed to address specific Recovery Needs and provide a basis for the development of the Action Statements that make up the *Event Economic Recovery Plan*. Discussion/Desktop Exercises may result in development of one or more Contingency Action Statements that can be used later when real life events occur.

Economic Development Branch is responsible for maintaining Contingency Action Statements on behalf of LERS. Other economic recovery stakeholders should be encouraged to develop internal contingency plans for their agency/organisation as appropriate.

LERS should seek to include development of Contingency Action Statements as an objective of training exercises.

ANNEX TO THIS PART

A. Example Exercise Themes

ANNEX A TO PART 4

EXAMPLE EXERCISE THEMES

The following table highlights some example themes that can be used to develop a clear focus for training exercises. Ideally both process themes and functional themes should be selected together. These themes allow for the development of multiple, short exercises that focus on specific issues rather than attempting to undertake all themes simultaneously. Scenarios for exercises should be developed to focus on the themes chosen.

PROCESS THEMES	FUNCTIONAL THEMES
Development of Economic Impact Data e.g. financial impact statements, Economic Impact Statements.	Economic recovery in a single locality e.g. Pomona/Cooroy
Activation and establishment of LERS in a disaster – LERS composition	Economic recovery in multiple locations across region.
Immediate Action Plan <i>Immediate Response Strategy & Purpose and Objectives</i>	Recovery for specific Business Groupings and Recovery NEED:
Immediate Action Plan <i>Relief Strategies</i>	<ul style="list-style-type: none"> • Industry • Primary Production
Immediate Action Plan <i>Community Engagement Strategy</i>	<ul style="list-style-type: none"> • Tourism • Hospitality
Immediate Action Plan <i>Data Collection Strategy</i>	<ul style="list-style-type: none"> • Retail • Events & Entertainment
Immediate Action Plan <i>Planning Arrangements</i>	<ul style="list-style-type: none"> • Health and Well Being • Transport and Supply
NEEDS and FACTOR ANALYSIS	<ul style="list-style-type: none"> • Small Business/ sole operators/work from home businesses
Event Economic Recovery Plan (Economic Recovery Strategy/Purpose and Objectives)	<i>Note: Choose one or more of the above and define their recovery needs.</i>
Event Economic Recovery Plan (Community Engagement Strategy)	
Event Economic Recovery Plan (Monitoring & Review Processes)	
Event Economic Recovery Plan (Action Statement(s)). <i>[Contingency Plan]</i>	

Note: The above themes lend themselves to sequential exercises that build to Contingency Action Statements using a single, evolving scenario. This provides a framework for developing a capability to apply the entire planning process.

PART 5 – EXAMPLE/CASE STUDY

INTRODUCTION

This case study provides an overview of the manner in which this plan may be put into action.

For simplicity of understanding it focuses on a relatively small-scale event. The basic arrangements and processes of planning are similar between small and large-scale events. But large scale events with widespread damage affecting many sectors of the economy will likely be far more complex. The number of recovery needs, stakeholders and the time dimension are all likely to be greater. However the basic elements of activation, Immediate Action Planning, Event Economic Recovery Planning, and monitoring and review remain constant despite the size and nature of the event.

This case study is based on the significant weather events that occurred during the period 21 and 24 February 2012. These events caused widespread rain and wind damage in the areas of Cooroy and Cooran, and heavy flooding across the entire Sunshine Coast and particularly in the areas of Noosa, Tewantin and Pomona. This case study uses a modified scenario to describe how an event of this nature may be managed under this plan. This small scale event has been chosen as a case study as events of this nature are the most likely scenario to be faced by economic recovery planners.

THE EVENT AND ACTIVATION

On 21 February a significant weather impacted the Sunshine Coast affecting in particular Cooroy, Cooran, Noosa, Tewantin and Pomona.

The LDMG had received some warning the day before outlining the potential threat of severe weather and the Local Disaster Coordinator had activated the LDMG and Local Disaster Coordination Centre (LDCC) to ALERT for the remainder of the day and overnight.

Based on the Bureau of Meteorology's advice that severe weather would likely impact in the late afternoon the Local Disaster Coordinator determined that the LDMG/LDCC should be activated to LEAN FORWARD at 0700hrs of the morning of 21 February in anticipation of the impact of the predicted weather. It was expected that the LDCC would activate to STANDUP during the morning.

The Local Recovery Coordinator determined that the EORT would activate to ALERT at 0700hrs, 21 February and would activate to LEAN FORWARD when the LDCC commenced disaster operations. These timings were discussed with members of the EORT, including the Chair of LERS, by teleconference.

