

Queensland Recovery Plan

*Sub-plan to the
Queensland State Disaster Management Plan*



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An electronic copy of this report is available on the Queensland Reconstruction Authority's website at www.qldreconstruction.org.au



Authorisation

The Queensland Recovery Plan provides information and guidance to stakeholders on the governance, planning and operational issues relating to disaster recovery for all hazards.

The Queensland Recovery Plan is maintained by the Queensland Reconstruction Authority on behalf of the Queensland Disaster Management Committee.

The Queensland Recovery Plan is a sub-plan to the Queensland State Disaster Management Plan. It is prepared under the authority of the Queensland Disaster Management Committee, in accordance with section 18(b) of the *Queensland Disaster Management Act, 2003*.

The Queensland Recovery Plan was endorsed and approved by the Queensland Disaster Management Committee on 29 August 2017.



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1. Introduction

Queenslanders have a bias towards resilience. This is borne from our experience and capacity to adapt to our changing circumstances and recover from disasters in a relatively short amount of time. Recovery from disasters is a key component of our pathway to resilience in a disaster context.

Many Queensland communities have repeatedly experienced the cycles of recovery with more than 50 disaster events activated since 2011. Community recovery from disasters can be a complex and often lengthy process, with different communities recovering at different rates. For example, recovery can be the most complicated and protracted element within the context of the comprehensive approach: Prevention, Preparedness, Response and Recovery (PPRR).

The Queensland Recovery Plan harnesses this bias towards recovery and resilience by aligning with international recovery frameworks and adopting the principle that successful recovery relies on a community-led approach. The achievement of optimum community outcomes that match community need involves a collaborative, coordinated, adaptable and scalable approach where the responsibility for disaster recovery is shared between all sectors of the community. This includes individuals, families, community groups, businesses and all levels of government.

Community-led approaches support rapid restoration of services essential to human well-being and present an opportunity to build resilience and improve community circumstances and preparedness beyond their pre-disaster status. The scope and definition of a community-led approach is explored further in the Queensland Recovery Plan.

Resilience through recovery is predicated on earlier work in prevention and preparedness – the existence of elements of resilience in communities before a disaster has occurred is essential to building resilience in recovery.

Disaster recovery often provides a unique opportunity to rebuild a stronger, more resilient Queensland across our communities, economy and natural and built environments; in this way helping achieve the vision of making Queensland the most disaster resilient state in Australia.

The need for recovery may arise from a range of disaster events, including natural and non-natural disasters such as floods, cyclones, bushfires, acts of terrorism and major health emergencies, as well as animal and plant diseases. In response to these types of events, Queensland takes an all-hazards approach to recovery, as identified in the *Queensland Disaster Management Act, 2003*. The Queensland Recovery Plan recognises the need for flexibility and adaptability in recovery planning and operations. It describes arrangements in Queensland for disaster recovery preparedness, planning, operations and governance, where local disaster management groups have primary responsibility for disaster recovery. It is Queensland's principal reference document when planning for and conducting recovery operations across the five functional areas of recovery: Human and Social; Economic; Environment; Roads and Transport; and Building.

The Queensland Recovery Plan supersedes the *Queensland Interim Recovery Plan (2016)* and is effective from the date of approval by the Chair of the Queensland Disaster Management Committee.

The Queensland Recovery Plan will be reviewed annually or after an activation and updated accordingly, as required.

Purpose

The purpose of the Queensland Recovery Plan (the Recovery Plan) is to:

- ensure recovery operations are integrated, locally led and appropriate to the scale of the disaster event
- outline recovery requirements for operations, planning and arrangements at the local, district and state level
- drive a collaborative and coordinated approach across all functions of recovery, all levels of government and whole of community
- describe the arrangements for transition from response to recovery
- articulate the roles and responsibilities of the State Recovery Policy and Planning Coordinator (SRPPC) and the State Recovery Coordinator/s (SRC)
- enable optimum recovery outcomes for disaster-impacted communities
- inform the development of local, district and state recovery plans, tools and structures
- clarify the roles and responsibilities of functional lead agencies in recovery
- promote and support the enhancement of resilience through recovery.

Context

The Queensland Recovery Plan:

- is consistent with the *Queensland Disaster Management Act 2003*, the Queensland Disaster Management 2016 Strategic Policy Statement and the Queensland State Disaster Management Plan
- aligns with the Emergency Management Assurance Framework
- is a sub-plan to the Queensland State Disaster Management Plan
- takes an all-hazards approach to disasters
- is a key guidance instrument for disaster recovery in Queensland to enable better recovery outcomes for impacted communities.

Scope

The Recovery Plan applies to all Queensland disaster recovery partners. It informs local governments, Local Disaster Management Groups, District Disaster Management Groups, Queensland Government agencies, government-owned corporations, statutory bodies representing the state, non-government organisations and other disaster recovery stakeholders of good recovery practice that should be employed across all entities during recovery operations and planning.

Definitions

A Disaster is:

- a serious disruption to a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption.

Disaster recovery is:

- the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination).



Relief is:

- efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.

Resilience is

- a continuous process of learning from experience, reassessment and adaptation. In the disaster management context, resilience can be considered as a system's or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.

Further definitions are articulated in the *Queensland Disaster Management Act, 2003*.

2. Foundations for Recovery

Following a disaster, the affected community comprises individuals, families, groups and organisations with differing needs; some may be directly impacted by the event through injury, death or loss of property, while others may be evacuated, emotionally affected or financially affected through loss of employment or livelihood. The response to a disaster can involve multiple agencies and the community, working together at the local, district and state levels to deliver recovery outcomes.

Impact assessments commence as soon as it is safe to do so during a disaster to identify individual and community needs. These assessments enable relief and recovery operations to be planned concurrently while response operations are underway. This reduces the gap between response and recovery operations, minimising further unnecessary impact on the community.

Community-led recovery

The Recovery Plan acknowledges that local governments, through local disaster management groups and their communities, are best placed to understand and identify their needs for recovery. In addition, the Recovery Plan recognises that they have inherent strengths, assets and resources that should be actively engaged during the response and recovery phases of a disaster. The Recovery Plan also acknowledges that empowering communities to create their own solutions in consultation with local government can improve overall social cohesion and deliver sustainable recovery outcomes. These include the enhancement of disaster management capability and capacity to build resilience to future disaster events.

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Community-led recovery:

- centres on the community and encourages those affected by an event to actively participate in their own recovery
- seeks to address the needs of all affected communities
- allows individuals, families, businesses and communities to manage their own recovery, with the support of government and the community and private sectors
- considers the values, culture and priorities of all affected communities
- uses and develops community knowledge, leadership and resilience
- recognises that communities may choose different paths to recovery and that communities recover at different paces
- ensures the specific and changing needs of affected communities are met with flexible and adaptable policies, plans and services
- builds strong partnerships between communities and those involved in the recovery process.



Principles for disaster recovery

The following principles that guide the Queensland Recovery Plan are based on the *National Principles for Disaster Recovery* detailed in the *Australian Emergency Management Handbook 2 – Community Recovery* and underpin recovery planning and operations in Queensland:

- *understanding the **context***
- *recognising **complexity***
- *using local, **community-led** approaches*
- *ensuring **coordination** of all activities*
- *employing effective **communication***
- *acknowledging and building **capacity***
- *identifying lessons and building **resilience**.*

The four principles for effective disaster management detailed in the Emergency Management Assurance Framework are fundamental to the establishment and continuous improvement of effective disaster recovery operations and planning:

- leadership
- public safety
- partnership
- performance.

Recovery activities are also directed by the Queensland Disaster Management 2016 Strategic Policy Statement and should:

- strive to safeguard people, property and the environment from disaster impacts
- empower and support local communities to manage disaster risks, respond to events and be more resilient.

Legislation

Disaster recovery in Queensland is undertaken in accordance with the *Queensland Disaster Management Act, 2003* (the *DM Act*), *Queensland Disaster Management Regulation, 2014* and the *Queensland Reconstruction Authority Act, 2011*.

Section 4(a) of the *DM Act* states that “local governments should primarily be responsible for managing events in their local government area and (d) district groups and the State Group (Queensland Disaster Management Committee) should provide local governments with appropriate resources and support to help the local governments carry out disaster operations.”

Other relevant Queensland documents

- Local Disaster Management Plans and associated recovery sub-plans
- District Disaster Management Plans and associated district/regional functional lead agency recovery plans
- Queensland State Disaster Management Plan
- Queensland Disaster Management 2016 Strategic Policy Statement
- Queensland Disaster Relief and Recovery Arrangements, 2017
- Queensland Recovery Guidelines
- Emergency Management Assurance Framework
- Queensland Strategy for Disaster Resilience, 2017 (see Chapter 8)
- Queensland Policy for Offers of Assistance and the Queensland Offers of Assistance Guidelines
- Queensland Local Disaster Management Guidelines
- Queensland District Disaster Management Guidelines
- Temporary Emergency Accommodation sub-plan

Emergency Management Assurance Framework

The Recovery Plan aligns to Queensland's **Emergency Management Assurance Framework** (EMAF).

Developed by the Office of the Inspector-General Emergency Management (IGEM) through extensive consultation with stakeholders at the state, district and local levels, the **Standard for Disaster Management in Queensland** (the Standard) establishes the performance requirements for all entities involved in relief and recovery and is the basis of assurance activities undertaken by the Office of the IGEM.

The Recovery Plan supports the achievement of the standard's key outcomes pertaining to planning (component 4), relief (component 13) and recovery (component 14).

Monitoring and Evaluation Framework

The National Monitoring and Evaluation Framework provides a consistent approach to evaluating individual disaster recovery programs for their effectiveness in achieving desired outcomes. At the state level, learnings can be used by government to improve the design and delivery of subsequent disaster recovery programs.

Natural Disaster Relief and Recovery Arrangements

The Natural Disaster Relief and Recovery Arrangements (NDRRA) is the Australian Government program intended to assist the recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorism event. These arrangements provide a cost sharing formula between the Queensland and Australian Governments on a range of pre-agreed relief and recovery measures.

Further information on NDRRA is available at Annex 1 and also on the Queensland Reconstruction Authority website, www.qldreconstruction.org.au/ndrra. It should be noted that the activation of NDRRA is not dependent on the Declaration of a Disaster as legislated in the *DM Act* or activations under Queensland's disaster management arrangements.

State Disaster Relief Arrangements

The State Disaster Relief Arrangements (SDRA) is an all hazards relief program that is 100 per cent State funded and covers natural and non-natural disasters. The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the NDRRA is not activated.

Federal Disaster Arrangements

Disaster Recovery Payment

When a major disaster has had such a significant impact on individuals and families that assistance over and above the measures available under NDRRA is needed, the Australian Government may provide the Disaster Recovery Payment which is a one-off recovery payment. The Disaster Recovery Payment (DRP) is a non-means tested payment of \$1000 for eligible adults and \$400 for eligible children who have been adversely affected by a major disaster either in Australia or overseas. Where the Australian Government has made disaster recovery payments available, the Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category Visa Holders.

The DRP is administered by the Department of Human Services. Refer to the www.DisasterAssist.gov.au website for payment information.

Disaster Recovery Allowance

The Disaster Recovery Allowance (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small business persons and farmers who experience a loss of income as a direct result of a disaster event. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster. DRA is taxable.

The DRA is administered by the Department of Human Services. Refer to the www.DisasterAssist.gov.au website for payment information.



3. Governance

Successful disaster recovery is dependent on clear and robust governance arrangements. Queensland's disaster recovery arrangements (**Figure 1**) align with those articulated in the *DM Act*. They enable a collaborative approach that brings together all agencies, stakeholders and resources for planning and coordinating delivery of recovery functions.

