

Sunshine Coast Emergency Event Economic Recovery Manual

For business community use



MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

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 disaster 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 recovery 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.

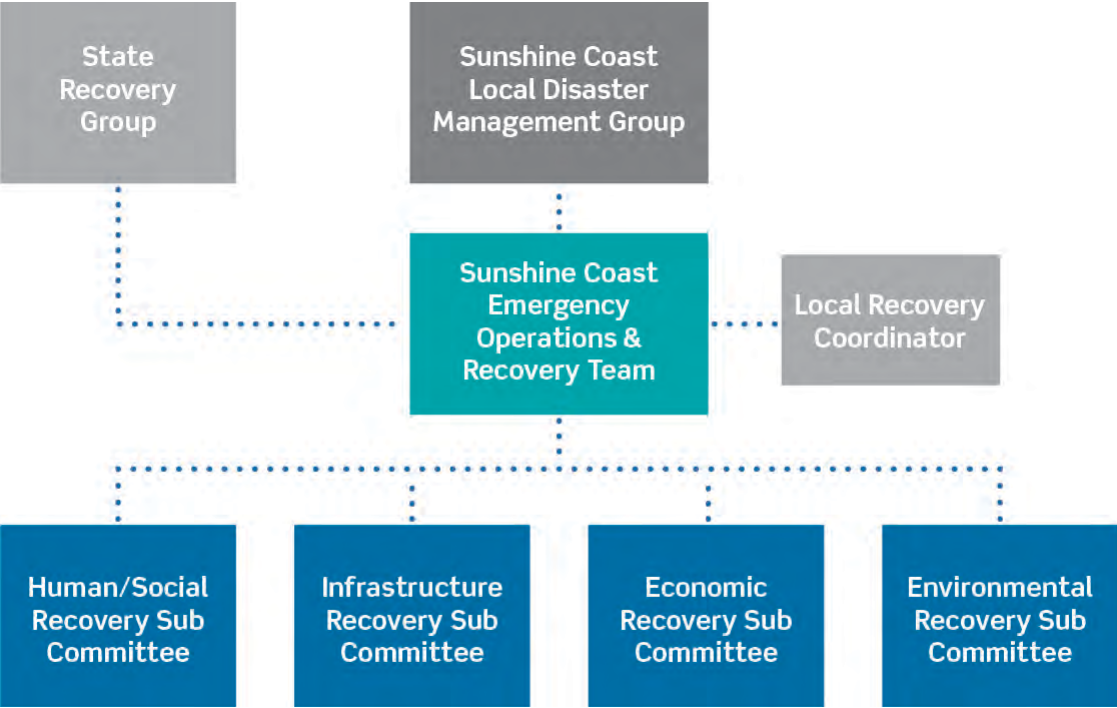


Figure 2 – Sunshine Coast recovery framework

RECOVERY PHASES

Recovery is not static but evolves over time and recovery 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:

