



REDLAND CITY
**DISASTER
MANAGEMENT
PLAN**
PART 5

DISASTER RECOVERY PLAN



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PART 5 of the Redland City Disaster Management Plan – Disaster Recovery Plan outlines the comprehensive approach taken toward disaster recovery by the Redland City Local Disaster Management Group. This document is designed to assist the Redland City Local Recovery Group and the Redlands community to take action to recovery from disaster events.

Redland City Council is proud to partner with the following members
of the Redland City Local Disaster Management Group:



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ABBREVIATIONS

ABBREVIATION	MEANING
ADF	Australian Defence Force
AEMI	Australian Emergency Management Institute
AIIMS	Australasian Inter-Service Incident Management System
AHD	Australian Height Datum
BCC	Brisbane City Council
BoM	Bureau of Meteorology
CEO	Chief Executive Officer – Redland City Council
DCCSDS	Department of Communities, Child Safety and Disability Services
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DSD	Department of State Development
DTMR	Department of Transport and Main Roads
EMA	Emergency Management Australia
EOT	Emergency Operations Team
GIS	Geographic Information System
ICC	Incident Control Centre
IGEM	Inspector-General Emergency Management
IMT	Incident Management Team
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LO	Liaison Officer
LRG	Local Recovery Group
MSQ	Maritime Safety Queensland
NDRRA	Natural Disaster Relief & Recovery Arrangements
NGOs	Non-government Organisations
PPRR	Prevention, Preparedness, Response and Recovery
QAS	Queensland Ambulance Service
QDMA	Queensland’s Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire and Emergency Service
QPS	Queensland Police Service
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
RCC	Redland City Council
SDCC	State Disaster Coordination Centre
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SITREP	Situation report
SMBI	Southern Moreton Bay Islands
SOP	Standard Operating Procedures

DEFINITIONS

References for definitions are the Australian Emergency Manuals Series, Part 1, The Fundamentals, Manual 3 – Australian Emergency Management Glossary and Manual 4 – Australian Emergency Management Terms Thesaurus and *Disaster Management Act 2003*.

TERM	DEFINITION
Community	A group of people with a commonality of association and generally defined by location, shared experiences, culture or function
Community Resilience	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure
Community Recovery Centre	A centre established by the Department of Communities, Child Safety and Disability Services (DCCSDS) to enable delivery of disaster recovery services to the disaster-affected community by multiple agencies from a single location
Consequence	The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily related to the acquisition and application of resources in accordance with priorities set by disaster management groups
Coordination Centre	A centre established at state, disaster district or local level as a centre of communication and coordination during response and recovery operations
Disaster	A serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the state government and other entities to help the community to recover from the disruption. “Serious disruption” means: • Loss of human life, or illness or injury to humans • Widespread or severe property loss or damage • Widespread or severe damage to the environment
Evacuation	The planned relocation of people from dangerous or potentially dangerous areas to safer areas and eventual return
Evacuation Centre	Group shelter provided for affected people in a community hall or similar. It is part of emergency relief, and is different from temporary accommodation (Note: evacuation centres are not assessed and rated for cyclone, storm, etc)
Hazard	A source of potential harm, or a situation with a potential to cause loss (<i>Emergency Management Australia, 2004</i>)
Local Disaster Coordinator	The CEO, or another Council Officer appointed under the Disaster Management Act 2003 responsible for coordinating disaster operations for the Local Disaster Management Group
Local Disaster Management Group	The group responsible for implementing the requirements of Local Government with respect to development and implementation of disaster management arrangements for the Local Government area

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TERM	DEFINITION
Preparedness	Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects
Prevention	Measures to eliminate, mitigate or reduce the incidence or severity of emergencies
Reconstruction	Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. Actions would include construction of permanent housing, restoration of all services and complete resumption of the pre-disaster state
Recovery	The coordinated process of supporting emergency affected communities in reconstruction of physical infrastructure and restoration of emotional, social, economic and physical well being
Response	Taking appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that people affected are given immediate relief and support
Risk	The chance of something happening that may have an impact on the safety and well being of the community. It includes risk as an opportunity as well as a threat and is measured in terms of consequences and likelihood
Vulnerability	The degree of susceptibility and resilience of the community and environment to hazards

DOCUMENT CONTROL

Amendment Control

The Redland City Local Recovery Plan is a controlled document which is not to be altered other than those amendments endorsed by the Local Disaster Management Group. The plan is intended to be a ‘live’ document; all suggested amendments or additions to this plan should be forwarded to:

Manager
Disaster Planning and Operations
Redland City Council
P.O. Box 21
Cleveland Queensland 4163
Email: emergency@redland.qld.gov.au

Amendment Register

AMEND. No.	DATE RECEIVED	DATE AMENDED	DETAILS OF AMENDMENT	AUTHOR
1	---	April 2016	Review and full rewrite of the Recovery Plan in accordance with Local Government Planning Guidelines and <i>Disaster Management Act 2003</i> .	Mike Tait Mike Lollback

Requirements and Review

Pursuant to Section 58 and 59 of the *Disaster Management Act 2003*, the Local Disaster Management Plan must be consistent with the Queensland disaster management standards and disaster management guidelines. RCC must review the effectiveness of the plan at least once a year. In addition, RCC may review, or renew, the plan when considered appropriate to do so.