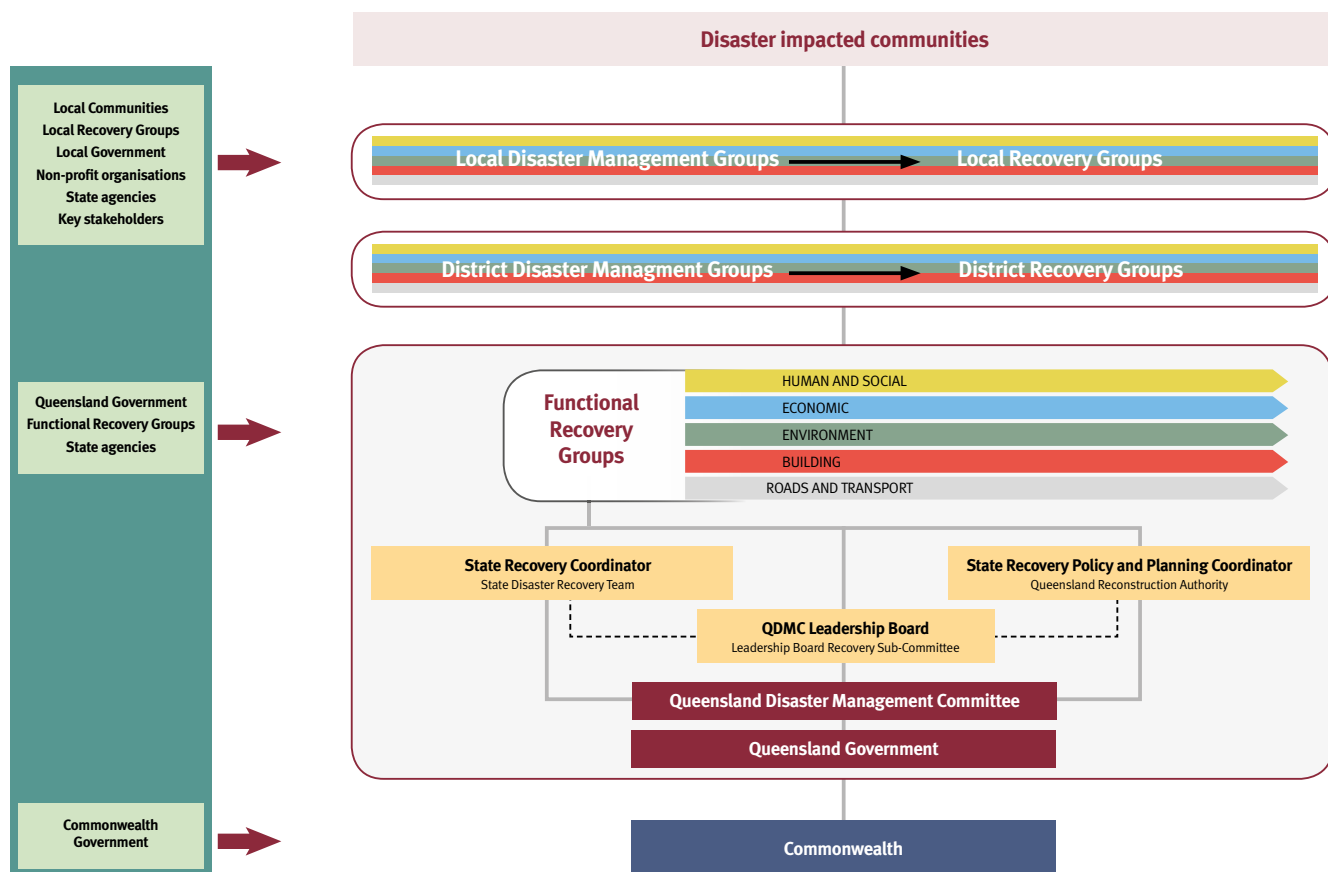


Figure 1: Queensland disaster recovery arrangements

Figure 1 reflects the priority given to the impacted community and the lead role of the Local Disaster Management Groups (LDMGs) and Local Recovery Groups (LRGs). When appointed, the State Recovery Coordinator (SRC) will facilitate the sharing of information between impacted councils/LDMGs, District Disaster Management Groups (DDMGs), the State Recovery Policy and Planning Coordinator (SRPPC) and the Queensland Government, including the state level Functional Recovery Groups (FRGs). In turn, the FRGs, through their representatives on the DDMGs, will establish a formal reporting relationship with the LRGs to ensure effective information sharing.

The communication loop between LRGs, DDMGs and state level FRGs is a crucial element of the current governance arrangement.

Information on the roles and responsibilities of these groups and positions is provided in Chapter 4 of this plan, while the Queensland State Disaster Management Plan provides details on the disaster management roles and responsibility of all state government agencies.

4. Roles and Responsibilities in Recovery

LDMGs have responsibility for acting on behalf of the community they serve and leading recovery efforts post disasters. LDMGs assess the need for a coordinated, ongoing recovery operation during and/or at the conclusion of the Response phase. This may be based on a range of factors taken into consideration by the LDMG, including;

- scale of the disaster
- outstanding issues and impacts that require a coordinated multi-agency approach
- community connectedness is significantly disrupted
- the community's capability to recover independently is overwhelmed
- ability of communities to return to their properties in the long term
- reconstruction and/or other impacts such as contamination require a long term recovery plan.

This decision is recorded and local recovery arrangements are activated.

Local recovery arrangements vary across the state in line with local differences in community characteristics and agency structures. For example, recovery arrangements in rural and remote communities differ in some areas from those in urban and coastal locations. The role of the DDMG and State agencies is to provide support and resources as requested by the LDMG.

Further detail on the roles and responsibilities of LDMGs and DDMGs in recovery is outlined as follows:

Local Disaster Management Groups (LDMG)

The roles and responsibilities of the LDMGs are articulated in the *DM Act* and the *Disaster Management Regulation 2014*. Where the need presents, such as the exhaustion of available local resources, assistance and support is provided to the LDMGs by District, State and Federal Groups and Agencies.

The [Queensland Local Disaster Management Guidelines](#) provide guidance to LDMGs to assist them identify and document the roles and responsibilities of individuals and entities involved in disaster management groups and to outline the necessary governance arrangements to meet the requirements of the *DM Act*.

The role of LDMGs is to ensure that recovery arrangements, in consultation with the community, are prepared for, planned for and implemented to support the relevant local government area. They should identify personnel to lead recovery operations across each functional recovery area; human and social, economic, environment, building and roads and transport (noting that these functions may be collapsed into more general functions, such as infrastructure comprising building and roads and transport).

State FRGs will liaise with the LDMGs and/or the local recovery groups, when established. This occurs, through their representatives at the district level and local levels to provide relevant updates and offers of assistance to assist local government coordinate recovery and resilience activities undertaken by state agencies.

In turn, pre-planning reports will also be provided to FRGs, through relevant LDMG and DDMG members or representatives, to inform the progress of local recovery groups and address possible risks to the successful implementation of local community recovery strategies.

District Disaster Management Groups (DDMG)

The roles and responsibilities of the DDMGs are articulated in the *DM Act* and the *Disaster Management Regulation, 2014*. DDMGs should ensure that recovery arrangements are prepared for, planned for, and implemented to support LDMGs in their applicable district.

The [Queensland District Disaster Management Guidelines](#) provide guidance to DDMGs relating to their function, obligation and legislative requirements under the *DM Act*.

DDMGs should include representatives from each of the functional recovery lead agencies to ensure that recovery operations and planning are included in overall disaster management activities at the district level.

Functional lead agencies should maintain arrangements at the district level that achieve their functional responsibilities for recovery at the local/district level, such as specific recovery plans and standing committees (for example District Human and Social Recovery Committees chaired by the Department of Communities, Child



Safety and Disability Services [DCCSDS]).

When LRGs are established, DDMGs should facilitate communication and information sharing within the District and to the State FRGs, through their FRG lead agency members. DDMGs should also promote council to council arrangements to facilitate recovery operations and investigate opportunities for local government collaboration with other councils, to build resilience and recovery resource capacity.

Recovery groups

The roles of the recovery groups at the local and district levels:

Establishment:

- The roles of the recovery groups at the local and district levels are not mandatory under the *DM Act*, and are established at the discretion of the chair of the LDMG/DDMG depending on the scale of the disaster, impact/needs assessments and anticipated recovery operations.
- Consideration of their establishment should be made by the Chair LDMG/DDMG, in consultation with key agencies on the group.
- An overarching Local Recovery Group may be established to provide coordination and oversight of functional recovery sub-groups.
- The roles of the recovery groups at the local and district levels may form as one single recovery group or functional recovery sub-groups to the LDMG. For example, if the focus of a recovery operation is principally environmental impacts, an Environment Recovery Sub-Group may be formed of agency expert representatives to address these issues, reporting to the LDMG/DDMG.
- In other cases where the impacts are significant and across all functions of recovery, a recovery sub-group may be formed for each functional area – Human and Social, Economic, Environment, Building, and Roads and Transport. Where appropriate the functional recovery areas of Building and Roads and Transport can be amalgamated into an Infrastructure Recovery sub-group.

Scope:

- Depending on the scale of the event and if requested by a LDMG or several LDMGs, the DDMG may be requested to assist by taking on the role of an ongoing and overarching Recovery Group. The focus would include assurance that common themes and issues across several Local Recovery Groups are being addressed in a coordinated way.

Membership:

- Local and District Recovery Groups should be flexible in their membership and functions, as required to coordinate recovery operations and planning.
- The roles of the recovery groups at the local and district levels are to include local representatives from the FRG lead agencies and other state government agencies as required to ensure robust communications with state level FRGs and coordination of recovery operations.
- It is important that non-government and community agencies are represented on Recovery Groups with Government and private sector agency representatives. This ensures that those closest to the community and non-traditional stakeholders are involved in recovery planning and identifying priorities for action.

Chair role:

- Local Recovery Groups are chaired by a member of council or a local government officer, as appointed by the LDMG.
- District Recovery Groups are chaired by the District Disaster Coordinator (DDC)/most appropriate state agency member for District Recovery Groups, as appointed by the DDC.
- If a Local or District Recovery Coordinator is appointed this position may also chair the Recovery Group.

Responsibilities:

- develop a disaster specific Recovery Plan that is available to key stakeholders. This Plan describes the arrangements, priorities and activities to address issues for a specific disaster
- facilitate the coordination and effective implementation of recovery operations according to the Recovery Plan, and/or action plans for each of the functional recovery areas

- monitor and report the progress of recovery objectives to their communities, LDMG and DDMG against the Recovery Plan
- ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of recovery objectives and strategies and are informed of progress made
- work closely with the Queensland Reconstruction Authority (QRA) and the SRC, when appointed, to keep the SRPPC aware of recovery progress through situation reports (SitReps) and agreed reporting schedules
- monitor operations and activities to ensure that requests for assistance are pre-empted before resources are exhausted or where capability is overwhelmed
- as required, work collaboratively with the DDMG
- meet on a regular basis to promote local/district recovery networks and relationships, with state government agencies in attendance as far as possible
- coordinate and facilitate meetings of their respective recovery sub-groups, if established, at the discretion of the Chairs
- contribute to the development of the event specific state recovery plan for specific disasters.

Meetings

- Groups should meet regularly to ensure recovery strategies and coordination arrangements are practised, exercised, reviewed as required and members are prepared.
- During recovery operations, the recovery group should meet as determined necessary at the time to best manage, coordinate and monitor recovery operations.
- The meeting times and dates will be at the discretion of the Chair of each group.

Recovery Group terms of reference

The following responsibilities should be considered for inclusion in a recovery group's terms of reference:

- coordinate the community recovery from disasters (all-hazards)
- assess the impacts of the disaster
- identify and prioritise major areas of recovery in a disaster specific Recovery Plan
- develop and implement effective strategies for community participation and partnership in the recovery process
- develop short, medium and long term recovery policies and strategies
- develop and implement recovery plans
- identify and obtain required resources
- provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities
- monitor recovery activities
- develop a final report at the conclusion of recovery operations which incorporates findings to inform resilience building activities.

Local Recovery Coordinator

Section 36 of the *DM Act* states, "The Local Disaster Coordinator has the functions to coordinate disasters operations for the group".

The LDMG may determine that it is necessary to appoint a Local Recovery Coordinator (LRC) to coordinate recovery at the local level.

The LRC is appointed by the Chair LDMG, after consultation with the SRPPC and the SRC. The appointment of the LRC may be pre-emptive in anticipation of expected disaster impacts.

The person appointed as the LRC should not, where possible, be the same person appointed as the Local Disaster Coordinator (LDC). The LRC and LDC should liaise regularly during disaster operations.



Indicative roles of the LRC, where appointed, include:

- chair the LRG, reporting to the LDMG.
- liaise with functional lead agency representatives at the local and district levels.
- work with identified agencies and the community to develop the specific operational recovery strategy and plan
- coordinate establishment of the LRG and ensure it remains operating appropriately.
- coordinate the community recovery from the disaster
- coordinate short to medium term recovery to address the immediate effects of the disaster and development of longer term measures as appropriate
- ensure the recovery strategies address all functional areas of recovery; human and social, economic, environment and infrastructure (building, and roads and transport)
- provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities
- perform the role of conduit between the community and the government
- develop and implement effective strategies for community participation and partnership in the recovery process
- coordinate the ongoing government services aspects of community recovery
- coordinate the actions of peak community, business and non-government organisations in their contribution to the recovery to ensure the most effective use of skills and resources
- provide advice to State Government on the needs and responses of the affected individuals, communities and other sectors
- provide regular reports on recovery operations to the SRPPC, as well as regular community and media information on recovery progress
- undertake a post-operations debrief and provide a final report to the LDMG at the conclusion of recovery operations.

Queensland Disaster Management Committee

The Queensland Disaster Management Committee (QDMC):

- is chaired by the Premier
- comprises members as prescribed in section 2 of the *Disaster Management Regulation, 2014*
- invites the Chief Executive Officer, Local Government Association of Queensland to attend by the Chair in an observer status
- governs recovery at a strategic level, with regular reporting on recovery progress from the Minister responsible for recovery and reconstruction, the SRPPC and the SRC/Deputy SRCs, if appointed.

The functions of the QDMC are articulated in the *DM Act* and the *Queensland Disaster Management Regulation, 2014*.

Minister responsible for recovery and reconstruction

The Minister responsible for recovery and reconstruction (the Minister) leads recovery efforts and works closely with the SRPPC, SRC/Deputy SRCs, local governments, LDMGs and DDMGs (through the SRPPC/SRC when appointed) and FRG lead agencies.

The Minister:

- is responsible for the Queensland Reconstruction Authority, as well as the function of recovery and reconstruction, under the current Administrative Arrangements Order
- monitors recovery progress
- directs action to ensure recovery is delivered efficiently and effectively
- resolves any issues and impediments to recovery progress
- ensures community resilience is at the forefront of recovery activities.

Leadership Board Sub-committee (Recovery)

Chaired by the Chief Executive Officer of the Queensland Reconstruction Authority, the Leadership Board Sub-committee (Recovery) comprises the SRPPC, Under Treasurer, the Commissioner of Queensland Fire and Emergency Services (QFES), the Directors-General for the FRG lead agencies, the Director-General, Department of the Premier and Cabinet (DPC), the Commissioner of the Queensland Police Service (QPS) and the SRC, if appointed. The Chief Executive Officer, Local Government Association of Queensland (LGAQ) and the IGEM are observer members.

The Leadership Board Sub-committee (Recovery):

- oversees the implementation of the Queensland Recovery Plan and event specific disaster recovery plans
- develops strategies to manage risks that may impact recovery operations
- provides oversight on the planning and implementation of the state's whole of community recovery activities regarding the disaster, across the functional lines of recovery, as detailed in the disaster specific recovery plan
- provides the mechanism to manage and coordinate the recovery activities of the FRGs, including cross-cutting issues
- identifies issues for resilience and recovery and canvasses policy solutions across the FRG that are not in the recovery plan
- pre-empts and raises emerging issues highlighted by the FRGs and/or the SRC and escalates to the Leadership Board and/or QDMC through the SRPPC for action, as required
- provides assurance and monitoring of recovery efforts for the impacts of the disaster
- reports on recovery activities to the QDMC
- ensure FRGs contribute actively to the development of the recovery plan in partnership with the QRA.