The LDCC was staffed and prepared for disaster operations by 1100am 21 February as the weather deteriorated. The Local Disaster Coordinator activated the LDMG/LDCC to STANDUP at 1115am. By 1200hrs the EORT and LERS were formally activated to LEAN FORWARD.

An initial teleconference with LERS members determined that Immediate Action Planning could not commence until some assessment of impact was available from the LDCC. It was anticipated that this would not likely occur during daylight and that Immediate Action Planning should commence as early as possible in the morning of 22 February when the immediate situation was better known. LERS members undertook personal preparations throughout the afternoon and evening of 21 February.

The weather system moved through the Sunshine Coast throughout the late afternoon and into the early evening. The LDCC coordinated response operations including undertaking rescues, closing roads and assisting people to evacuate from dangerous situations. Throughout the evening it became apparent that the northern areas of the Sunshine Coast had received the brunt of the weather and that local flooding had occurred affecting businesses. The scope of business impact remained sketchy. By early evening, the Chair of the LERS confirmed that LERS should convene to commence Immediate Action Planning at 9.00am 22 February.

IMMEDIATE ACTION PLANNING

LERS convened and considered the situation as detailed in Situation Reports from the LDCC. Based on an assessment of current operations, the LDCC anticipated that it will likely wind down disaster operations by about the morning of the 25 February.

The Sub-Committee considered that the existing LERS membership was adequate and no additional augmentation from other agencies was necessary at this stage.

A quick planning conference resulted in the following Immediate Action Plan Version 1.0:

SUNSHINE COAST IMMEDIATE ACTION PLAN SEVERE STORM 21 FEBRUARY	VERSION: 1.0	10.00AM 22 FEBRUARY
<p>Current Situation: Severe weather impacted the northern areas of the Sunshine Coast Region overnight affecting Cooroy, Coran, Pomona, Tewantin and Noosa. Localised flooding and rain/wind damage have affected businesses in these areas. Early information indicates the following business impact:</p> <ul style="list-style-type: none"> • Cooroy – 5 Businesses • Pomona – 14 Businesses • Doonan – 1 Business. 		
<p>Immediate Response Strategy & Purpose and Objectives: Further information on the impact on individual businesses in these areas is required to assist in planning and coordination of economic recovery services. Council Economic Development Branch staff members will undertake travel to areas concerned to identify individual businesses impacted and undertake initial assessment of damage and immediate relief needs. LERS will also use Media to convey public messages to businesses advising them to contact council should they require assistance. Undertake planning for the Event Economic Recovery Plan.</p> <p>Purpose: to gather relevant data on economic impact and provide immediate relief assistance to businesses affected.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • assess Damage to businesses and public/private infrastructure affecting businesses. • gain intelligence on affected businesses • determine and undertake appropriate actions for immediate relief services to affected businesses • commence development of the Event Economic Recovery Plan. 		
<p>Initial Community Engagement Strategy: Initially community engagement will be based on face-to-face visits to individually affected businesses by council's Economic Development Branch staff.</p> <p>Public Messaging through council and key LERS member agencies is to advise affected businesses of data collection phase and encourage affected businesses to contact council if they require assistance.</p>		
<p>Data Collection Strategy: Council staff are to collect information about damage and impact on individual businesses as per the attached data collection sheets. (not provided in this case study). Data on damage and immediate relief needs is to be reported to LERS as soon as practicable.</p> <p>Public messaging is to encourage businesses (who may not have already been visited) to report to SCRC if they wish to register for economic recovery support. A field team will visit them to assess their needs.</p> <p>Individual visits to businesses for the purposes of data collection and assessment of relief need should be</p>		

completed no later than 10.00am 25 February.

Economic Recovery Planning Arrangements

LERS will undertake all planning for economic recovery of this event. No planning sub-groups are anticipated. LERS will continue to monitor this Immediate Action Plan and commence concurrent planning and development of the Event Economic Recovery Plan.

Daily LERS planning meetings to commence development of the Economic Recovery Plan are to be conducted after the morning Immediate Action Plan review commencing on 23 February. Planning Meetings will undertake factor and needs analysis and develop Economic Recovery Action Statements as required.

The Event Economic Recovery Plan is to be developed for implementation by 12.00pm on 25 February.

Monitoring and Review Arrangements:

This Immediate Action Plan will be monitored and updated until the Event Economic Recovery Plan has been developed and endorsed by the EORT. Any incomplete relief activities commenced under this plan will be included in the Event Economic Recovery Plan.

LERS will convene twice daily 8.00am and 4pm (physically or by teleconference) to review this Immediate Action Plan until the Event Economic Recovery Plan is developed and approved by the EORT. The Local Business Support Officer (LBSO) is a general term referring to Sunshine Coast Council, Economic Development Branch officers which function in a supporting role during emergency disaster events.