Distribution and Availability

The controlled master copy of this plan is held by the Disaster Planning and Operations Unit, Redland City Council. Copies of the plan will be distributed to members of the Redland City Local Disaster Management Group and the Emergency Operations Team. Pursuant to Section 60 of the Act, the plan is available free of charge, to the public:

- a) At RCC Libraries and Administration Building
- b) On the RCC website www.redlanddisasterplan.com.au
- c) Upon request from a member of the public



ADMINISTRATION AND GOVERNANCE

Authority to Plan

The Redland City Local Recovery Plan has been prepared and issued under the authority of the Local Disaster Management Group in accordance with the requirements of the *Disaster Management Act 2003 (the Act)*, to provide for effective recovery arrangements in the local government area. Redland City Council is committed to ensuring that this plan and its associated documents and procedures comply with the provisions of Section 57(2) of the Act.

In accordance with Section 58 of the Act, the Redland City Local Disaster Management Plan Part 5 – Local Recovery Plan is consistent with the disaster management standards and disaster management guidelines and complies with the following documents:

- a) *Disaster Management Act 2003*
- b) Queensland State Disaster Management Plan (2015)
- c) Emergency Management Assurance Framework (2014)
- d) Queensland Local Disaster Management Guidelines (2012)
- e) Queensland Recovery Guidelines (2011)

The plan is hereby approved and recommended for distribution by the LDMG.

Endorsed by Redland City Council



Nick Clarke
Local Disaster Coordinator

Executive Summary

Disaster recovery is the coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical wellbeing of those affected.

The *Disaster Management Act 2003* Dictionary stipulates that recovering from a disaster includes:

- a) Providing relief measures to assist persons affected by the disaster who do not have the resources to provide for their own financial and economic well being
- b) Restoring essential infrastructure in the area or areas affected by the disaster
- c) Restoring the environment in areas affected by the disaster
- d) Providing health care to persons affected by the disaster, including temporary hospital accommodation, emergency medical supplies and counselling services

A community that is prepared for disasters by having necessary arrangements in place to deal with disasters will be a more resilient community and one that will return to the pre-disaster state more quickly than a community that is not prepared. Recovery arrangements should be flexible and scalable to best suit local needs, and to use resources effectively.

Recovery arrangements need to:

- Acknowledge that recovery is a complex social and developmental process rather than just remedial in nature
- Recognise that recovery should be consequence-driven and presents an opportunity to support the community



Emergency Management Assurance Framework

This plan has been developed to ensure it meets the requirements for disaster recovery planning as outlined in the Emergency Management Assurance Framework (the Framework). The Framework provides the foundation for guiding and supporting the continuous improvement of entities' disaster management programs across all phases of disaster management. The Framework also provides the structure and mechanism for reviewing and assessing the effectiveness of Queensland's disaster management arrangements.

Standard for Disaster Management in Queensland

The framework establishes the Standard for Disaster Management in Queensland (the Standard) and is founded on shared responsibilities, good practice guidance and clear accountabilities. The Standard describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes. The Standard also forms the basis of Assurance Activities undertaken by the Office of the Inspector-General Emergency Management (Office of the IGEM).

The Standard is created under section 16N (1) of the *Disaster Management Act 2003* and will be reviewed regularly to ensure it remains contemporary and meets the needs and expectations of the disaster management sector and the community.

The structure of the Standard breaks down the Shared Responsibilities into Components reflecting the key capabilities areas of disaster management in Queensland. Each Component is supported by Key Outcomes that describe the desired results of disaster management for that shared responsibility, and are the expected standard. The Key Outcomes for each Component consider the five Good Practice Attributes: **Scalable, Comprehensive, Interoperable, Value for Money and Adaptable**.

Shared Responsibility: Relief and Recovery

Shared Responsibilities under the Standard are the elements of disaster management that governments, entities and practitioners need to deliver against in order to meet broader community expectations and represent the key areas to be considered as part of an effective disaster management program.

- Improve beyond what existed pre-disaster
- Support community self-determination and participation in the recovery process
- Support rapid restoration of ecosystem services essential to human well-being and contribute, where possible, to long-term community sustainability

Purpose

The Redland Disaster Recovery Plan is an integral part of the Redland Local Disaster Management Plan. The purpose of this plan is to provide the details of recovery services and the processes required to assist the community regain social, economic, environmental, and infrastructure well-being after a disaster event. The plan focuses on Council's role and responsibilities but recognises the lead agency role of various State agencies (e.g. the Department of Communities in providing community recovery services), and it takes a cooperative, multi-agency approach to community recovery.

Objectives

- The objective of this recovery plan is to provide a comprehensive framework for the implementation of effective disaster recovery strategies and arrangements within Redland City. This is achieved by:
- Providing practical information for the delivery of recovery services to the community
 - Establishing the local context for human-social, infrastructure, environmental and economic impacts
 - Describing the Queensland disaster recovery structure and lead agency responsibilities
 - Identifying the member agencies of the local recovery group
 - Identifying recovery activities and operational processes

Component 13: Relief

Relief is a transitional phase that occurs during both response and short-term recovery operations. Relief includes the immediate provision of basic human needs immediately following disaster events. It is heavily focused on reducing and stabilising current impacts to prevent the impact of secondary hazards.

No.	Key Outcomes	Good Practice Attributes	
13.1	Relief is targeted and coordinated across disaster management arrangements and is provided to communities according to need	Scalable, Adaptable	
13.2	Relief is delivered in a timely manner that supports a transition to recovery and uses mechanisms that represent value for money	Scalable, Interoperable, Value for Money, Comprehensive	
Indicators		Accountabilities (linked to Key Outcomes)	
a	The community's relief needs are informed by the entity's hazard identification and risk assessment, vulnerability analysis, and assessment of the event's impact	Governance, Enablers	1
b	The provision of relief occurs in line with an agreed and documented approach within the disaster management arrangements	Doctrine	1, 2
c	Relief activities are conducted in accordance with rigorous planning that outlines how relief will be managed and delivered and considers transition and funding arrangements	Doctrine, Performance	1, 2
d	Roles and responsibilities for the management and provision of relief are agreed, documented, and shared with other entities	Capability, Doctrine, Performance	1

Component 14: Recovery

Recovery (restoration, reconstruction and rehabilitation) must be considered across short, medium and long-term time scales. The management of the recovery phase can directly impact the viability of the community and should be conducted in line with the National Principles for Recovery.