State Recovery Policy and Planning Coordinator

The Chief Executive Officer of the Queensland Reconstruction Authority is the State Recovery Policy and Planning Coordinator (SRPPC), as appointed by the Premier.

The SRPPC:

- fulfils the role of the standing State Recovery Coordinator (SRC)
- engages collaboratively with all stakeholders to ensure recovery activities provide the best outcomes for the people of Queensland in terms of timeliness, quality of service and advice to government
- ensures better preparedness of government entities and the community for recovery operations
- leads recovery planning, policy and recovery capability development to ensure effective recovery operations and coordination
- oversees the effective delivery of relief and immediate recovery operations until a SRC is appointed.
- facilitates provision of local recovery planning and operations support, when requested by the impacted LDMGs/LRGs
- ensures continual improvements in disaster recovery policies, procedures and planning
- oversees state level preparedness for recovery operations
- manages and resources a newly appointed SRC and is available for consultation with the SRC/Deputy SRCs throughout the duration of the their appointment
- in the lead up to a disaster (if possible), and during disaster response operations attends QDMC and State Disaster Coordination Group (SDCG) meetings, and liaises with the State Disaster Coordinator (SDC).
- works with the SDC to ensure smooth transition from response operations to recovery operations
- works with stakeholders to collaboratively implement the delivery of resilience building measures and ongoing resilience continuous improvement
- ensures a review of disaster recovery operations is conducted after an event.



State Recovery Coordinator

The appointment of a State Recovery Coordinator (SRC) is legislated under section 21D of the *DM Act*. This appointment must be in writing and may only be terminated in writing by the Chair of the QDMC.

Following severe and/or widespread disasters, multiple recovery coordinators may be appointed if, after consulting with the SRPPC, the Chair of the QDMC is satisfied the appointments are necessary.

The SRC:

- coordinates the recovery and reconstruction efforts of government and non-government agencies in the affected areas
- ensures, as far as reasonably practicable, that any strategic decisions of the state group (QDMC) about disaster recovery operations are implemented
- provides strategic advice on disaster recovery operations to government agencies performing these operations
- reports regularly to QDMC on progress of recovery operations.

The State Recovery Coordinator Guide provides further information on the roles and responsibilities of the SRC and the associated induction program. It is available on the [Queensland Reconstruction Authority website](#).

Functional Recovery Groups

Effective recovery requires an integrated, multi-disciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery. The Functional Recovery Groups provide a platform to coordinate effort by all agencies involved in recovery.

At the state level, Functional Recovery Groups (FRGs):

Membership

- are chaired by the Directors-General of those agencies with lead functional recovery responsibilities:
 - **Human and Social:** Director-General, Department of Communities, Child Safety and Disability Services
 - **Economic:** Director-General, Department of State Development
 - **Environment:** Director-General, Department of Environment and Heritage Protection
 - **Building:** Director-General, Department of Housing and Public Works
 - **Roads and Transport:** Director-General, Department of Transport and Main Roads.
- include representatives from State and local governments, the not-for-profit sector, utilities sector and the private sector (membership is flexible and dynamic to support recovery operations specific to a disaster, based on impact and needs assessments).

Roles

- advise stakeholders and recovery partners at all levels when FRGs have activated and share meeting minutes/reports and develop a reporting structure with the local and district recovery groups
- leading and coordinating the planning (based on community identified recovery needs) and implementation of lead agency functions across the functional lines of recovery; Human and Social, Economic, Environment, Building and Roads and Transport
- contribute to the development of disaster specific state recovery plans
- report through the Leadership Board, or the Leadership Board Sub-committee (Recovery) when established, to the Chair of the QDMC or delegated minister
- report in to or participate in the LRGs and provide assistance in the development and implementation of local recovery plans, when required. This participation may be undertaken through a district level delegate from the lead functional agency
- provide data and information to support the development of funding submissions under the NDRRA.

Further details on the membership and functions for each FRG is at Annex 3.

Queensland Reconstruction Authority

The Queensland Reconstruction Authority (QRA):

- is the lead agency for coordination and development of disaster recovery, resilience and mitigation policy in Queensland
- is the functional lead agency for the Commonwealth/State funded NDRRA and the Queensland funded SDRA coordination
- when directed by QDMC, leads coordination of recovery planning for specific disaster events
- is responsible for developing the state's strategic disaster recovery plans, as required, to ensure the efficient and effective coordination of recovery and reconstruction across Queensland for disasters
- supports the delivery of recovery and reconstruction projects
- coordinates and integrates efforts and communications between and across all FRG's to achieve whole of community outcomes/activities
- coordinates FRG reporting and monitors recovery progress
- in consultation with the SDC, coordinates the transition of response coordination to recovery coordination
- supports local governments and local recovery groups to plan and implement recovery efforts
- provides advice and support to local, district and state groups in relation to disaster management and disaster operations
- provides on the ground support to the SRC to assist in navigating recovery matters/issues
- works closely with relevant state government agencies and local governments assisting with assessment, monitoring and reporting associated with recovery, including the reconstruction of essential public assets.

Queensland Government's recovery concept of operations to support all phases of recovery is summarised in Annex 2.



5. Planning and Preparing for Recovery

Local recovery plan

A local recovery plan describes the local interagency arrangements for managing recovery operations. Recovery planning and operations must be sufficiently flexible to deal with the needs of the impacted community, regardless of the nature of the disaster.

Recovery planning is integral to disaster preparedness. Planning for specific recovery operations is to commence well before a comprehensive assessment indicates a particular hazard is likely to occur, creating exposures and risk that require response and recovery operations.

Risk assessments conducted under the Queensland Emergency Risk Management Framework (QERMF) will indicate the highest priority risks informing the Local Disaster Management Plans including potential exposures and vulnerabilities which in turn can inform a local recovery plan.

Capability and capacity planning and exercising are essential to ensure effective recovery operations.

A local recovery plan describes the priorities, strategies, issues and activities and actions being taken to address these for a specific disaster.

Local recovery planning

Local governments and LDMGs have the local knowledge, skilled employees, community connectedness and plans to lead their recovery, with communities being actively involved and consulted. Local governments and LDMGs work with key local community organisations to plan and lead recovery; community representatives must be at the centre of planning for a community-led approach to be successful.

The ability to undertake local recovery planning will vary between LDMGs depending on workforce availability, training, previous experience and concurrent disaster management activities.

Arrangements for recovery at the local level should be established well before a disaster and be reflected in relevant Local Disaster Management Plans (section 57 of the *DM Act*). Where possible, noting the variance in size/resources of local governments, this should include establishment of a local recovery group and subgroups responsible for recovery operations. Plans should be informed through a risk-based approach which takes into account potential exposure to all known hazards. Accordingly, these plans should identify and provide advice to the relevant district group about support services required by the local group to facilitate recovery operations (section 30 of the *DM Act*) and incorporate a recovery strategy.

Impacted local governments have a coordinated leadership role in the local recovery process and have local recovery plans to document their recovery strategies and objectives.

In the event of a disaster, an LDMG should consider the development of a disaster specific local recovery plan to drive local recovery efforts.

Where multiple local government areas are involved, the State will develop a broader plan of action, such as the *State Recovery Plan 2017-2019: Operation Queensland Recovery*, using the template at Annex 4.

District recovery planning

Arrangements and strategies to coordinate support for local recovery operations within the district are reflected in District Disaster Management Plans (DDMPs) (section 53 of the *DM Act*). The DDMP should address the district's recovery strategy, developed in consultation with the relevant LDMGs and include coordination arrangements for recovery across the functional areas at the district level.

FRG lead agencies are to ensure arrangements are in place at the district level that achieve their functional responsibilities for recovery planning at the local/district and state level.

State recovery planning

At the State level, recovery planning for a specific disaster is undertaken in accordance with direction from the QDMC and guidance from the SRPPC.

Depending on the scale and scope of the disaster and in consideration of local/district recovery planning and operations, the SRPPC, through the QRA, will develop a recovery plan to manage and coordinate recovery operations for disaster events as defined in section 16 of the *DM Act* as well as any other incident as determined by the Minister or the SRPPC. The SRPPC will lead this planning in consultation with the five FRGs, other relevant State Government agencies, the impacted councils and LDMGs, the Local Government Association of Queensland (LGAQ) and impacted DDMGs.

Recovery planning methodology

A key challenge in recovery planning is the establishment of a clear link between the needs of the community, legislative and policy requirements and the activities of the recovery/disaster management groups. An example of a planning methodology that could be used to develop recovery plans is provided at Annex 4.

Disaster specific recovery plans

Disaster specific recovery plans are developed in partnership with stakeholders, through a planning group, and include:

- short, medium and long-term recovery priorities
- consideration of local capability
- restoration of key infrastructure and services, rebuilding and rehabilitation
- metrics for tracking progress to support accountability
- consideration of funding arrangements
- integration across all functional recovery areas
- mechanisms to engage community members in their own recovery
- anticipated end of recovery activities and the expected transition to community activities and a new normal.

Templates for disaster specific recovery plans for state and local/district are at Annexes 5 and 6.

Where appropriate, each FRG lead agency or recovery sub-group should develop for incorporation into broader recovery plans, a plan of action in collaboration with their members that details the arrangements for their designated recovery function to support recovery operations at the local, district and state levels.

Recovery capability

State government agencies with recovery roles and responsibilities:

- must develop and maintain their own operational plans to account for their capability
- consider risk profiles and risk assessments in their plans
- ensure capability is maintained to deliver upon requests should local recovery efforts need support.

Reserve staff for additional capability

The ability to maintain continuity of service delivery and to provide additional capability is critical to the planning and delivery of recovery efforts. The development of Standard Operating Procedures (SOP), cross-training of all staff and scenario-based training exercises is recommended for all recovery partners. This will help to ensure that agencies and organisations are able to undertake recovery operations whilst maintaining core staffing to manage routine business.

Ideally the capacity should exist for agencies and recovery service deliverers to engage additional staff as required. Consideration should be given to the employment of contracted staff to maintain an 'active reserve' list of suitably qualified staff who can undertake agency/recovery specific training courses and exercises in readiness for activation, should the need arise.



Ready Reserve

The DCCSDS has established a Queensland Government Community Recovery Ready Reserve to enable an immediate human and social recovery workforce surge capability.

The Ready Reserve program is a workforce of specially trained public servants from Queensland Government agencies that travels to disaster areas to provide individuals and families with information, personal support, financial assistance and access to other services. This program is managed by the DCCSDS.

Further information on the Ready Reserve is available on the Queensland Government Intranet.

Cross-border arrangements

The *Guidelines for Interstate Assistance (Community Recovery) 2015* provide a formalised process, through a reciprocal Memorandum of Understanding (MOU) arrangement between the Social Recovery Reference Group member organisations (DCCSDS in Queensland) for the timely and meaningful exchange of social recovery resources between state and territory governments and the Commonwealth during major or catastrophic disasters.

These guidelines address key risks for all states in their ability to source and sustain a recovery workforce and include the following components:

1. roles and responsibilities of deployed personnel
2. financial arrangements including cost recovery
3. deployment, including readiness, deployment length, and post deployment briefing
4. communications and messaging requirements
5. reporting requirements
6. operating procedures, including guiding principles and conditions of assistance.

Cross border arrangements between local governments and within disaster districts should be established to provide resources that assist neighbouring, or more impacted communities with their recovery efforts after a disaster. These arrangements can be applied to both equipment and staff secondments and can be extremely beneficial to manage fatigue, particularly in extended recovery operations.

The *DM Act* establishes the arrangements to facilitate resource sharing, however LDMGs could also consider additional MOU regarding resource sharing or mutual aid arrangements.

Temporary districts

Section 28 (a-f) of the *DM Act* provides for the establishment of temporary districts when the chairperson of the State group (QDMC) is satisfied that a disaster has happened, is happening or is likely to happen, in two or more adjoining disaster districts. The function of the temporary district disaster coordinator is to coordinate disaster operations in the temporary disaster district for the group.

Recovery training

In accordance with section 16A(c) of the *DM Act*, it is a requirement that persons (local, district and state levels) performing functions under this Act in relation to disaster operations are appropriately trained. The **Queensland Disaster Management Training Framework** outlines the recovery courses and training to be undertaken by key Queensland disaster management stakeholders to support the effective performance of each identified role within each phase of disaster management.

Access to these courses can be made through contact with the appropriate local Queensland Fire and Emergency Services (QFES), Emergency Management Coordinator (EMC) for face-to-face workshops or via www.dmlms.qfes.qld.gov.au for access to online courses.

For further general enquiries and information on disaster management training contact DMTraining.Feedback@qfes.qld.gov.au.

6. Recovery Operations

Community members are often the first responders during a disaster and take actions to save and protect themselves, their families, their communities and their property. In the majority of disasters, disaster-affected communities and local governments commence their own recovery processes while response operations are being conducted.

The triggers and timings to tailor planned recovery operations for a specific event will vary between disasters.

Disaster effects and reactions on communities

The reactions of individuals and the community to a disaster (**Figure 2**) will vary depending on the scale and scope of the event, as well as their levels of disaster preparedness and resilience.



Figure 2: Community reactions to disasters (Source: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. 2000)

Typically, the community will experience the following phases of reactions to a disaster which must be recognised and managed accordingly during recovery operations:

1. **Pre-Disaster Phase:** the amount of warning a community receives and the perceived threat varies depending on many factors, such as preparedness, resilience, social cohesion and level of trust in disaster management arrangements and service providers.
2. **Impact Phase:** the scale and scope of the disaster influences the community's reactions. The larger the event and extent of personal and community loss as a result of the disaster, the greater the psychosocial effects.
3. **Heroic Phase:** this phase is characterised by high levels of self-sacrifice by survivors and emergency responders.
4. **Honeymoon Phase:** usually occurs in the following weeks and months and is evidenced by a short-lived sense of optimism by the disaster survivors.