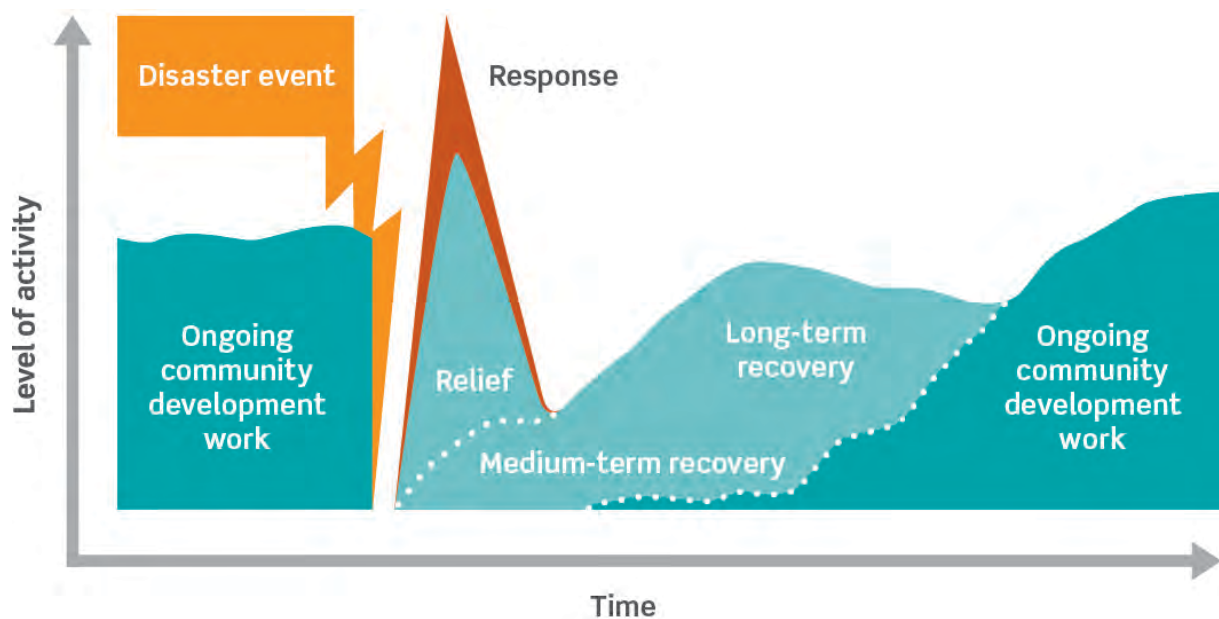


Figure 3 – Three levels of recovery (Sunshine Coast Disaster Recovery Plan)

MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

SUNSHINE COAST ECONOMIC RECOVERY STRATEGY

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

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.

MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

HOW WE WILL MANAGE ECONOMIC RECOVERY

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 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.

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

LERS MEMBERSHIP

The membership of LERS 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 LERS in planning and implementing recovery actions if their contribution is necessary. The LERS should review this membership at least annually to ensure it remains relevant. The table below details the standard membership of LERS.

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 – Policy Officer (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 for 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

LERS ACTIVATION

LERS will be activated in accordance with the standard activation levels of the Queensland Disaster Management System. See the full manual for more detail.



[Home](#)

MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

SUNSHINE COAST ECONOMIC RECOVERY PLANNING PROCESS

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 for planning will assist planners to manage complexity and enable the development of timely, relevant and effective plans. 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.