No.	Key Outcomes	Good Practice Attributes	
14.1	Affected communities receive recovery information that is timely, credible and relevant to their context	Interoperable	
14.2	Community recovery planning and delivery are integrated across entities, locally coordinated and appropriate to the scale of the disaster event	Scalable, Interoperable, Adaptable, Comprehensive, Value for Money	
Indicators		Accountabilities (linked to Key Outcomes)	
a	The phases of recovery and the transitions between response, relief and recovery are documented and agreed across all entities	Governance, Doctrine	1, 2
b	Entities have the skills and capability to plan for and manage recovery programs including agreed and documented roles and responsibilities	Capability, Doctrine	2
c	Recovery plans and strategies are developed in partnership with stakeholders and include: • Both short 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 the five pillars of recovery • Mechanisms to engage community members in their own recovery	Governance, Doctrine, Performance	2
d	Recovery information is accessible by all stakeholders through a range of systems and technologies	Enablers	1

DISASTER RECOVERY CONTEXT

Recovery Principles

Queensland has adopted the **National Principles for Disaster Recovery**, endorsed by the Community and Disability Services Ministers' Advisory Council in March 2008, which recognise that successful recovery relies on:

1. Understanding the context

Recovery should:

- Appreciate the risks faced by individuals and communities
- Acknowledge existing strengths and capacity, including past experiences
- Be culturally sensitive and free from discrimination
- Recognise and respect differences
- Support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected

2. Recognising complexity

Recovery should recognise that:

- Information on impacts is limited at first and changes over time
- Affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly
- Quick action to address immediate needs is both crucial and expected
- Events lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies
- Conflicting knowledge, values and priorities among individuals, communities and organisations may create tension

- Events create stressful environments where grief or blame may also affect those involved
- The achievement of recovery is often long and challenging existing community knowledge and values may challenge the assumptions of those outside the community
- The four functions of recovery (economic, environment, human-social and infrastructure) often overlap and recovery arrangements must consider the inter-relationship between these functions

3. Using community-led approaches

Recovery should:

- Centre on the community, to enable those affected by an event to actively participate in their own recovery
- Seek to address the needs of all affected communities
- Allow individuals, families, businesses and communities to manage their own recovery
- Consider the values, culture and priorities of all affected communities
- Use and develop community knowledge, leadership and resilience
- Recognise that communities may choose different paths to recovery
- Ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans and services
- Build strong partnerships between communities and those involved in the recovery process



4. Ensuring coordination of all activities

Recovery should:

- Be guided by those with experience, using skilled and trusted leadership
- Reflect well-developed planning and information gathering
- Demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption
- Be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness
- Be inclusive, using relationships created before and after the emergency
- Have clearly articulated and shared goals based on desired outcomes
- Have clear decision-making and reporting structures be flexible, taking into account changes in community needs or stakeholder expectations
- Incorporate the planned introduction to and transition from recovery specific actions and services
- Focus on all dimensions; seeking to collaborate and reconcile different interests and time frames

5. Employing effective communication

Recovery should:

- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals
- Repeat key recovery messages because information is more likely to reach community members when they are receptive

6. Acknowledging and building capacity

Recovery should:

- Assess gaps between existing and required capability and capacity
- Support the development of self-reliance
- Quickly identify and mobilise community skills and resources
- Acknowledge that existing resources will be stretched, and that additional resources may be required
- Recognise that resources can be provided by a range of stakeholders
- Understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed
- Provide opportunities to share, transfer and develop knowledge, skills and training
- Understand when and how to disengage
- Develop networks and partnerships to strengthen capacity

The Redland City LDMG has recognised that there is an additional principle to those listed above that adds to the success and greatly improves the effectiveness of recovery; that is:

7. Re-establishing resilience as soon as possible after an event

Successful recovery should emphasise:

- Developing strategies (i.e. community education activities) with individuals, businesses and communities to prepare them for possible events and outlining how they will recover from such events. These strategies and arrangements should be detailed in relevant plans
- Putting in place the strategies/arrangements described in the relevant plan as soon as possible to ensure a rapid recovery, and to re-establish resilience as soon as possible
- Engaging communities to build individual skills and trust through the transfer of problem solving and planning skills, and through the development of sustainable networks
- Working with leaders and their networks to understand what could be improved after an event, to increase an individual's and a community's resilience for the next event

All Hazards Approach

Redland City Local Recovery Group can be activated to respond to a variety of natural and man-made (unnatural) disaster events. An 'All Hazards' approach to recovery is incorporated into all recovery planning, ensuring an adequate capacity to provide appropriate recovery responses.

Stages of Recovery

It is important to recognise that individuals, groups and communities may be at different stages of recovery simultaneously and recovery arrangements should reflect the non-linear nature of recovery.

Immediate/Short Term Recovery

Immediate/short-term recovery (relief) aims to address and support the immediate needs of individuals, businesses and the community affected by an event. This may occur while essential services are being restored to the level where response agencies are no longer required to maintain them.

Immediately after an event there is a need to identify what the impact has been, and what needs to be done to ensure the safety of life and property, and return the community to normal. The transition from the response level of activation to the immediate/short-term recovery stage must be carefully managed.