5. **Disillusionment Phase:** as time progresses, survivors tend to progress through an inventory process in which the limits of available disaster assistance are recognised and they recognise the reality of their situation. Triggers, such as the anniversary of the disaster, can initiate negative emotions related to the disaster as survivors relive their experiences.

6. **Reconstruction Phase:** set-backs are experienced by survivors as they go through their grief and feeling of loss, eventually readjusting to their new surrounding and situations.

The cumulative nature of impacts from previous disasters must also be considered when planning and delivering recovery activities.

Recovery concept of operations

Triggers to activate recovery

The *Queensland State Disaster Management Plan* details the disaster operations levels of activation as:

- › Alert
- › Lean Forward
- › Stand Up
- › Stand Down

The nature of the disaster will determine the length of response and recovery operations. While the timing to transition from one level of activation to the next is often arbitrary, the development of trigger points to guide this decision helps to remove this uncertainty.

To ensure recovery strategies and arrangements are established, recovery agencies should be in 'Alert' level of activation when a disaster is imminent. Review of preparedness arrangements and existing plans, including preliminary scoping for future recovery planning, and the commencement of impact assessments should also occur. At this time, a number of agencies and organisations will also be undertaking activities to support Response, such as data collection, communication, engagement and scenario planning to prepare the community for the disaster.

In the early stages of 'Stand Up' level of activation for response operations, recovery agencies will move to 'Lean Forward' level of recovery activation. At this time impact assessments are updated, information from response agencies is reviewed and analysed, discussions with possible service delivery agencies are undertaken, governance arrangements are confirmed and recovery planning to develop recovery options will be occurring.

When intelligence indicates that recovery agencies are required to provide resources to the community, recovery shifts to 'Stand Up' level of activation. At this level, immediate/short term, medium-term and long-term recovery occurs.

FRGs will stand up at varying times. For example, the Human and Social Recovery Group and the Roads and Transport Recovery Group are likely to be at 'Stand Up' while other FRGs remain at 'Lean Forward'. This staggered approach reflects the varying demands of each functional recovery area.

It is important to recognise that individuals, groups, functions and communities are likely to be at varying stages of recovery and the recovery arrangements must be flexible and dynamic to meet the recovery demands accordingly.

Transition from response operations to recovery operations

The transition from response operations to recovery operations will be influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, transition from response to recovery in large scale or geographically dispersed events may be staged, with response and recovery operations being undertaken concurrently.

Transition from response to recovery at the local and district level, and the need to undertake such a process, will be informed by local circumstances and determined by the chairs of the relevant LDMGs/DDMGs. Transition will be guided by:

- situation reports (SitReps) which evidence the de-escalation of response operations
- status of response and immediate recovery/relief operations
- impact and needs assessments
- response and early recovery situations that may escalate
- anticipated recovery issues and risks.

The transition procedure at the state level:

- The SDC must ensure the SRPPC and the SRC, if appointed, are provided information on the response operation, including damage and impact assessments that will be used as the basis for preliminary recovery planning.
- The transition procedure is conducted at a time agreed by the SDC and the SRPPC.
- Transition to recovery will occur through a formal briefing from the SDC to the SRPPC and the SRC, if appointed. The SDC, supported by the chairs of the FRGs, will provide a comprehensive briefing on all relevant issues, including, but not limited to:
 - actions that are incomplete and identified risks
 - resources allocated for response and their availability for recovery
 - an impact assessment of the disaster, including the five functional areas of recovery and overlapping issues
 - a summary of areas or situations that may re-escalate after the disaster.
- SRPPC and the SRC, if appointed, will advise the impacted LDMG and DDMG chairs of the transition.
- SRPPC and the SRC consult with the FRG lead agencies to develop a detailed impact assessment for comprehensive recovery planning.
- The transition procedure will conclude upon endorsement of the formal handover brief from response leadership (SDC) to recovery leadership (SRPPC and SRC, if appointed).
- Where necessary, liaison officers are to be made available to the SRPPC and SRC from relevant agencies to provide advice on complex recovery activities.

An example of the transition process at the state level is at Annex 7.

Phases of recovery

Recovery operations will be undertaken across three phases (**Figure 3**):

- **Phase one:** post-impact relief and early recovery
 - Impact and damage assessments will be undertaken.
 - At the state level a SRC will be appointed, if required.
 - At the local and district levels, recovery groups will be established. It includes the transition from immediate post-disaster response operations to short-term recovery operations, as well as development, planning, consultation and implementation of a recovery plan (templates at Annexes 5 and 6).
 - Concurrently, recovery works will be undertaken.
 - This phase may occur parallel to response and ends when all disaster response activities are assumed by relevant agencies for recovery and reconstruction.
- **Phase two:** recovery and reconstruction
 - This phase includes medium-term recovery and sees the integrated execution of the deliberate, methodical recovery, and reconstruction to achieve an enhancement in outcomes for disaster affected individuals, communities, functions and infrastructure.
 - During this phase, coordination of ongoing impact assessments, community engagement, communication and collaboration between functional and recovery groups at all levels continues. The SRPPC/LRC/DRC monitors progress across all areas of recovery and identifies overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained.
 - This phase ends when the progressive achievement of strategic milestones, as detailed in the relevant recovery plan, is sufficiently advanced to enable the transition of responsibilities from the SRPPC to the responsible agencies or service deliverers.



• **Phase three:** transition

- This phase sees a progressive handover of recovery and reconstruction responsibilities to agencies or organisations including government, local government, community-based or industry-led sectors that would normally support the functional area.
- Transition identifies lessons and implements improvements to increase resilience as part of recovery.
- Phase three ends when all recovery and reconstruction responsibilities are managed as business as usual, namely when recovery efforts can be delivered without the support of additional resources.
- This phase the community realises its post-disaster “new normal”.



Figure 3: Phases of recovery

Escalation of recovery resource requests

Escalation of recovery resource requests from local to district, and district to state levels are progressed in accordance with the arrangements established through the *DM Act*.

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

- national coordination functions
- assistance to states and territories, when requested
- financial assistance as cost sharing arrangements for relief and recovery expenditure through the NDRRA
- financial assistance as grants to individuals and income support
- funding to provide a long-term Community Recovery Package
- Australian Defence Force assistance under Defence Aid to the Civil Community (DACC).

Recovery Hubs

A Recovery Hub is established by the DCCSDS. These hubs support the relief and early recovery process of disaster affected individuals, households and communities by:

- providing direct provision of government and non-government information and services in one easy to access location
- accelerating the administration of government processes and services
- engaging recovery workers who understand the context of the disaster and the effects on individuals, households and communities.

Depending on the consequences resulting from an event's impact in a particular location, the DCCSDS will work with the LDMG, other government agencies and non-government organisations to ensure that relevant information and services are accessible at a Recovery Hub.

Examples of assistance that may be available include:

- information and referral (e.g. welfare referrals, other local services, what assistance is available)
- disaster-specific advice, (e.g. safe clean up, managing health concerns; how to cope and insurance advice)
- psychological and emotional support (e.g. psychological first aid, personal support, counselling and mental health services)
- financial support (e.g. personal financial hardship assistance, financial counselling or Centrelink –income support)
- offers of assistance (e.g. referrals to material goods and donations)
- practical support services (e.g. access to advocacy, translation services)
- resources to assist vulnerable individuals and groups (e.g. young children and adolescents, domestic and family violence).

A Recovery Hub can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact.

Outreach

“Outreach”, means visiting disaster affected persons at their disaster affected residence and/or temporary accommodation to provide one or more of the below service responses:

- to deliver psychological first aid
- to proactively assess the need for personal hardship assistance and/or to contribute to a general community needs assessment
- to provide information and resource materials to affected people
- to provide face-to-face service for persons identified in a referral as ‘at risk’ or unable to attend a Recovery Hub for one reason or another
- to make referrals where required.

This service usually commences as soon as the affected area is accessible.

Community Recovery Referral and Information Centres

Community Recovery Referral and Information Centres (CRRIC) may be established once the multi-agency Community Recovery Hubs have closed.

The sole purpose of a CRRIC is to enable disaster affected community members to access recovery information, advice and referrals.



Communications in recovery

Successful recovery is built on effective communication with affected communities and other stakeholders. Communications in recovery should:

- be relevant, timely, clear, accurate, targeted, credible and consistent
- two-way, with input and feedback sought and considered over an extended period
- ensure that information is accessible to audiences in diverse situations, address a variety of communication needs and be provided through a range of media and channels
- establish mechanisms for coordinated and consistent messaging with all organisations and individuals
- repeat key messages as information is more likely to reach community members when they are receptive.

Public information strategies will be developed to support the effective management, coordination and release of timely and accurate messages.

State

At the state level, FRG lead agencies and those agencies with a role in recovery are responsible for developing and seeking approval for public communications in accordance with their internal processes, in consultation with the Department of the Premier and Cabinet (DPC) as lead agency, to ensure the coordination of consistent public information.

All stakeholders must work together to ensure that key messages align and that public communications are accurate and provide credible and reliable information about the types of services available to assist recovery and the means of accessing those services, such as access to personal hardship assistance and community recovery services.

Individual departments retain responsibility for updating their websites to provide relevant information about recovery from an event.

Local/District

At the local/district level, communication of recovery activities undertaken by impacted councils are essential to inform the community of current and future recovery operations. Keeping the community well informed of recovery progress will help to manage community expectations and provide a mechanism to facilitate community engagement during recovery. Local communication strategies should be implemented in accordance with the relevant local governments' communications procedures.

Crisis Communication Network

The *Queensland Government Arrangements for Coordinating Public Information in a Crisis* specify the establishment of a Crisis Communication Network (CCN), comprising the head of communications in each department, to manage community information. The Director-General DPC will activate and deactivate the arrangements, when required. It is expected that the CCN would be deactivated prior to recovery operations commencing.

Further information on the CCN is available in the [Queensland State Disaster Management Plan](#).

Communications planning

Recovery groups at the local and district levels and state agencies, as part of the CCN, should develop a communication plan to coordinate communications and messaging with the community and stakeholders across the recovery functions. The plan could include:

- information on the recovery strategy
- planned measures in place
- progress of recovery operations (using agreed metrics)
- central sources of recovery related information for individuals and communities.

To foster and maintain confidence in the recovery operations and to set expectations, appropriate attention should be given to establishing processes to measure and communicate the progress of recovery within the community by:

- engaging with communities when key milestones are reached
- providing regular media updates
- establishing a strong digital and social media presence.

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

Data and information sharing

As articulated in the *DM Act*, disaster management groups are to ensure that information about a disaster is promptly given to relevant local/district/state groups.

All levels of recovery coordination – local, district and state – should share data and information through the chairs of the relevant disaster management groups and committees. State and district levels of recovery will support recovery activities, providing assistance and support to local groups as required, regardless of formal recovery coordination operations.

Reporting

Regular recovery status reporting will record and monitor recovery progress of key recovery tasks.

At the state level the Minister responsible for recovery and reconstruction and, when necessary, those ministers with functional recovery responsibilities will report to the QDMC on recovery progress and achievement of key milestones in the recovery effort. These reports will be developed by the FRGs as appropriate, with input from all FRGs/recovery partners and SRC/Deputy SRCs, when appointed. Public reporting of these recovery achievements will be published on the QRA website, along with other statutory public reporting requirements for NDRRA funding.

Chairs of relevant recovery groups should provide information and reports, using agreed formats, to the relevant disaster management groups to ensure awareness of recovery activities and arrangements are maintained.

Debrief

A debrief must be organised at the conclusion of recovery operations for the local, district and state levels. Debriefs can take varying forms and have different purposes. For example:

- a **“Hot debrief”** is undertaken immediately after operations conclude. Participants are given the opportunity to share learning points while their recovery experiences are fresh. For lengthy recovery operations, multiple hot briefs may be conducted at suitable intervals to identify issues and develop solutions for immediate implementation.
- a **“Post event debrief”** is conducted days or weeks after a recovery operation when participants have had time to reflect and consider the effectiveness of the operation.

All agencies must have an articulated debrief plan and outline options for employee assistance in line with their respective agency Human Resource Policies.



Post-recovery evaluation

There are two important facets to post-recovery evaluation. The first of these focuses on the evaluation of recovery processes.

To evaluate the effectiveness of recovery planning and operations, all entities should conduct assurance activities. Exercises and after action reviews are also integral to informing improvements for community recovery.

The Office of the IGEM is legislatively accountable for the assessment of plan effectiveness and considers recovery planning at the district and local level as part of its annual disaster management plan assessment processes. The Office may also assess the effectiveness of the delivery of recovery operations and planning, including this Recovery Plan and its implementation, using the [Standard for Disaster Management in Queensland](#).

The second broader evaluation focuses on the effectiveness of recovery programs to achieve desired outcomes. Led by the SRPPC in collaboration with IGEM and relevant recovery stakeholders, this evaluation may be conducted using the *Monitoring and Evaluation Framework for Disaster Recovery Programs, March 2016* developed by the Australia-New Zealand Emergency Management Committee (ANZEMC) Recovery Subcommittee which is currently being trialled across all jurisdictions.

The findings and recommendations from these activities assist in the identification of good practice and opportunities for improvement in disaster recovery and are to be shared with all disaster management groups and key stakeholders at the local, district and state levels.

7. Resources

Assistance to support recovery in Queensland includes:

- the Australian and Queensland Governments will contribute funds allocated under the NDRRA in accordance with the provisions of the [NDRRA 2017 Determination](#) available at www.disasterassist.gov.au
- the Australian Government Disaster Recovery Payment (AGDRP)
- the Queensland-funded [State Disaster Relief Arrangements \(SDRA\)](#), in accordance with the Queensland Disaster Relief and Recovery Arrangements - Guidelines
- the Queensland and local governments may consider additional funds as part of the usual budgetary processes
- corporate and private contributions and offers of assistance from individuals and not-for-profit organisations
- non-government organisations and not-for-profit organisation support, either financial or in-kind such as accommodation or physical support
- insurance payments for the loss of property and business interruption, including private businesses, individuals and government agencies.