Initial Relief Actions: <Detail the agency tasks to be undertaken to provide initial relief to affected businesses>

Outcome Required	Tasks by Agency	Resources Required	Time	Progress and Supporting Information
Affected Businesses know who to call to register for economic recovery support	Council/Chamber of Commerce: Develop Media Releases/Social media advice.	Media liaison staff.	By: 4pm 22 February	
Data Collected on Business impact and Relief Needs	Council: Deploy field teams to gather intelligence and assess immediate relief needs using LERS Tracker	Council LBSO	10am 25 February	
Approved by LERS	<signature of LERS Chair>		Date: 10am 22 February	
Approved by EORT/Local Recovery Coordinator	<signature of LRC>		Date: 11am 22 February	

Case Study - Immediate Action Plan Version 1.0

The above (example) Immediate Action was endorsed by the Local Recovery Coordinator and staff prepared data collection instruments. The first damage assessment teams were on the road by 2.00pm.

As immediate relief needs were identified by the field crews they were recorded and sent to LERS for the twice daily review meetings.

At each LERS Review (twice daily) meetings the plan was updated and re-issued with amendments to purpose/objective, strategies and details of relief tasks undertaken/to be undertaken. Amended plans were version numbered and old versions were saved for archive.

Subsequent versions of this plan included provision of immediate relief measures as follows:

- assistance with clearance of debris
- roadworks and/or access improvements to enable business traffic
- provision of emergent council funding to provide immediate financial support to affected business using three tiers of support²:
 - Level 1 - \$350 per business
 - Level 2 - \$500 per business
 - Level 3 - \$750 per business.
- to facilitate immediate support the level and purpose of the emergent council funding is determined by the Economic Development Branch LBSO present on site and subsequent to conversations between the LBSO and the affected party
- the delegation of this decision to the LBSO to provide emergent funding, was undertaken to enhance speed of response in a difficult circumstances, any decision is at the discretion of the officer. No application/request has the right to mandatory assessment or to receive funding. No appeals will be entertained in relation to a decision to approve or not approve funding through this process. Sunshine Coast Council and its officers are subject to the Queensland Right to information Act 2009
- authorisation was given to Economic Development Branch LBSO to provide additional support using council resources including:
 - LBSO would have the authority to order equipment to assist businesses from a supplier using council's pre-qualified suppliers listing
 - LBSO would also have the authority to order equipment from other non pre-qualified suppliers that are best situated to respond in the circumstances and/or suppliers that would positively support the affected business communities e.g. suppliers from the affected area
 - LBSO will use Corporate Credit Cards or their financial delegation to requisition the required items and/or services
 - Invoices from suppliers will be made out to Sunshine Coast Council, Economic Development, Local Business Support Program for payment
 - LBSO will liaise with State or Federal agencies as well as other appropriate organisations to provide further support for affected businesses where possible
 - LBSO may also offer business support under the Business Connect Program.

DEVELOPING THE EVENT ECONOMIC RECOVERY PLAN

At the first Planning Meeting held at 10am on 23 Feb, LERS undertook an appreciation of the situation based on the information and data collected by the field teams over the past two days.

Relief actions undertaken (see above) to date have assisted affected businesses to recommence trading. However, medium and long-term recovery issues were assessed and resulted in the following example Event Action Plan.

² This program used funding allocated by Sunshine Coast Council specifically for this event. LBSO have the ability to use these monies to immediately assist affected businesses with the aim of enabling them to re-open and re-commence trading. Higher amounts may be available at council discretion based on the level of need.

SUNSHINE COAST ECONOMIC RECOVERY PLAN SEVERE STORM 21 FEBRUARY	VERSION: 1.0	DATE: 1200HRS 25 FEBRUARY
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Overall Economic Situation:
The event impacted on relatively few business and disruption to the community has been limited for the majority of the Sunshine Coast. However, in smaller communities the impacts on local business have a greater local impact. Pomona was worst hit with 14 Businesses impacted, several seriously. It is anticipated that it may take many businesses weeks to months to return to normal business practice and levels of trade. This will have an economic impact, particularly in the Pomona area.

Economic Recovery Strategy/Purpose and Objectives:
The medium to long term economic recovery strategy is to complete all outstanding relief actions and to continue to monitor and support affected businesses by facilitating and enabling access to relevant Local, State and Federal business support programs. The strategy also includes seeking support of all agencies at all levels of government to simplify bureaucracy and remove red tape to assist in speedy recovery.

- Objectives:**
- Assess the operating conditions of affected enterprises and ensure connectivity with appropriate and meaningful advice and assistance
 - Get businesses trading again as soon as possible and encourage support of local trade and commerce.
 - Determine further financial assistance and support that may be needed to “fill the gaps” not covered by other means.
 - Longer terms measures to prevent recurrence.