When this occurs it will be based on a combination of the following criteria:

- The emergency is contained
- Search and rescue groups cease activity
- Public safety measures are in place and work effectively
- No further hazard or secondary event is likely in the near future
- Initial rehabilitation has commenced
- Damage to community infrastructure has been assessed and/or restoration has commenced
- Temporary accommodation and services have been provided
- Local organisations which can provide services and/or a hub for services have been identified and engaged and/or
- Local community organisations, cultural groups and their leaders have been identified and engaged

Medium-Term Recovery

Medium-term recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical well being of those affected.

The transition from immediate/short-term recovery to medium-term recovery occurs during the 'stand down' level of activation for response. Medium-term recovery aligns with the 'stand up' level of activation for recovery.

During the transitional phase from immediate/short-term recovery to medium-term recovery, the Operational Action Plans for the functional recovery teams should be reviewed in light of new information from ongoing needs assessments during disaster response operations.

A written summary should be provided regarding the response and relief activities conducted to help in the transition, from response and immediate/short-term recovery to medium-term recovery.

This could include information about:

- The disaster response and relief actions taken to date, emphasising any actions that are outstanding, or areas of concern at this stage
- Resources allocated to the disaster relief and response and any associated exit strategies
- A consequence assessment of the event, focusing on the four functions of recovery and their interaction
- An impact summary, specifically noting any areas or situations with a potential to intensify the effects of the event

Long-Term Recovery

Long-term recovery continues the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical well being of those affected. This process can occur for months and years after the event.

Recovery can continue for a very long time after an event. It is important that functional lead agencies and the Local Recovery Group have arrangements in place to continue to address individual and community recovery needs. These arrangements for long-term recovery, which are informed by the requirements of affected individuals and communities, should be reflected in relevant Operational Action Plans for the event.

Transitional arrangements and exit strategies must be continually planned for to allow return to normal business for agencies so that the 'stand down' level of activation of recovery operations can be completed, while still ensuring the longer-term recovery needs of individuals and communities are addressed.

Considerations will include:

- A full assessment of work remaining in each function
- Decisions on the retention of a modified, scaled down recovery structure
- Decisions on tasks to be transferred to mainstream governance activity
- Documented revised roles and responsibilities and a broad timeframe
- Working with local organisations, community organisations, cultural groups and their leaders (identified in the immediate/short-term stage of recovery) to plan the transition of ongoing support and activities to the appropriate sources of support in the local community

Functions of Recovery

Effective recovery requires an integrated, multidisciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery. Coordinated effort by all agencies involved in recovery is required.

As recovery is a complex and potentially protracted process, to assist with overall and effective coordination, aspects of recovery at Redland City Council are conceptually grouped into four inter-related functions applicable in an all hazards environment including:

- Recovery of human-social aspects
- Recovery of infrastructure and essential services
- Recovery of economic and financial aspects
- Recovery of the natural environment

Depending on the nature of the disaster, one or more of these functions may be the focus of recovery operations. Often a disaster will be of such a scale that all functions need to be addressed to affect recovery. With any disaster event it is likely there will be significant overlap between the four functions of recovery.

It is critical that the individual functions are openly communicating and engaged with one another as they have the potential to either negatively or positively impact on the outcomes sought by the other functions. Each function should seek engage with the other functions wherever possible to limit to the greatest possible extent negative impacts caused by its own activities, and actively pursue recovery activities with mutually beneficial outcomes across multiple functions.

During the response phase to a disaster, the Redland City LDMG will consider the impact of the disaster event and may decide to activate the Redland City Local Recovery Group to coordinate recovery activities. Redland City Local Recovery Group will determine the overall program of works, timeframes and allocation of resources. This will be based on priorities set by the Redland City LDMG. With consideration of the responsibilities of the Group's member agencies, RCC may invite other appropriate service delivery agencies to assist recovery activities.

State Government Recovery Responsibilities

At the state level, the Queensland Disaster Management Committee oversees all phases of disaster management, those being: **prevention, preparedness, response and recovery**. Reporting to the Queensland Disaster Management Committee is the CEO Leadership Team (CLT) Sub-committee – Community Recovery which is directly responsible for recovery at the state level.