Commonwealth support may also be provided by the Australian Defence Force, Australian Federal Police or similar agencies. This support will be generally coordinated at the state government level.

Offers of assistance

Following disaster events, the broader community may offer assistance to affected individuals and communities in the form of financial donations, volunteering and donated goods and services. These offers of assistance provide significant support to the people and communities affected by a disaster event. Offers of assistance will be managed and coordinated in accordance with the [Queensland Policy for Offers of Assistance](#) and the [Queensland Offers of Assistance Guidelines](#).

Volunteers

Volunteers are individuals, groups or organisations that offer to assist communities impacted by disasters. They provide crucial support and surge capacity to recovery efforts, facilitating community-led recovery and enhancement of resilience. The [Queensland Offers of Assistance Guidelines](#) provides information on the management and utilisation of organised and spontaneous volunteers.

Donated goods and offers of assistance

The Queensland Government (through the QRA) has partnered with GIVIT through a service agreement to provide a mechanism to register and match donations with community need as a result of relevant disaster events. The service is managed in accordance with the Queensland Policy for Offers of Assistance and the Queensland Offers of Assistance Guidelines. It aims to harness the goodwill and generosity of corporate and other donors wishing to donate goods and services and ensure that these offers are followed up and acted upon in a timely manner. The service also aims to enable GIVIT, in conjunction with affected local governments, to identify the needs in the community in disaster recovery and if necessary, broker donations to meet specific requests.

Further information on GIVIT and how to donate is available at www.givit.org.au.

Locally, LDMGs may also have an Offers of Assistance register within the Local Disaster Coordination Centre. The register is useful for recording offers of assistance proffered by local businesses and organisations.



8. Building Resilience

The *Queensland Strategy for Disaster Resilience, 2017* provides guidance to build resilience across all sectors and communities. Disaster recovery in Queensland will align with the goals of this strategy, using community engagement, event analysis and research to inform decision making and the prioritisation of resilience-building initiatives during recovery operations.

A shared responsibility approach will be promoted and employed when building resilience, by engaging individuals, community groups, business and local governments in developing locally owned and managed initiatives for disaster risk reduction and resilience. By integrating the experiences of impacted communities, community aspirations and development plans into disaster recovery operations, the longer-term recovery process will lead to ongoing and sustainable community and economic development and enhanced resilience.

Disaster recovery will build resilience by:

- emphasising the development and implementation of strategies (i.e. community disaster education activities) with individuals, businesses and communities to prepare them for future disasters and outlining how they can recover from such events
- engaging communities to build individual skills and trust through the transfer of problem solving and planning skills, and through the development of sustainable networks, including but not limited to government agencies, non-government organisations and community groups
- encouraging the development and implementation of business continuity plans that incorporate the impacts of disaster on staff and operations and strategies to minimise these effects
- working with community leaders and their networks to understand what could be improved after an event, to increase individual and community resilience for the next event
- implementing recovery operations and planning improvements consequent to post-recovery evaluations and findings
- seeking funding from the Australian Government through NDRRA (Category C – community development and Category D – betterment) to allow local governments, state agencies and non-government agencies to build more resilient communities and infrastructure following a disaster. Category D is specific assistance to alleviate distress or damage in circumstances that are considered exceptional. This funding requires the approval of the Prime Minister
- encouraging asset owners to undertake complementary works on reconstruction projects, where appropriate, to improve asset resilience by supplementing available funding with their own funds to deliver additional works
- supporting the *State Infrastructure Plan* by building back better through more resilient infrastructure during recovery and reconstruction.

Annex 1: Disaster Assistance Schemes

Queensland Reconstruction Authority

NDRRA & SDRA

Natural Disaster Relief and Recovery Arrangements State Disaster Relief Arrangements

Information sheet 2017-18

What is the NDRRA?

The NDRRA is a joint funding initiative of the Commonwealth and State Governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. This program is managed on a whole-of-government basis by the Queensland Reconstruction Authority (the QRA).

Meaning of an eligible disaster

A natural disaster or terrorist act for which:

- a coordinated multi-agency response was required; and
- state expenditure exceeds the (Commonwealth-set) Small Disaster Criterion (2017/18 is \$240,000).

(Extract from *Commonwealth Determination Section 1.1*)

NDRRA eligible disasters include:

- Bushfire
- Landslip
- Terrorist Act
- Cyclone
- Meteor Strike
- Tornado
- Earthquake
- Storm
- Tsunami
- Flood
- Storm Surge

Activation

In Queensland, the Minister for Police, Fire and Emergency Services is responsible for activating the NDRRA. The NDRRA activation relies on the damage, loss and personal hardship information provided by State and Local Governments.

Activation of the NDRRA allows for eligible expenditure to be reimbursed by the QRA to activated State and Local governments and grants and loans to be disbursed to eligible individuals, non-profit organisations, primary producers and small businesses, in compliance with the Commonwealth Determination and the Queensland Guidelines.

The NDRRA can be activated when the event meets the definition of an eligible disaster (refer definition).

If an event does not meet this criteria, the State Disaster Relief Arrangements (SDRA) may be activated.

Note: The *activation* of the NDRRA is not dependent upon the *declaration* of a disaster situation. A *declaration* of a disaster situation is a separate action and provides extraordinary powers for the protection of the public during a disaster situation under the *Disaster Management Act 2003*.

The Queensland Disaster Management Arrangements are based upon partnership arrangements between state and local governments. The declaration of a disaster situation and/or the activation of the Queensland Disaster Management Arrangements and/or the activation of the NDRRA are independent and are not interlinked or conditional, although they may occur for the same event.

Commonwealth/State Funding of NDRRA

For simplicity, the publicly acknowledged funding split is 75% Commonwealth, 25% State for Categories A and B and 50%/50% split for Category C. The funding split for Category D assistance is agreed to when the measure is approved.

Should there be any (unintended) inconsistencies between this information sheet and the Commonwealth NDRRA Determination 2017, the Queensland Disaster Relief and Recovery Arrangements Guidelines then those documents will take precedence.

Current as at 1 September 2017

Great state. Great opportunity.



Relief measures available under the NDRRA:

Category A

Counter Disaster Operations – reimbursement of extraordinary costs associated with eligible activities to alleviate personal hardship and distress. Note: local governments do not have a trigger point for this relief measure.

NDRRA activation requested by: Any state or local government. State/local governments are to submit an Activation Request form to the QRA via email (NDRRA@qldra.org.au) detailing the disaster situation and requesting activation of this relief measure.

Administrating Authority: Once activated, please contact the QRA. Ph: **1800 110 841** Email: Submissions@qldra.org.au

Personal Hardship Assistance Scheme – to alleviate personal hardship and distress:

- Immediate Hardship Assistance – a grant to address the immediate needs (e.g. food, clothing, emergency accommodation or medical supplies) of individuals and families who are unable to support/fund their own relief and recovery.
- Immediate Hardship Assistance Essential Services – a grant to individuals or families who are suffering hardship by loss of essential services for more than five days, and are unable to provide for their own recovery from their own resources.
- Essential Household Contents Grant – a financial contribution towards the repair or replacement of uninsured essential household contents.
- Structural Assistance Grant – a financial contribution towards the repair of damage to an uninsured dwelling (including caravans and residential vessels) to return it to a safe, habitable and secure condition.

The Essential Household Contents and Structural Assistance Grants are income tested.

NDRRA activation requested and administered by: Department of Communities, Child Safety & Disability Services (DCCSDS). Ph: **13 QGOV (13 74 68)**.

If DCCSDS identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster, DCCSDS will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DCCSDS directly.

Category B

Counter Disaster Operations – reimbursement of extraordinary costs associated with eligible activities aimed at protecting the general public and ensuring public health and safety in public areas (e.g. the community as a whole will benefit from activity being undertaken). Note: local governments do not have a trigger point for this relief measure.

NDRRA activation requested by: Any state or local government. State/local governments are to submit an Activation Request form to the QRA via email (NDRRA@qldra.org.au) detailing the disaster situation and requesting activation of this relief measure.

Administrating Authority: Once activated, please contact the QRA. Ph: **1800 110 841** Email: Submissions@qldra.org.au

Essential Services Safety and Reconnection Scheme – to assist homeowners with grants up to \$5,000 to inspect and/or repair damaged essential services (electricity, gas, water, sewerage/septic systems) that are uninsured. Income tested.

NDRRA activation requested and administered by: DCCSDS. Ph: **13 QGOV (13 74 68)**.

If DCCSDS identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a

disaster, DCCSDS will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DCCSDS directly.

Restoration of Essential Public Assets (including Emergent Works) – restoration or replacement of eligible uninsured essential public assets damaged as a direct result of an eligible disaster to pre-disaster standard. Local governments must have eligible expenditure exceeding their trigger points to be able to submit for reimbursement.

NDRRA activation requested by: Any state or local government. State/local governments are to submit an Activation Request form to the QRA via email (NDRRA@qldra.org.au) requesting activation of this relief measure, providing details of the disaster situation and estimated damage expenditure of assets.

Administrating Authority: Once activated, please contact the QRA. Ph: **1800 110 841** Email: Submissions@qldra.org.au

Natural Disaster Assistance (Concessional Loans) for Non-Profit Organisations – concessional loans to non-profit organisations to repair or replace damaged plant and equipment, and/or repair essential premises. Loan up to \$100,000 over seven years.

NDRRA activation requested by: DCCSDS. Ph: **13 QGOV (13 74 68)**

DCCSDS regional officers source information from State and local governments, industry bodies, non-government organisations and ‘on the ground’ observation from staff visiting affected areas to determine a need for this relief measure.

If DCCSDS identifies a need for the activation of this relief measure, DCCSDS will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DCCSDS directly.

Administrating Authority: Once activated, please contact Queensland Rural and Industry Development Authority (QRIDA). Ph: **1800 623 946**

Natural Disaster Assistance (Concessional Loans) for Small Business – concessional loans to small business operators to repair or replace damaged buildings, plant and equipment, or stock. Loan up to \$250,000 over seven years.

NDRRA activation requested by: Department of Tourism, Major Events, Small Business & the Commonwealth Games (DTESB). Ph: **13 QGOV (13 74 68)**

Department of State Development (DSD), in conjunction with DTESB, will provide regional support to source information from state and local governments, industry bodies, small businesses and “on the ground” observation from staff visiting affected areas to determine a need for this relief measure.

If DTESB identifies a need for the activation of this relief measure, DTESB will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DTESB directly.

Administrating Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Natural Disaster Assistance (Concessional Loans) for Primary Producers – concessional loans to primary producers to repair or replace damaged buildings, plant and equipment or livestock. Loan up to \$250,000 over seven years.

NDRRA activation requested by: Department of Agriculture & Fisheries (DAF). Ph: **13 QGOV (13 74 68)**

DAF regional officers source information from state and local governments, industry bodies, primary producers and “on the ground” observation from staff visiting affected areas to determine a need for this relief measure.

If DAF identifies a need for the activation of this relief measure, DAF will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DAF directly.

Administrating Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Essential Working Capital Loans Scheme for Non-Profit

Organisations – concessional loans to non-profit organisations that have suffered a significant loss of income by providing a loan for essential working capital required to continue operations. Loan up to \$100,000.

NDRRA activation requested by: DCCSDS. Ph: **13 QGOV (13 74 68)**

DCCSDS regional officers source information from State and local governments, industry bodies, non-government organisations and ‘on the ground’ observation from staff visiting affected areas to determine a need for this relief measure.

If DCCSDS identifies a need for the activation of this relief measure, DCCSDS will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DCCSDS directly.

Administering Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Essential Working Capital Loans Scheme for Small Business

– concessional loans to small businesses that have suffered a significant loss of income by providing a loan for essential working capital required to continue business operations. Loan up to \$100,000.

NDRRA activation requested by: DTESB. Ph: **13 QGOV (13 74 68)**

DSD, in conjunction with DTESB, will provide regional support to source information from state and local governments, industry bodies, small businesses and “on the ground” observation from staff visiting affected areas to determine a need for this relief measure. If DTESB identifies a need for the activation of this relief measure, DTESB will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DTESB directly.

Administering Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Essential Working Capital Loans Scheme for Primary Producers

– concessional loans to primary producers that have suffered a significant loss of income by providing a loan for essential working capital required to continue operations. Loan up to \$100,000.

NDRRA activation requested by: DAF. Ph: **13 QGOV (13 74 68)**

DAF regional officers source information from state and local governments, industry bodies, primary producers and “on the ground” observation from staff visiting affected areas to determine a need for this relief measure. If DAF identifies a need for the activation of this relief measure, DAF will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DAF directly.

Administering Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Freight Subsidies to Primary Producers – assistance up to \$5,000 for movement of stock, feed, machinery, fuel, water and building/fencing materials.

NDRRA activation requested by: DAF

DAF regional officers source information from state and local governments, industry bodies, primary producers and “on the ground” observation from staff visiting affected areas to determine a need for this relief measure. If DAF identifies a need for the activation of this relief measure, DAF will contact the QRA to request activation. If local government identifies a need for activation, they are to contact DAF directly.

Administering Authority: Once activated, please contact DAF. Ph: **3224 8832**

Category C

Category C relief measures may be made available where the community is severely affected by an eligible disaster and existing standard NDRRA relief measures are insufficient to support community recovery. Category C is only available in exceptional circumstances.

Approval is by the Prime Minister and the Premier.

Community Recovery Fund – aimed at community recovery, community development and community capacity building for the future.

NDRRA activation requested by: DCCSDS. Ph: **13 QGOV (13 74 68)**

DCCSDS will collate and review impact data, and if required, a Business Case will be drafted and forwarded to the QRA for review, then on-forwarded to the Department of the Premier and Cabinet. If endorsed by the Premier, it will be forwarded to the Commonwealth for approval by the Prime Minister.