- Summary of Recovery Needs:**
- Continued assistance with relief measures eg. debris removal, clean up procedures, building inspections, etc.
 - Enable resumption of normal business traffic as soon as possible.
 - Reduction in red tape and bureaucracy.
 - Low Interest Loans or extension of time for businesses to pay government fees (e.g. Tax, council Rates, etc) to assist affected businesses cash flow.
 - Support to encourage people to buy local.
 - Conduct of events and other activities that promote opportunities for increased trade.

Community Engagement Strategy:
Due to the small scale and localization of the event, community engagement will continue to be through face to face visits by council Economic Development Branch staff to monitor recovery efforts and outcomes. A community meeting of affected businesses in Pomona will be conducted in the evening of 26 February to brief all affected businesses and stakeholders of the overall Recovery effort and to seek feedback on initiatives so far.

Monitoring and Review Arrangements:
LERS will convene daily (until otherwise advised) to review progress of this plan

See Action Statements for each identified Recovery Need attached

Approved by LERS	<name & signature of LERS Chair>	Date:	
Approved by EORT/Local Recovery Coordinator	<name & signature of LRC>	Date:	

ACTION STATEMENTS

Only one Action Statement is provided in this case study to demonstrate completion of an Action Statement.

EVENT ECONOMIC RECOVERY PLAN – ACTION STATEMENT		VERSION 1.0	DATE: 25 FEBRUARY	
Sector/Locality/Business Group/Recovery Need				
Flood Affected Business in Pomona – Completion of Road Repair to enable resumption of normal business traffic.				
Overview of Specific Situation and Recovery Need				
Several Businesses in xxxxx street were flooded. While cleanup has progressed well and businesses are able to commence trading again, the road access to their business premises was extensively damaged and requires major repair works. Customers are currently unable to access these businesses. Businesses need to have safe, temporary access to allow trading while major road repairs are undertaken. Assistance in promoting these arrangements on behalf of businesses is required.				
Purpose of this Action Statement (Outcomes to be achieved)				
Purpose:				
To minimise the disruption for businesses on xxxx street from flood repai road works to enable them to continue trading effectively.				
Outcomes:				
The public have SAFE, public access to each business once each business is ready to re-open and commence trading.				
Businesses have appropriate access to allow them to clean their business premises and re-stock.				
The public knows how to access local businesses while road works are underway.				
Road repair works impose minimal disruption on businesses.				
Assumptions:				
Major road works are likely to take up to 6 weeks based on current road repair tasks and available resources.				
Communications/Engagement Strategy:				
Regular face to face meetings between affected businesses and council staff (infrastructure) are conducted to keep all parties aware of each other’s requirements and to assist in planning and implementation of road repair and access arrangements.				
Agency Tasks (detail Agency Tasks)				
Outcome Required	Tasks by Agency	Resources Required	Time	Progress and Supporting Information

The public have SAFE, public access to each business once each business is ready to re-open and commence trading.	<p>Council (infrastructure) Consult with each business to determine their access needs and timeframes.</p> <p>Council (infrastructure) Ensure each business is aware of and accepts the temporary access arrangements</p>	Project management staff to visit individual businesses during planning stage.	01 March and ongoing (at least weekly) throughout works program	
Businesses have appropriate access to allow them to clean their business premises and re-stock.	As above	As above	As above	
The public knows how to access local businesses while road works are underway	<p>Council (various) Prepare public information and awareness activities to convey details of roadworks to the public and the access arrangements for businesses.</p>	Roadworks Project Management Staff Council Media Staff Council Web administrators	As above	
Road repair works impose minimal disruption on businesses	<p>Council (Infrastructure) Adhere to road construction phases, timings and access agreements made with affected businesses. Survey affected businesses to identify customer satisfaction and report to LERS</p>	Roadworks project management staff Roadworkers. Council (Infrastructure)	01 March Minimum weekly	
<p>Monitoring and Review Arrangements Key performance indicators (KPI) – Affected businesses satisfaction with progress of roadworks and lack of disruption on their business recovery. To be assessed through a customer survey instrument at key times (weekly) during road reconstruction works. Monitoring and Review Schedule: This Activity Statement is to be reviewed at least weekly to determine progress and to identify and resolve issues arising.</p>				
Prepared by:	<name & signature of person responsible for this statement>	Date:		
Approved by LERS:	<name & signature of LERS Chairperson>	Date:		

NOTES



FOR MORE INFORMATION:

To discuss this manual or its contents in more detail, please contact a Sunshine Coast Council, Economic Development Branch officer:

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