Functional Recovery Groups

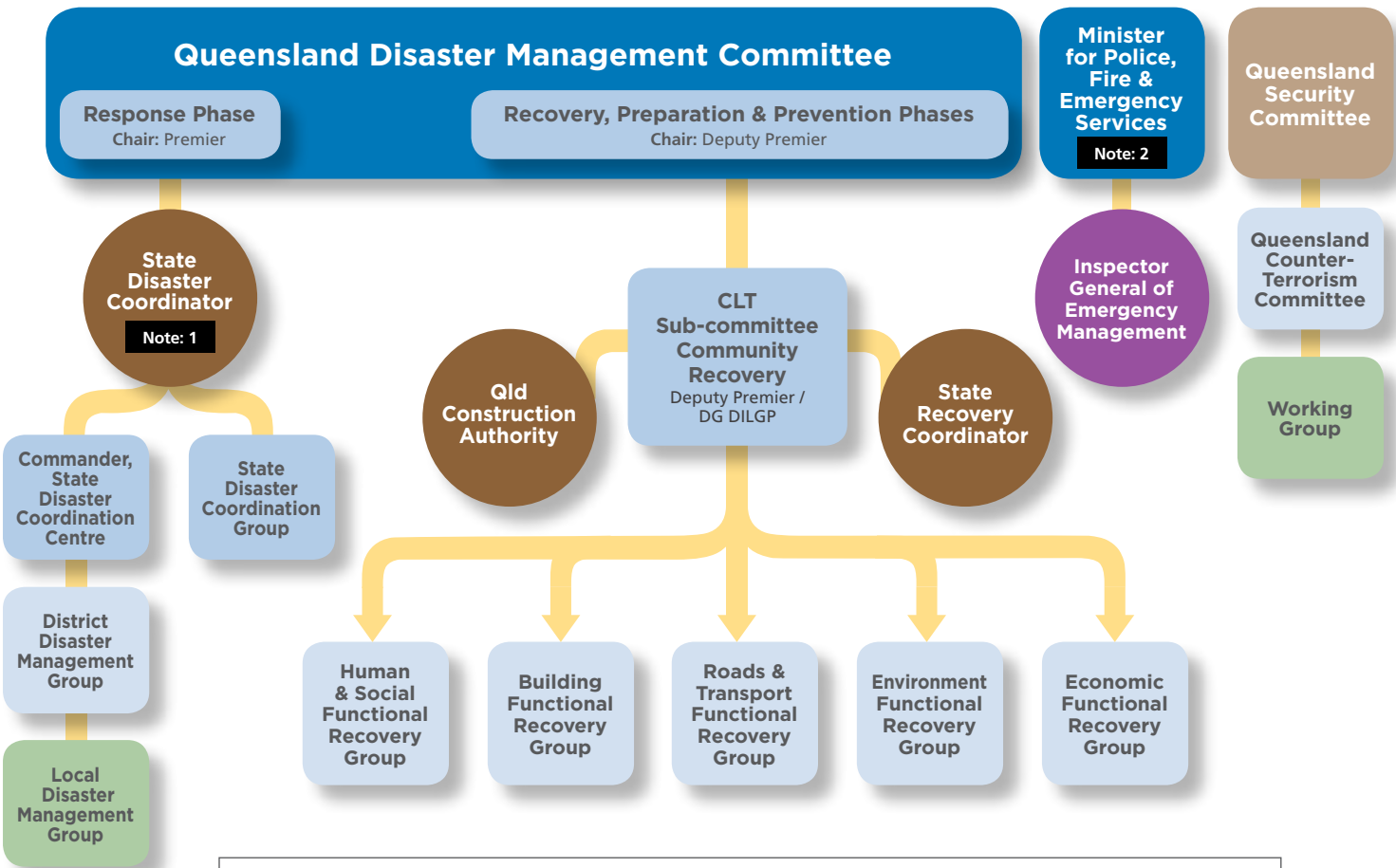
Reporting through CEO Leadership Team (CLT) Sub-committee – Community Recovery to the Deputy Premier and Premier, five CEO-led Functional Recovery Groups lead and coordinate the planning and implementation of whole-of-government recovery from significant disaster events:

- **Human and Social Recovery Group:** coordinates the effective and efficient delivery of human and social recovery activities and is chaired by the Director-General of the Department of Communities, Child Safety and Disability Services
- **Economic Recovery Group:** coordinates the effective and efficient delivery of economic activities and is chaired by the Director-General of the Department of State Development
- **Environment Recovery Group:** coordinates the effective and efficient delivery of environment recovery activities and is chaired by the Director-General of the Department of Environment and Heritage Protection
- **Building Recovery Group:** coordinates the effective and efficient delivery of building recovery activities and is chaired by the Director-General of the Department of Housing and Public Works
- **Roads and Transport Recovery Group:** coordinates the effective and efficient delivery of road and transport recovery activities and is chaired by the Director-General of the Department of Transport and Main Roads.

Each designated Functional Recovery Groups has responsibility for the performance of a function of recovery that correlates to their core business.

Functional Recovery Groups will require the assistance of supporting agencies to effectively perform their function. The diagram below depicts the recovery arrangements at the state level.

Recovery Arrangements at State Level



Note 1. The SDC (through the SDCC) provides the principal vehicle for interaction between the QDMC and District Disaster Coordinators during the response phase.

Note 2. The Minister for Police, Fire and Emergency Services is a member of the QDMC, but is also depicted separately to illustrate the direct reporting arrangement of the IGE.

District Disaster Management Groups (DDMGs) and District Arrangements

DDMGs should ensure that recovery arrangements are prepared for, planned for and implemented to support LDMG's in their applicable district. Representatives of each of the functional lead agencies for recovery should be members of DDMG's as per district guidelines to ensure that recovery operations are included in overall disaster management activities at district level. The district recovery strategy should be flexible and adaptive to different disaster events and the diverse needs of different communities to enable the integration and the scaling up and down of recovery processes as required.

LOCAL RECOVERY GROUP

Local Disaster Management Group Recovery Responsibilities

Local Disaster Management Groups (LDMGs) must ensure that recovery arrangements are prepared for, planned for and implemented to support their applicable local government area. Under section 30(e) of the *Disaster Management Act 2003*, the responsibility for coordinating the disaster recovery effort remains with the local group. LDMGs should identify personnel able to lead recovery operations across each functional area to ensure they can be trained and prepared for their role.

A Local Recovery Group will be established during operations to ensure recovery operations are implemented effectively. This group will be supported and assisted, if required, by the Brisbane District Disaster Management Group. The Redland City Local Recovery Group will work closely with the State Government functional lead agencies to ensure an effective, coordinated disaster recovery effort. The district provides resources to the local level based on impact assessments and agreed service delivery arrangements, ensuring resources required are available and prioritised accordingly. The State Recovery Group will support the local recovery group throughout recovery operations, if required.

Activation of Recovery Arrangements

The Chair of the Redland City LDMG will activate the Redland City Local Recovery Group which has a permanently appointed Local Recovery Coordinator. The Local Recovery Coordinator will have overall responsibility for coordinating all aspects of recovery. The Local Recovery Coordinator will activate the Redland City Local Recovery Group.