Administering Authority: Once activated, please contact DCCSDS. Ph: **13 QGOV (13 74 68)**

Special Disaster Assistance (Clean up and Recovery Grants) of up to \$25,000 may be made available for communities that have suffered direct impact from the eligible disaster. Grants can be used for clean-up and reinstatement but not for providing compensation for losses (i.e. loss of income/trade):

Non-Profit Organisations – **NDRRA activation requested by:** DCCSDS
Small Business – **NDRRA activation requested by:** DTESB
Primary Producers – **NDRRA activation requested by:** DAF

The requesting agency will source information from state and local governments, industry bodies, Chambers of Commerce, primary producers, small businesses and “on the ground” observation from staff visiting the affected areas for each sector. The requesting agency will then review the information collated and if it meets the requirements as set by the Commonwealth (e.g. more than 33 per cent of small business are directly affected), a Business Case will be drafted and forwarded to the QRA for review, then on-forwarded to the Department of the Premier and Cabinet. If endorsed by the Premier, it will be forwarded to the Commonwealth for approval by the Prime Minister.

Further information on the requirements for Category C activation is located in the Commonwealth Determination, Guideline 3.

Administering Authority: Once activated, please contact QRIDA. Ph: **1800 623 946**

Category D

Approval is by the Prime Minister and the Premier.

May be made available when the community is so severely affected by an eligible disaster that additional funding is required to meet particular circumstances of the event and where a gap or need for special assistance above and beyond the standard suite (Category A and B) of the NDRRA assistance arises.

If local governments identify a need for a Category D Extraordinary Special Assistance relief measure, they are encouraged to contact the relevant State Government agency. The State Government agency will collate and review the information and, if necessary, prepare a Business Case and forward to the QRA for review, then on-forwarded to the Department of the Premier and Cabinet. If endorsed by the Premier, it will be forwarded to the Commonwealth for approval by the Prime Minister.

Administering Authority: Dependent upon the type of assistance made available.

State Disaster Relief Arrangements (SDRA)

The SDRA is an all hazards relief program that is **100% State funded** and **covers natural and non-natural disasters**. The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the NDRRA is unable to be activated. SDRA relief measures for Personal Hardship Assistance Scheme and Counter Disaster Operations are the same relief measures that are activated under the NDRRA, as detailed above.

The SDRA is able to be activated when the Department of Communities, Child Safety and Disability Services identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

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

Additional funding outside the NDRRA & SDRA could be made available by the Commonwealth to assist communities to recover, such as the Australian Government Disaster Recovery Payment (AGDRP) and the Australian Government Disaster Recovery Allowance (AGDRA). Information on funding available by the Commonwealth is located on:

www.disasterassist.gov.au

Further Information:

Commonwealth NDRRA Determination

www.disasterassist.gov.au

Queensland Disaster Relief and Recovery Arrangements Guidelines

www.qldreconstruction.org.au

Submission Guide for NDRRA Funding Applications

www.qldreconstruction.org.au

For information concerning the NDRRA/SDRA program please contact:

Ms Rachel Nibbs

General Manager, Resilience and Recovery
Queensland Reconstruction Authority

Ph: 1800 110 841

Email: info@qldra.org.au

www.qldreconstruction.org.au

Key contacts quick guide

Category A

Counter Disaster Operations

- Queensland Reconstruction Authority
Ph: 1800 110 841

Personal Hardship Assistance Scheme

- Community Recovery Hotline Ph: 1800 173 349
- DCCSDS Ph: 13 QGOV (13 74 68)

Category B

Counter Disaster Operations

- Queensland Reconstruction Authority
Ph: 1800 110 841

Essential Services Safety and Reconnection Scheme

- Community Recovery Hotline Ph: 1800 173 349
- DCCSDS Ph: 13 QGOV (13 74 68)

Restoration of Essential Public Assets (including emergent works)

- Queensland Reconstruction Authority
Ph: 1800 110 841

Natural Disaster Assistance (Concessional Loans) for Non-Profit Organisations

- DCCSDS Ph: 13 QGOV (13 74 68)
- QRIDA Ph: 1800 623 946

Natural Disaster Assistance (Concessional Loans) for Small Business

- DTEBS Ph: 13 QGOV (13 74 68)
- QRIDA Ph: 1800 623 946

Natural Disaster Assistance (Concessional Loans) for Primary Producers

- DAF Ph: 13 QGOV (13 74 68)
- QRIDA Ph: 1800 623 946

Freight Subsidies to Primary Producers

- DAF Ph: 3224 8832

Category C

Community Recovery Fund

- DCCSDS Ph: 13 QGOV (13 74 68)

Special Disaster Assistance (Clean up and Recovery Grants)

- QRIDA Ph: 1800 623 946

Category D

Extraordinary Special Assistance

- The Adminstrating Authority is dependent upon the type of assistance made available.

NDRRA/SDRA Activation

- Queensland Reconstruction Authority
- Email: NDRRA@qldra.org.au
- Ph: 0417 644 595

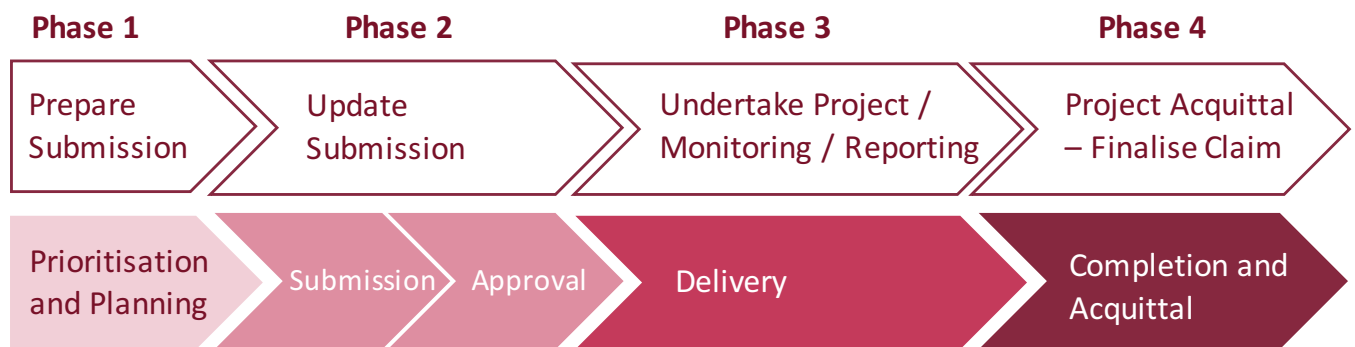
Local Government funding process

Where REPA activity relates to works undertaken at a local government level, the process will typically be initiated through an application received from a local government.

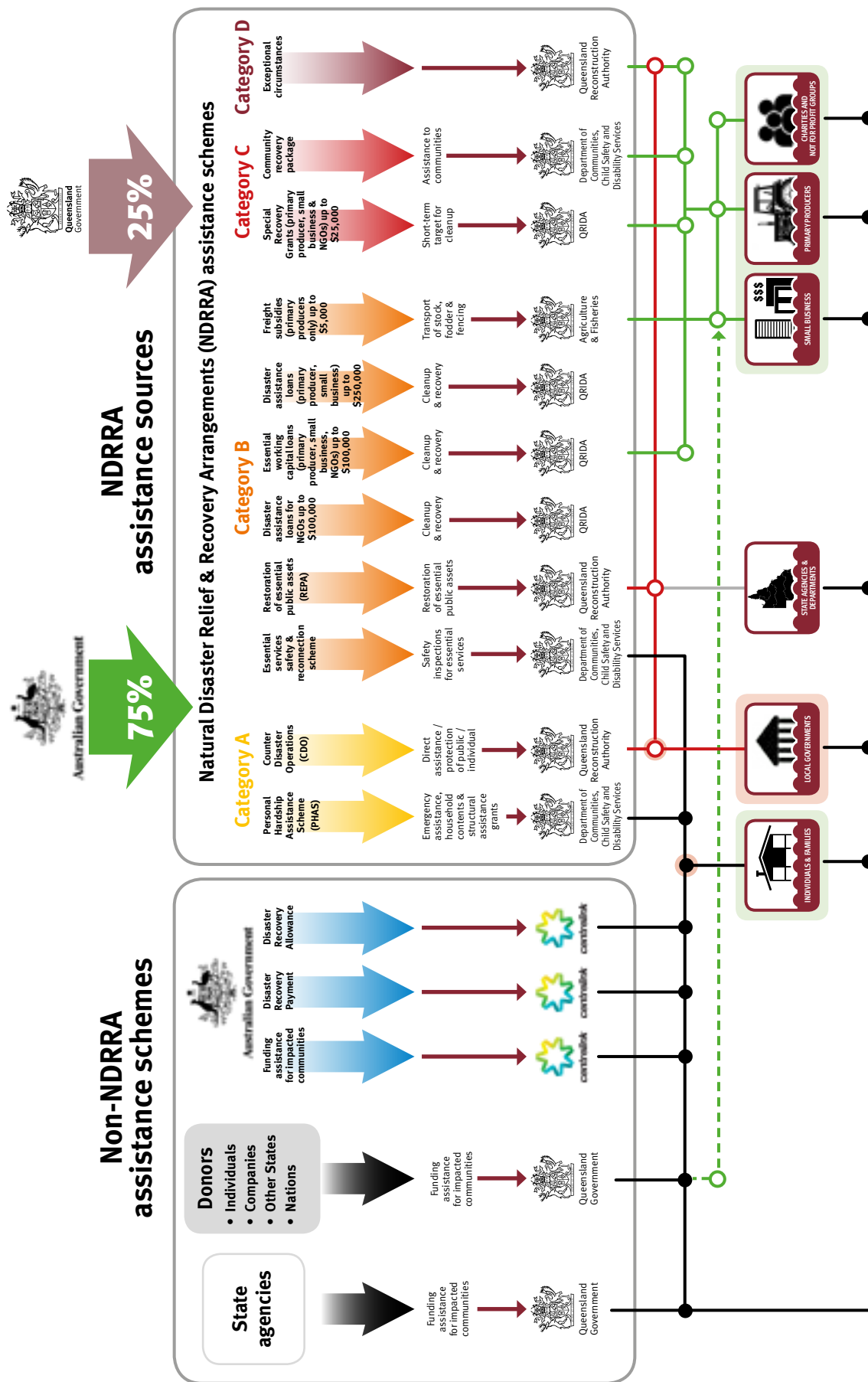
The local government can opt to commence works prior to approval of an application, however, the council will carry the risk associated with the outcome of the funding application for such works.

In parallel with the consideration and approval of applications, advance payments have been provided to those local governments which have submitted a compliant Funding Agreement and list of REPA projects. The Funding Agreement sets the guidelines for the release of funding to the local governments.

The grant advances will provide impacted local governments with much needed liquidity to assist them in effectively planning their reconstruction priorities.



Queensland Disaster Funding Assistance



Annex 2: Queensland Government Recovery Concept of Operations

The following table summarises the activities that the Queensland Government will undertake at each phase of recovery operations.

Phase	Function	Activity
Pre-Event	Planning	<ul style="list-style-type: none"> Recovery capability development Recovery planning Benchmarking for future funding applications Support systems
	Support	<ul style="list-style-type: none"> NDRRA training Support local recovery planning capability development Support development of Infrastructure Registers by local governments Pre-position Recovery Officers and Regional Liaison Officers in possible disaster impact areas
	Engagement	<ul style="list-style-type: none"> Engagement with local governments Engagement with response agencies Engagement with recovery agencies Engagement with NGOs Engagement with private sector Engagement with Commonwealth
	Information	<ul style="list-style-type: none"> QRA Role and Responsibilities Funding guides
	Resilience	<ul style="list-style-type: none"> Queensland Strategy for Disaster Resilience Implement Queensland Strategy for Disaster Resilience Promote local resilience activities that support Key Objectives of the Strategy Resilience stakeholder engagement Resilience Guides
Phase 1: post impact relief and early recovery	Coordination	<ul style="list-style-type: none"> Establish State Recovery Structure (Event) Induct and support State Recovery Coordinator (SRC) Recovery Officers (RO) Regional Liaison Officers (RLO)
	Assessment	<ul style="list-style-type: none"> Support QFES Damage Assessments, as requested Impact and needs analysis Impact reporting
	Support	<ul style="list-style-type: none"> SDCC Liaison LDCC Liaison Provide advice and support to local, district and state groups and agencies and recovery partners, as requested Minister and Leadership Board Sub-committee (Recovery)
	Funding	<ul style="list-style-type: none"> Activation of NDRRA Activation of SDRA
	Planning	<ul style="list-style-type: none"> Stakeholder Engagement Event specific state recovery plan
	Information	<ul style="list-style-type: none"> Situation Reports Impact Analysis Recovery guides, as required Funding guides, as required Media releases and communication strategies, as required



Phase	Function	Activity
Phase 2: recovery and reconstruction	Coordination	<ul style="list-style-type: none"> Continuation of QRA points of contact for stakeholders within impact areas (SRC/RO/RLO) Continuation of QRA points of contact for State Government and SDA's Implementation of Disaster Specific State Recovery Plan Linking recovery support needs with recovery support providers Facilitation of "complex recovery issues" working groups, as required Briefings to State Government and LGAs on issues and actions
	Support	<ul style="list-style-type: none"> Support implementation of local recovery plan Support state-enabled/community-led recovery activities (strategic direction) Advice and support to local governments on funding applications Advice on Betterment/Mitigation
	Management	<ul style="list-style-type: none"> Review NDRRA Recovery Tracking Register Recovery and reconstruction monitoring and reporting Management of funding applications Assessment of funding applications (eligibility) Assessment of funding applications (value for money) Monitoring and auditing of funded works.
	Assessment	<ul style="list-style-type: none"> Recovery and reconstruction monitoring DARMSys™ reconstruction monitoring (private properties) Recovery reporting
	Planning	<ul style="list-style-type: none"> Monitor, review and revise Disaster Specific State Recovery Plan Stakeholder engagement (transition planning) Disaster specific recovery transition plan
	Information	<ul style="list-style-type: none"> NDRRA Recovery Tracking Register Weekly recovery brief (for Minister responsible for disaster recovery) Monthly reporting
Phase 3: transition	Coordination	<ul style="list-style-type: none"> Implement Disaster Specific Recovery Transition Plan Stakeholder engagement (transition implementation)
	Management	<ul style="list-style-type: none"> Review NDRRA Recovery Tracking Register (incomplete works) Ongoing monitoring and auditing of funded works
	Support	<ul style="list-style-type: none"> Support residual "special case" transition Support local governments to transition to business as usual/new normal
	Improvement	<ul style="list-style-type: none"> Conduct review of Disaster Specific State Recovery Plan and actions (including completed NDRRA works) Integrate lessons learnt into planning, operations and capability development activities
	Information	<ul style="list-style-type: none"> Final Report (reconstruction projects) Event Recovery Review Report (with IGEM)

Annex 3: Functional Recovery Groups – key responsibilities and supporting agencies

Depending upon the type of event and the impacted community, the five functional areas of recovery will be affected to varying degrees, with their membership and functions changing to meet the demands of the disaster.