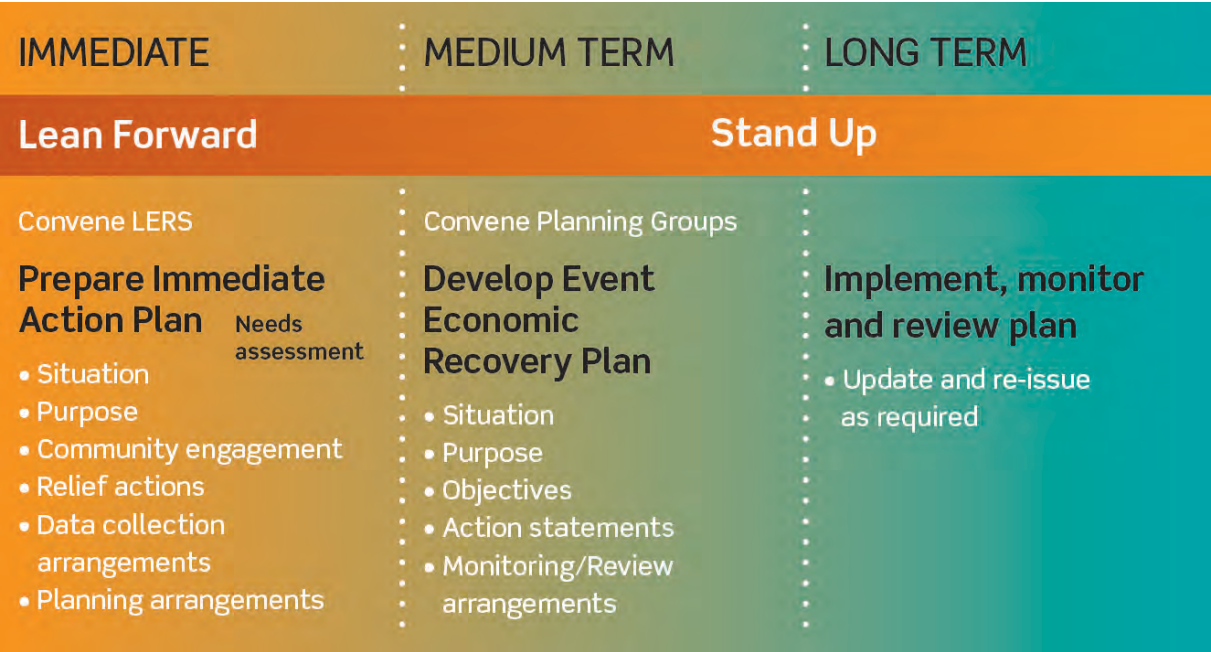


Figure 5 – Phases of economic recovery planning

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)

MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

WHAT CAN MY BUSINESS DO TO ENSURE EFFECTIVE RECOVERY AFTER A DISASTER?

The best thing you can do to ensure a rapid and effective recovery from a disaster event is to develop and implement a Business Continuity Plan for your business.

Your business continuity plan will form part of your business plan.

Your business continuity plan should contain all of the information you need to get your business running again after an incident or crisis.

The size and complexity of your business continuity plan will depend on your business.

It will typically include the following sections:

- an introduction, with distribution list, executive summary, objectives and glossary
- a risk management plan with business impact analysis
- an incident response plan, with plan activation, incident response team, communications and contact list
- a recovery plan
- a test, evaluate and update schedule.

For more information on Business Continuity Planning visit the Business Continuity Planning link on the Queensland Government Business and Industry Portal.

GETTING HELP AFTER A DISASTER

After a disaster you should work with the Local Economic Recovery Sub-Committee to assist them in understanding your recovery needs. You can contact the Sub-Committee by calling Sunshine Coast Council and request to be put through to council's Economic Development Branch. Council's Economic Development Branch play a lead role in facilitating economic recovery.

The Local Economic Recovery Sub-Group need to assess recovery needs in order to develop effective recovery strategies that help businesses in need. They will do this by engaging with the affected business community through Community Meetings or setting up Reference/Focus Groups or business sector advisory groups as required.

Your business can help improve recovery by becoming involved in such advisory groups to help with the planning and implementation of economic recovery programs and activities.



[Home](#)

MENU

- > Introduction to recovery
- > Our strategy for economic recovery
- > How we will manage economic recovery
- > Our Economic Recovery Planning Process
- > What can my business do to ensure effective recovery after a disaster?
- > Continuous Improvement
- > Where to get more information

CONTINUOUS IMPROVEMENT

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.

CONTINUOUS IMPROVEMENT STRATEGY

Continuous improvement in economic recovery will be achieved through the implementation of Annual Training Plans that address both Induction training and Training Exercises.

Induction training is the foundation training provided to individuals to assist them to undertake their functions in economic recovery.

Training Exercises examine specific scenarios and practice staff in complex problem solving and the application of economic recovery frameworks and processes. At least one training exercise is to be conducted each year. Exercises will generally be desktop or discussion activities.

Training Exercises can be used to develop contingency plans that can be used as a basis for planning economic recovery activities for real disaster events.

Council's Economic Development Branch is responsible for developing the Annual Training Program. The Local Economic Recovery Sub-Committee approves it. Training Exercises should also strive, where possible, to develop Economic Recovery Contingency Plans.



[Home](#)

WHERE TO GET MORE INFORMATION



This online manual was derived from the Sunshine Coast Economic Recovery Manual. It is a publicly available document, please contact Sunshine Coast Council below to obtain a copy.

Useful References:

The following documents are primary references for the Economic Recovery Manual and can be accessed via the links below:

- [Sunshine Coast Local Disaster Management Plan](#)
- [Queensland Recovery Guidelines](#)

Sunshine Coast Council

The Sunshine Coast Council is a key lead agency in economic recovery for the Sunshine Coast. To discuss this manual or its contents in more detail, please contact a Sunshine Coast Council, Economic Development Branch officer: 8.15 am - 5.00 pm Monday to Friday (excluding public holidays)

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