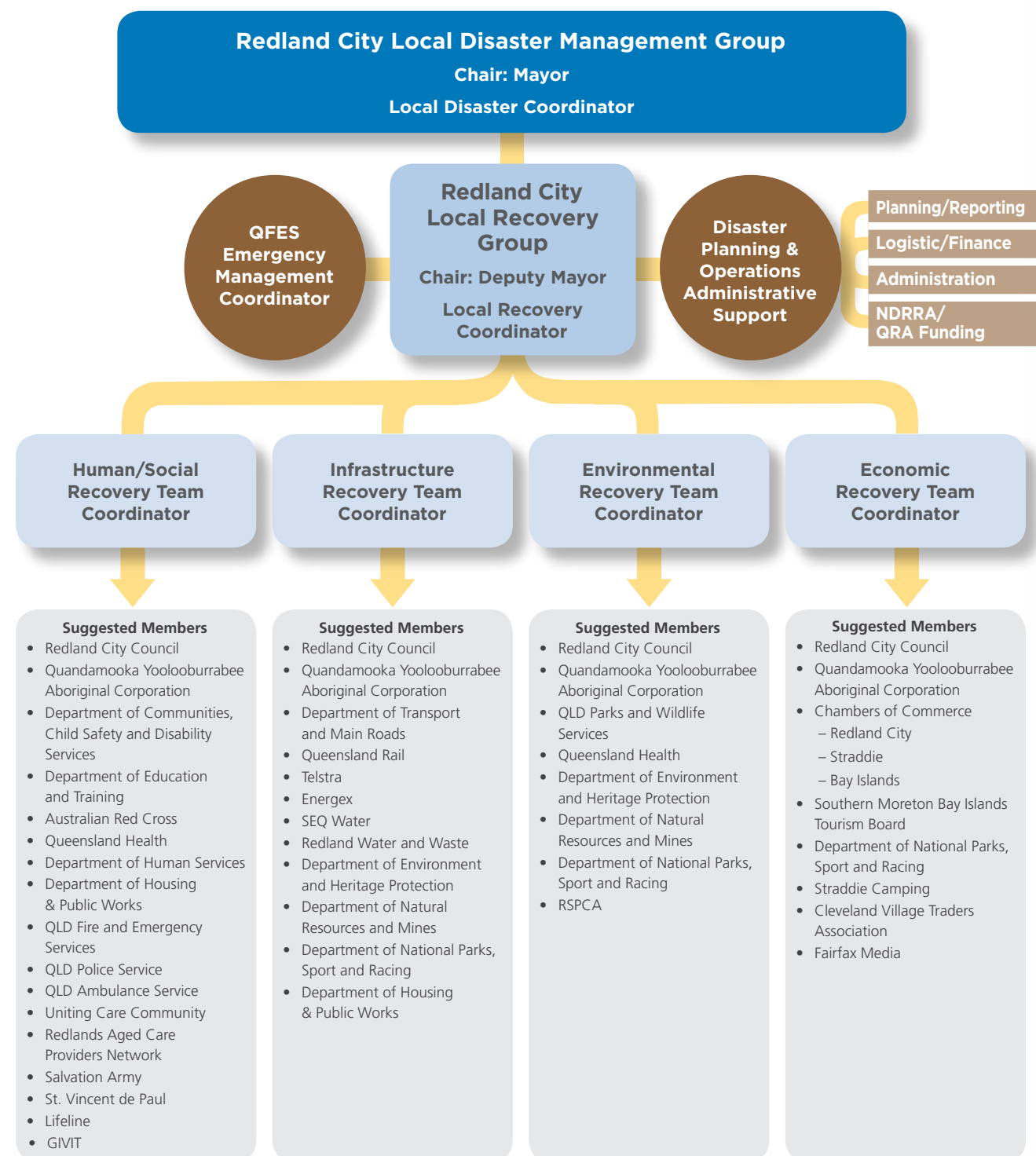
Activation enables:

- Recovery responses to commence
- The establishment of actual resource commitments from member agencies to meet the specific needs of a disaster event
- The development of disaster-specific operational plans
- The deployment of staff
- The provision of recovery services

The Redland City Local Recovery Group will implement the Disaster Recovery Plan that provides a coordinated approach to all aspects of recovery services. Dependant on the type of disaster and the extent of the impacts, the Redland City Local Recovery Group will appoint Coordinators responsible for establishing and managing recovery teams for each of the functions, as required.

It is important to note that Recovery Group members may be required to provide responses to small-scale and localised events when the Redland City Local Recovery Group has not been formally activated. This level of coordination would be considered part of normal agency responsibilities. The following diagram depicts the structure of the Redland City Local Recovery Group.

Redland City Local Recovery Group Structure



Local Recovery Group Activation Levels

The Chair of the Redland City LDMG will activate the Redland City Local Recovery Group to coordinate the recovery process when communities have been impacted by disaster events. The activation of the Local Recovery Group is based on the escalation model shown in the table, which describes the Recovery activation levels.

Note that the Recovery activation levels follow closely behind the Response activation levels and therefore the Local Recovery Group actions are triggered early in the event cycle, before the disaster has occurred. Depending on the nature, location and size of the event, the recovery operations may be managed either at the local level, or through a combination of local and district arrangements, enabling Redland City Council to address community vulnerability and build community resilience.