At the state level, coordination and oversight of cross-cutting recovery efforts are managed through the Leadership Board Sub-committee (Recovery), while the LDMGs/DDMGs or the local/district recovery groups, when established, provide the forum to manage these activities locally.

Human and Social Recovery Group

Human and Social Recovery is the component that relates to the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster. Human and Social recovery generally aims to address a range of needs including:

- access to timely information,
- assistance to reconnect with families, friends and community networks
- enable people to manage their own recovery through access to information and a range of services and/or practical assistance, including financial assistance for those individuals and households who are most vulnerable and do not have the means to finance their own recovery,
- engagement and access to emotional, psychological and mental health support at individual, family and community levels (psychosocial support) and
- assistance to maintain a sense of equilibrium in their life, come to terms with their reality and move forward into a new and possibly changed reality.

An understanding of the Queensland community in which disasters occur and disaster recovery operates can be derived from data on demographic trends and other sources of information for social planning. Important considerations for recovery are the composition of the population in a given area impacted by a disaster and broader demographic trends. Some demographic trends that may impact the vulnerability of communities in disasters include, an ageing population, cultural and faith backgrounds, population movement, immigration and household composition. Further information on people with vulnerabilities in disasters is available in the *People with vulnerabilities in disasters – A framework for an effective local response* authored by DCCSDS.

Information on the manner in which DCCSDS, other government agencies, non-government organisations, peak bodies and local community organisations work together to deliver integrated and coordinated Human and Social Recovery services within Queensland is available in *Operationalising Human and Social Recovery in Queensland*.



Lead agency	Department of Communities, Child Safety and Disability Services
FRG Functions	<ul style="list-style-type: none"> • Ensure agencies and partners are prepared for disaster recovery operations. • Monitor and evaluate the effectiveness of the human and social relief and recovery arrangements. • Provide information and advice to inform priorities for improvements in the Queensland human and social relief and recovery arrangements. • Promote and facilitate the exchange of good human and social recovery practice, evaluation, research and information including member organisation changes and risks. • Provide strategic oversight of recovery activations including identifying emerging issues and removing obstacles for effective human and social recovery operations. • Coordinate and/or provide state-level human and social recovery information support and resources to LDDMGs (if required) to enable local recovery plans and arrangements. • Provide information regarding strategies being undertaken by members to improve human and social resilience and advice regarding priorities of focus for human and social resilience. • Monitor and provide advice on current and potential public and mental health issues which may impact upon the local community/population. • Enable access to information and/or coordinated government and non- government human and social recovery services through a range of service delivery channels which may include: <ul style="list-style-type: none"> – Promotion and/or referral to local community services – 1800 Recovery hotline – Grants portal – Multi-agency recovery hubs – Community Recovery Information & Referral centres;- – Case Coordination of vulnerable persons – Outreach teams. • Purchase extraordinary human and social recovery services where local capacity is exhausted. • Facilitate the matching and enabling of EVCREW registered volunteers. • Enable the matching of donated goods and offers of assistance. • Enable access to emergency and temporary accommodation assistance. • Administer SDRA and NDRRA financial relief measures. • Manage the Queensland Government Community Recovery Ready Reserve
Membership	<ul style="list-style-type: none"> • Department of Infrastructure, Local Government and Planning • Department of Housing and Public Works • Queensland Health (Health system and clinical access, Public Health, Mental Health) • Department of the Premier and Cabinet • Queensland Reconstruction Authority • Queensland Fire and Emergency Services • Office of the Inspector-General Emergency Management • Local Government Association of Queensland • Department of Human Services • Australian Red Cross • UnitingCare Community • St Vincent de Paul Society • Salvation Army • Queensland Council of Social Service • Volunteering Queensland • Ethnic Communities Council Queensland • Queensland Rural and Industry Development Authority • Department of Education and Training (Education Queensland) • Department of National Parks, Sport and Racing (Sport and Recreation) • Good Shepherd Microfinance • GIVIT

Economic Recovery Group

The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.

Lead agency	Department of State Development
FRG Functions	<ul style="list-style-type: none">• Coordinating the economic function of recovery operations.• Monitoring and assessing the impacts on key economic assets, employment issues and capacity of local businesses to operate and develop strategies to minimise the effects on individuals and businesses.• Facilitating business, industry and regional economic recovery and renewal.• Provide input into industry and business recovery plans and implementation strategies in conjunction with local government, relevant state government agencies, regional economic development organisations and industry bodies.• Facilitating financial assistance, access to funds and loans and employer subsidies and assisting with contract arrangements, where required.• Monitoring the impacts on the affected area's economic viability and developing strategies to minimise the effects on individuals and businesses.• Facilitating linkages with job providers and employment agencies to source labour, re-establish supply chains and undertake joint marketing activities (as required).• Developing a strategy to maximise use of local resources during clean up and restoration activities.• Supporting small to medium enterprise (e.g. referrals, business assistance, etc).• Identifying options for improvement or adjustment from current business operations, where required.• Ensuring involvement of local business and industry representatives in decision making• Ensuring that the recovery plan informs broader planning and decision making activities across government and non-government agencies.• Aligning economic reconstruction priorities with infrastructure development programs and activities (where possible) and ensuring recovery plan informs broader planning and decision making activities across government and non-government agencies.

Lead agency	Department of State Development
Membership	<p>Membership of the group varies from disaster to disaster, but typically includes representatives from relevant peak bodies and industry groups, affected local governments and Australian and Queensland Government representatives from economic agencies:</p> <ul style="list-style-type: none"> • Mayor and CEO of affected councils/Local Disaster Coordinator or Local Recovery Coordinator • Department of State Development • Department of the Premier and Cabinet • Department of Agriculture and Fisheries • Department of Infrastructure, Local Government and Planning • Department of Natural Resources and Mines • Department of Transport and Main Roads • Department of Environment and Heritage Protection • Department of Education and Training • Department of Energy and Water Supply • Department of Science, Information Technology and Innovation • Department of Tourism, Major Events, Small Business and the Commonwealth Games • Tourism and Events Queensland • Queensland Reconstruction Authority • Queensland Rural and Industry Authority (QRIDA) • Queensland Treasury • Queensland Fire and Emergency Services • Queensland Police Service • Department of Employment (Federal) • Local Government Association of Queensland • Queensland Resources Council • AgForce Queensland • Queensland Farmers' Federation • Insurance Council • Australian Bankers' Association • Australian Industry Group • Chamber of Commerce and Industry Queensland • Queensland Tourism Industry Council • National Retail Association • Certified Practising Accountants (CPA) Australia • Institute of Chartered Accountants • Telstra • Queensland Bulk Ports • Ergon Energy • GIVIT • Queensland Trucking Association • Aurizon

Environment Recovery Group

The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as heritage listed place issues.

Lead agency	Department of Environment and Heritage Protection
FRG Functions	<ul style="list-style-type: none"> • Ensure agencies and partners are prepared for disaster recovery operations • Identify and monitor actual and potential impacts on the environment from natural and man-made disasters and the associated recovery operations, and provide strategic advice to inform recovery efforts. • Advise the QRA on key environment recovery metrics and the status of recovery plan implementation, as determined by the SRC. • Coordinate and prioritise the rehabilitation of impacted (or at risk) terrestrial, aquatic and marine ecosystems, wildlife, natural resources, cultural heritage values and built heritage places to maximise efficiency of resource allocation. • Identify, advocate and pursue cross-sector recovery solutions that will achieve multiple objectives, including reducing future impacts on the environment, through the use of natural safeguards and environmentally resilient design. • Facilitate and exchange information relevant to sustainable and resilient environmental recovery. • Support the efficient and effective planning and implementation of event- specific environment recovery activities, including: <ul style="list-style-type: none"> – Coordinating and prioritising rehabilitation of riparian and coastal land. – Monitoring and providing advice on current and potential water quality issues. – Monitoring and providing advice on other public health matters, including food safety issues, communicable diseases management and mosquito control. – Ensuring the recovery actions for mining and industry are environmentally safe. – Supporting industry recovery through fee relief, temporary emissions licences and other forms of regulatory support. – Supporting the expeditious repair of water and sewage infrastructure. – Work to mitigate of impacts of disaster-generated waste and hazardous materials released into the environment; – Facilitating resolution of waste management issues. – Conducting ecological assessment and recovery actions for impacted wildlife and species. – Restoring damaged infrastructure on state owned and managed land. – Assessing impacts to environmental infrastructure on private land. – Assessing event impacts on built heritage and cultural heritage sites. – Ensuring communities, Aboriginal and Torres Strait Islander people, Natural Resource Management bodies and local government are effectively engaged in the consultation and decision making processes.
Membership	Department of Natural Resources and Mines Department of National Parks, Sport and Racing Department of Science, Information Technology and Innovation Department of Agriculture and Fisheries Queensland Health (Health Protection Branch, Prevention Division) Local Government Association of Queensland Queensland Fire and Emergency Services Department of State Development Department of Energy and Water Supply Department of Infrastructure, Local Government and Planning Department of Transport and Main Roads Department of Aboriginal and Torres Strait Islander Partnerships Department of the Premier and Cabinet Queensland Reconstruction Authority



Building Recovery Group

The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities.

Lead agency	Department of Housing and Public Works
FRG Functions	<ul style="list-style-type: none"> • Ensure agencies and partners are prepared for disaster recovery operations. • Assess damage to buildings across the impacted areas to obtain information describing the extent and severity of damage and insurance losses to assist recovery efforts and monitor recovery progress. • Facilitate immediate, short-term and longer-term temporary accommodation solutions for displaced community members and incoming relief/recovery workforce. • Assess damage and coordinate the demolition, securing, clean up, repair and restoration of state owned buildings and facilities (public schools, government buildings, government employee housing, public housing) • Provide information and advice to impacted homeowners and community members regarding how to clean-up, move back-in and organise the assessment, repair or rebuilding of their homes / properties. • Provide advice and support regarding timely safety inspections and reconnection of utilities by providers as required. • Provide advice and coordinate the clean-up and disposal of hazardous building material and debris from public areas as required. • Provide information and assistance to local and district recovery groups and councils regarding building reconstruction and recovery steps, activities and funding arrangements. • Facilitate longer-term temporary accommodation solutions for community members who have been permanently displaced from their usual accommodation and do not have the means to re-establish their own housing needs without significant assistance. • Provide information and advice to the building industry supply-chain (contractors, subcontractors and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/rectification and rebuilding work. • Monitor building/residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery. • Provide information regarding how to improve the resilience of a building to future impacts from natural hazards.
Membership	<p>Queensland Building Construction Commission Department of Education and Training Queensland Health Department of the Premier and Cabinet Queensland Reconstruction Authority Local Government Association of Queensland Queensland Master Builders Association Housing Industry Association Insurance Council of Australia Master Electricians Association Workplace Health and Safety Queensland Electrical Safety Office</p>

Roads and Transport Recovery Group

The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficult accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.

Lead agency	Department of Transport and Main Roads
FRG Functions	<ul style="list-style-type: none">• Coordinating the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities.• Engaging directly with industry and the community on the recovery and reconstruction phases following the natural disaster.• Ensure agencies and partners are prepared for disaster recovery operations.
Membership	<p>Membership is dependent on communities and industries affected and the severity of damage as a consequence of the event. Other members may be included as required.</p> <ul style="list-style-type: none">• AgForce• Civil Contractors Federation• Queensland Trucking Association• Queensland Resources Council• Local Government Association of Queensland• Aurizon• Queensland Rail• Queensland Reconstruction Authority• Department of Agriculture and Fisheries• Department of the Premier and Cabinet• Department of Energy and Water Supply• Department of Infrastructure, Local Government and Planning

Annex 4: State Disaster Recovery Plan Template

Cover Page

Message from the Premier

Message from the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning

Table of Contents

Section One – Introduction

Aim

State the aim of the recovery plan.

Scope

The scope of the recovery plan is restricted to areas directly impacted by the disaster.

State the timing – from date of disaster through to the point when funding timelines for the Natural Disaster Relief and Recovery Arrangements (NDRRA) expire for the event.

State that the recovery plan identifies key recovery tasks, recovery milestones and estimated completion dates of the projects to be undertaken by Queensland Government lead and support agencies.

The recovery plan should acknowledge that impacted local governments have quickly responded to the damage and impacts caused by the disaster and recovery efforts are already underway throughout the impacted regions.

State that the recovery plan does not include initiatives that are not directly related to the disaster or those activities being delivered as part of core business of the Queensland and the Australian Governments.

Disaster background

Provide a brief account of the development of the disaster. Where relevant include meteorological information.

Extent of known damage

Provide details of the damage and disruption to communities, businesses, environment and infrastructure. Note that this information should be updated until the recovery plan is considered by Cabinet. For example, information could include:

- properties (commercial and residential) damaged
- requests for assistance to the State Emergency Service
- power supply impacts – number of customers, locations of major outages
- maritime ports impacted or closed
- airports impacted or closed
- state rail network closures or services disrupted
- evacuation centres opened
- damaged or closed
- Queensland Government assets damaged, including social housing properties, schools, early childhood education and care services, TAFEs, hospitals and health facilities
- environmental damage – fauna and flora, erosion, damage to national parks, water and sewerage infrastructure, hazardous wastes and materials
- disruption and damage to the road network
- economic impacts
- public health impacts - communicable disease and other (food borne/vector) illness outbreaks
- damage to telecommunications and loss of services
- financial assistance provided to affected community members
- impacts to staffing and resourcing capability.

Impacted regions

List the local government areas activated for Natural Disaster Relief and Recovery Arrangements (NDRRA)/ impacted by the disaster.

Section Two – Recovery

Governance Framework

Include information on:

- Queensland Disaster Management Committee
- Leadership Board
- State Recovery Policy and Planning Coordinator
- State Recovery Coordinator
- Functional Recovery Groups:
 - Human and Social Recovery Group
 - Economic Recovery Group
 - Environment Recovery Group
 - Building Recovery Group
 - Roads and Transport Recovery Group.
- The relationship and interface between recovery groups at the local, district and state level, as well the Local and District Disaster Management Groups, consistent with overarching disaster management plans and the DM Act, 2003.



Minister responsible for recovery and reconstruction

State the roles and responsibilities of the Minister responsible for recovery and reconstruction.

Queensland Reconstruction Authority (QRA)

State the roles and responsibilities of the QRA

State Recovery Policy and Planning Coordinator (SRPPC)

State the roles and responsibilities of the SRPPC

State Recovery Coordinator (SRC)

State the roles and responsibilities of the SRC and the Deputy SRC/s, if appointed.

Reporting

Document how recovery progress of state government agency key tasks will be monitored against key metrics nominated by the agencies through regular recovery status reporting.

Indicate the frequency of reporting and state that recovery reports will be:

- developed by the QRA with contributions from the FRGs and the SRC/Deputy SRC, if appointed
- submitted to the QRA Board and the Deputy Premier
- submitted to FRG governance groups and LDMGs to enable cross functional agency awareness and collaboration between FRGs
- released to the public.

Resourcing

Advise possible sources of funding to deliver recovery activities. Could include:

- the Australian and Queensland Governments can contribute funds allocated under the NDRRA in accordance with the provisions of the NDRRA 2017 Determination
- current budgetary funding
- the Queensland Government may consider additional funds as part of the usual budgetary processes
- corporate and private contributions and offers of assistance from individuals and not-for-profit organisations
- insurance payments for the loss of property and business interruption, including private businesses, individuals and government agencies.

Concept of operations

Recovery activities for a disaster event are generally undertaken across three broad phases:

- Phase one: post-impact and early recovery.
- Phase two: recovery and reconstruction.
- Phase three: transition.

Local recovery planning

Recognises that local governments are responsible for the preparation of a Disaster Management Plan in the local government's area (Queensland's Disaster Management Act 2003) and that councils have the local knowledge, resources, skilled employees, community connectedness and plans to lead the recovery.

Acknowledge that impacted local governments have a coordinated leadership role in the local recovery process and are encouraged to develop a local recovery plan to document their recovery strategies and objectives. Where possible, these plans should consider the guiding principles and goals for disaster resilience detailed in the Queensland Strategy for Disaster Resilience.

Assistance to business and industry

State any impact assessments (surveys) completed and any targeted support and assistance to help business, industry and regional recovery and renewal.

Building disaster resilience

Acknowledge that recovery from the event provides an opportunity to build the state's disaster resilience using experiences and findings from post-event analysis.

Consider the conduct of a post-recovery review and development of a lessons report. Building resilience into damaged essential public assets (betterment). State whether the Queensland Government will seek an allocation of betterment funding from the Australian Government through Category D of the NDRRA.

Assistance to communities

Provide information regarding extraordinary assistance that the DCCSDS and its human and social recovery partners can provide to support individuals, families and communities to achieve local human and social recovery and resilience objectives and goals.



Annex A: Local Recovery Plans

Insert any local recovery plans that may be developed

Annex B: Functional Recovery Groups

Insert a chart of the relationship of the FRGs to the QDMC and Local and District Governance Groups in line with current disaster management arrangements.

Provide information on chair, membership and the roles and responsibilities of each of the FRGs.

Annex C: Key Tasks

Identify key tasks necessary to achieve successful recovery outcomes in the areas impacted by the disaster. For each FRG provide the following:

- Task
- Description
- Lead agency
- Key milestones and outcomes
- Estimated completion date

Annex D: Key Metrics

Identify key metrics agreed by each FRG. For each FRG provide the following:

- Metric
- Measure
- Description

Annex E: List of Abbreviations

List all abbreviations evident in the recovery plan.

Annex 5: Local/District Disaster Recovery Plan Template

Cover Page

Message from the Mayor/LDMG Chair or District Disaster Coordinator/District Recovery Coordinator

Table of Contents

Section One – Introduction

Aim

State the aim of the recovery plan.

Scope

State the scope of the recovery plan:

- Timing of plan
- Audience
- Exclusions

Acknowledge that the recovery plan is dynamic and can be updated as required.

Disaster background

Provide a brief account of the development of the disaster. Where relevant include meteorological information.

Extent of known damage

Provide details of the damage and disruption to communities, businesses, environment and infrastructure.

Impacted regions

List the areas activated for Natural Disaster Relief and Recovery Arrangements/impacted by the disaster.

Section Two – Recovery

Governance Framework

Include information on governance arrangements to deliver and coordinate recovery operations through the plan, including key positions, recovery groups established and the relationship with other recovery groups at different levels within the state.

Reporting

Document that recovery progress of key recovery tasks will be monitored against key metrics through regular recovery status reporting.

Indicate the frequency of reporting and mechanism to release reports to the public and other disaster management groups.



Resourcing

Advise possible sources of funding to deliver recovery activities.

Concept of operations

Advise the broad timings for recovery operations.

Assistance to communities

It may be appropriate to advise of business as usual and extraordinary assistance that may be provided to support individuals, families and communities in their psychosocial recovery.

Annex A: Key Tasks

Identify key tasks necessary to achieve successful recovery outcomes in the areas impacted by the disaster. A table can be used to document:

- Task
- Description
- Lead agency
- Key milestones and outcomes
- Estimated completion date

Annex B: Key Metrics

Identify key metrics agreed by the recovery group/s. A table can be used to document:

- Task
- Metric
- Measure
- Description

Annex C: List of Abbreviations

List all abbreviations evident in the recovery plan.

Annex 6: Planning Methodology

The following planning methodology (Figure 6) provides a structured approach to understand the community's recovery needs and develop a recovery plan using five steps.

Briefings to the chair of the LDMG (LRG)/DDMG (DRG) during, and at the conclusion of each phase, and subsequent feedback to the planning group are essential to ensure that the recovery plan meets the needs of the community and conforms to the recovery group's guidance. This methodology is informed throughout each phase by recovery needs assessments and can be modified to suit the varying planning capacities and capabilities at the local, district and state levels.

1. **Preliminary Scoping** – this step can be conducted by the planning group (led by the recovery coordinator and comprising recovery stakeholders from each of the functional recovery areas) prior to, or soon after the impact of a disaster. Here the planning group considers the possible impacts of the disaster and anticipated recovery requirements based on risk assessments, previous learning, experience and legislative requirements.
2. **Problem Analysis** – this step defines the recovery objectives and effects identified by the community and the disaster management group. It considers capability and capacity of the delivery agents, resources available and limitations to recovery activities.
3. **Recovery Options Development** – this step sees the development of a number of options to address the recovery requirements identified during Problem Analysis. Consideration is given to the most effective way to deliver effective and timely recovery activities and possible risks to the implementation of these initiatives.
4. **Recovery Options Analysis** – this step assesses the recovery options developed, addressing identified risks and the inclusion of prevention, preparedness and resilience effects.
5. **Decision, Implementation and Review** – this is the final planning step and sees the presentation of the analysed recovery options to the disaster management group recovery group for consideration. The recovery plan is finalised and implemented in accordance with direction from the disaster management group. Following implementation the recovery plan should be monitored and reviewed to assess its effectiveness and revise actions as necessary.

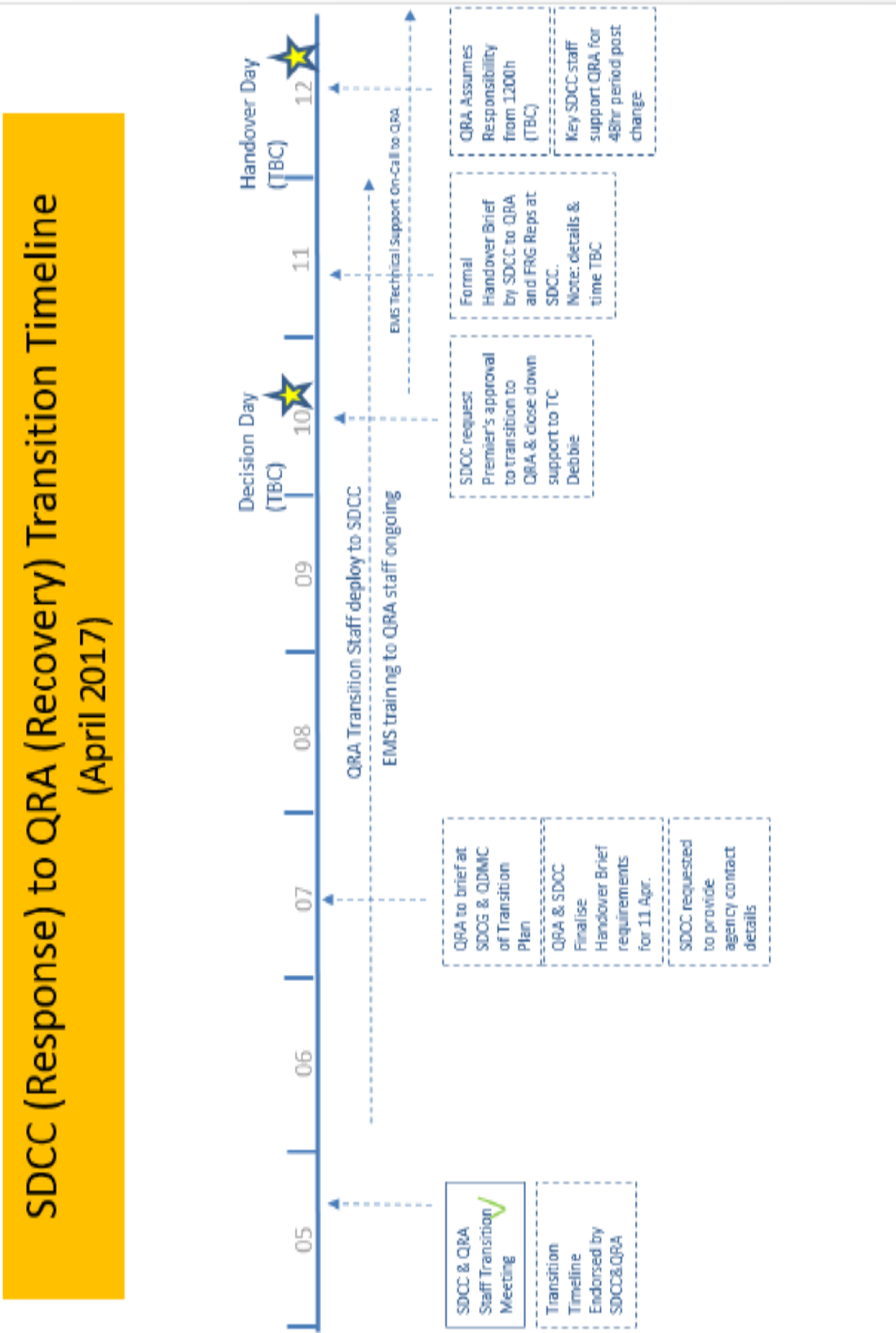


Figure 6: Recovery planning process

Further information on disaster management planning is also available in the Queensland Local Disaster Management Guidelines and the Emergency Management Assurance Framework.



Annex 7: Transition Process Example – State Level



Annex 8: List of abbreviations

AGDRP	Australian Government Disaster Recovery Payment
ANZEMC	Australia-New Zealand Emergency Management Committee
CCN	Crisis Communication Network
CDO	Counter Disaster Operations
CEO	Chief Executive Officer
CRRIC	Community Recovery Referral and Information Centres
DACC	Defence Aid to the Civil Community
DCCCDs	Department of Communities, Child Safety and Disability Services
DILGP	Department of Infrastructure, Local Government and Planning
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DPC	Department of the Premier and Cabinet
DRA	Disaster Recovery Allowance
DRP	Disaster Recovery Payment
EMAF	Emergency Management Assurance Framework
EMC	Emergency Management Coordinator
FRG	Functional Recovery Group
IGEM	Office of the Inspector-General Emergency Management
LDC	Local Disaster Coordinator
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland

LRC	Local Recovery Coordinator
LRG	Local Recovery Group
MOU	Memorandum of Understanding
NDRRA	Natural Disaster Relief and Recovery Arrangements
PPRR	Prevention, Preparedness, Response and Recovery
QDMC	Queensland Disaster Management Committee (State Group)
QERMF	Queensland Emergency Risk Management Framework
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
Recovery Plan	Queensland Recovery Plan
REPA	Restoration of Essential Public Assets
RLO	Regional Liaison Officer
RO	Regional Office
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMP	Queensland State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SitRep	Situation Report
SOP	Standard Operation Procedures
SRC	State Recovery Coordinator
SRPPC	State Recovery Policy and Planning Coordinator