		DESCRIPTION	TRIGGERS	ACTIONS
RESPONSE ALERT				
RESPONSE LEAN FORWARD	RECOVERY ALERT	• A heightened level of vigilance due to the possibility of an event • The situation will be closely monitored, but no further action is required	• Response phase at 'lean forward' level of activation	• Information sharing commences • LRC in contact with LDCC/LDC • Potential actions and risks identified • Initial advice to all recovery stakeholders
RESPONSE STAND UP	RECOVERY LEAN FORWARD	• A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness • Local Recovery Group is on standby and prepared but not activated	• Response phase at 'stand up' level of activation • Immediate relief arrangements are required during response phase	• Monitoring of response arrangements • Analysis of hazard impact or potential impact • Relief and recovery planning commences • Deployments for immediate relief commenced by recovery functional agencies
	RECOVERY STAND UP	• An operational state where resources are mobilised, personnel are activated and operational activities commenced • Community Recovery Centres are activated	• Immediate relief arrangements continue • Response phase moves to 'stand down' • Medium term recovery commences	• LRG activated at LDCC or alternate location • Recovery plan activated • Deployments for immediate relief response • Operational Action Plans for the four functions of recovery activated as required • Community information strategy employed • Participate in response debrief • Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC
RESPONSE STAND DOWN				
	RECOVERY STAND DOWN	• Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored • Transition from recovery operations for the event back to normal business	• LRG arrangements are finalised • Community returns to normal activities with ongoing support as required	• Consolidate financial records • Reporting requirements finalised • Participate in recovery debrief • Participate in post event debrief • Post event review and evaluation • Long term recovery arrangements transferred to functional lead agencies • Return to core business

Impact versus Needs Assessment

Immediately after an event there is a need to identify what the impact has been, and what needs to be done to ensure the safety of life and property, and return the community to normal. A post disaster survey and assessment can provide information regarding the degree of disruption experienced, as well as the services and needs required by individuals and communities affected by an event. This information can be used to set priorities and make management decisions relating to response and the transition to recovery.

This includes providing services such as:

- The immediate provision of shelter, food and clothing
- The restoration of affected utilities and communications
- Clearance of debris and other hazards resulting from an event

There are two types of assessments that can be conducted concurrently:

- Impact assessments
- Needs assessments

Impact assessments examine the ways in which the event has affected the community. The information gathered can include:

- The geographical extent of the area impacted
- Human effects and casualties including:
 - Dead, injured and missing
 - Numbers of evacuees or displaced and where they have moved to
- Damage including:
 - Details of the numbers of properties impacted and the type of structural damage including whether or not they are habitable
 - Essential infrastructure and lifelines such as power, water, transport, communications
 - Impacts on agriculture and food supply chains
 - Impacts to key economic resources such as businesses and industrial premises
 - Details of key public buildings damaged or destroyed
- Identification of secondary hazards that may pose a threat in the immediate future
- Environmental health and sanitation threats
- Availability of food supplies
- The capacity of local government and emergency management structures to manage the local response and recovery
- Government, community and other organisations operating in the area and their activities

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify:

- Needs of the affected community to save and sustain life and reduce the risk of further damage and provide an indication of their urgency
- Needs that can be met from within the affected community and those that can only be met with outside assistance
- Specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed

Operational Action Plans

The Local Recovery Group will develop an event specific Operational Action Plans to guide its activities. The plans will be discussed and developed during the group's first meeting and will include broad timeframes for operational activities. The Operational Action Plans list the tasks to be performed by each of the functional recovery teams and their agencies/individuals and allocate responsibility for the tasks and a timeframe for completion of the tasks. At each subsequent meeting, respective Operational Action Plans will be reviewed and updated, with new information.

Operational Action Plans should also identify proposed transitional arrangements that consider the requirements of affected individuals and communities. This should include service delivery arrangements and emerging issues. Plans should also be informed, where possible, by feedback received through ongoing community engagement strategies.

When developing Operational Action Plans the Local Recovery Group should consider the following:

- Issues identified from information gathered by impact assessments
- Arrangements outlined in existing functional plans
- How to allocate actions and responsibilities across the four recovery functions to inform the development of Operational Action Plans
- Arrangements for overall coordination of recovery operations
- How to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy
- Identifying the short, medium and long-term priorities
- Developing project timeframes, costs, funding priorities and funding strategies
- Advertising and disseminating public information about the Operational Action Plans
- Determining appropriate community engagement and communication strategies
- Ensuring all aspects of Operational Action Plans adhere to the National Principles for Disaster Recovery
- Transitional and exit strategies
- Strategies for conducting a debrief and evaluation of recovery operations

Recovery Financial Arrangements

Natural Disaster Relief and Recovery Arrangements (NDRRA)

Under the joint Australian Government-State Natural Disaster Relief and Recovery Arrangements, assistance is provided to alleviate the financial burden on states and territories. Under these arrangements, the state or territory government determines which areas receive NDRRA assistance and what assistance is available to individuals and communities.

Where the NDRRA is activated, the Australian Government will fund a percentage of the assistance available to individuals and communities. This contribution is delivered through a number of NDRRA measures and may include:

- Personal hardship and distress assistance
- Counter disaster operations
- Concessional loans or interest subsidies for small businesses and primary producers
- Transport freight subsidies for primary producers
- Loans and grants to churches, voluntary non-profit organisations and sporting clubs
- The restoration or replacement of essential public assets
- Community recovery funds

Queensland's Natural Disaster Relief and Recovery Arrangements are outlined in the Queensland Disaster Relief and Recovery Arrangements Guidelines. The relief measure 'Restoration of Essential Public Assets' financially assists eligible state and local governments in restoration and emergent works to essential public assets damaged as a direct result of an eligible disaster event. This relief measure is available under NDRRA Category B.

The Administering Authority for this relief measure is the Queensland Reconstruction Authority. Activation can be requested by any state government agency acting on behalf of their agency or a local government. Funds are provided for the restoration or replacement of uninsured essential public assets damaged as a direct result of an eligible disaster to their pre-disaster standard. This may include restoration in accordance with current building and engineering standards if required by legislation. Assets should be restored to pre-disaster standard unless it is essential due to legislation or exceptional issues where reconstruction cannot occur without it while maintaining the same asset class. This will be

considered on a case-by-case basis. Restoration works can commence prior to approval of funding. The eligibility of expenditure related to restoration works should not be a consideration when determining whether to undertake restoration works.

Enquiries regarding this relief measure can be made by contacting the **Queensland Reconstruction Authority**:

Phone

☎ Call Centre – 1800 110 841

Mailing Address

Queensland Reconstruction Authority
PO Box 15428
City East Q 4002

Email

info@qldra.org.au

State Disaster Relief Arrangements (SDRA)

The State Disaster Relief Arrangements (SDRA) are a wholly state funded, all hazards, personal hardship financial assistance package which can be activated to assist Queensland communities recover from a disaster event. The SDRA are not subject to the Australian Government imposed event eligibility provisions or the activation threshold that exists under the NDRRA. As a consequence, the SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

The Minister for Police, Fire and Emergency Services is responsible for the activation of the SDRA and the financial relief measures eligible under these arrangements. Where the SDRA is activated, notification of the activation, relief measures activated and area defined for receipt of assistance will be distributed via email to key stakeholders and online at www.disaster.qld.gov.au

There are two relief measures available for activation under the SDRA:

- **Personal Hardship Assistance Scheme** – Personal hardship and distress grants for individuals may be available for immediate needs, essential household contents and structural assistance.
- **Counter Disaster Operations** – Eligible extraordinary operational costs incurred as a direct result of the event or impending event.

The protection, emergency repairs and restoration of state and local government assets are not covered under the SDRA. The Restoration of Essential Public Assets relief measure requires the NDRRA to be activated.

Offers of Assistance

The Queensland Fire and Emergency Services have developed a guideline document which recognises the following principles underpin the successful management and coordination of offers of assistance:

- The needs of affected people and communities, including local economies, are the first consideration
- All dealings with affected people and local communities will be courteous, helpful and ethical
- All offers of assistance will be managed in a timely and effective manner
- Relevant entities will ensure the coordinated and integrated management of offers of assistance
- Activities will be scalable and in line with the size, location and duration of the disaster
- Relevant entities, non-government organisations, businesses and communities should share a sense of responsibility in rebuilding communities and promoting resilience
- Clear and consistent messages will be communicated to the community at all times. In particular, advice on what goods and services are needed by affected people and communities at any given time
- Activities will be consistent with the Queensland Recovery Guidelines

Offers of assistance fall into one of the following types: **volunteer, financial donations, donated goods and services or corporate donations.**

Volunteers

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

There are two types of volunteers:

- **'Volunteers'** – people who are formally affiliated with an emergency service organisation or NGO, and act under the respective organisations direction and authority
- **'Spontaneous volunteers'** – people who are not affiliated with an emergency or community organisation

Key considerations:

- The Redland City LDMG is responsible for the registration and supervision of volunteers and spontaneous volunteers. All volunteers should be registered and information should be provided regarding meeting location, what to bring and how they will be transported. At times, volunteers may be redirected or declined when they are not needed. Liability for volunteer welfare, safety and insurance is not transferable by escalation through the Brisbane District Disaster Management Group to the State
- Where the Redland City LDMG chooses to outsource to a nominated service delivery entity, the entity is then responsible for registrations of spontaneous volunteers for the purpose of matching and referring them to approved community recovery partners

Financial Donations

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

Key considerations:

- There are a range of government-funded financial assistance measures available to people affected by disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA), the State Disaster Relief Arrangements (SDRA), and Commonwealth disaster assistance payments



- Appeals should be used in exceptional circumstances only, where the scale of the impacts of the disaster warrants assistance in excess of the measures noted above
- When an appeal is appropriate, receiving donations of money and distributing financial assistance to those in need can almost always be managed more efficiently by NGOs than government agencies
- The Redland City LDMG may wish to establish a Mayoral Fund or similar. A Mayoral Fund could be administered internally by Local Government, or could be outsourced
- Where there is no appeal, offers of financial assistance should be referred to reputable NGOs working with affected persons
- It is preferable that arrangements are made ahead of time to be called on when disaster threatens
- If an LDMG determines that the complexity of arrangements or the scale of disaster is such that management of financial donations is beyond their capacity, they may refer through the DDMG to the State

Donated Goods and Services

Goods and services can be offered by members of the public, community, businesses, organisations and corporate entities to support communities following disaster events either for free or for a charge that is less than market value.

- **Solicited Goods and Services** are items or services which have been specifically requested and are based on the assessed needs of disaster affected individuals and communities
- **Unsolicited Goods and Services** are items or services that have not been requested and may or may not meet assessed needs. If they do not meet the assessed needs of the community, they should be discouraged as they can severely impact recovery efforts

Key considerations:

- When soliciting or considering offers of donated goods and services, consideration should be given to the economic impact this may have on local business recovery, the administrative and logistical requirements, and costs managing and coordinating the offer
- Quality requirements on donated goods can be imposed, allowing restrictions on the offers being accepted
- Donations of goods and services can be self-managed by an LDMG. Details regarding the management and planning of donated goods and services are provided in the Queensland Offers of Assistance Guideline
- If management of offers is beyond the capacity of the LDMG, they may refer through the DDMG to the State

- An LDMG can also choose to outsource to a nominated service delivery entity contracted by government. These entities may use web based ‘virtual warehouses’ to register and match donations and community needs. Consider virtual warehousing as an option in the first instance

Corporate Donations

Corporate offers of assistance are usually sizeable donations made by a corporation, business or organisation which may consist of cash, electronic funds/pledges, goods, services and/or volunteers that provide significant support to impacted individuals, communities and emergency responders.

The appropriate use of corporate donations requires coordinated pre-planning which considers the best possible outcomes for the community, e.g. through rapid assessment of what is needed, when and who is best to supply/rebuild it.

Key considerations:

- The corporation is not involved in activities that contravene relevant legislation, disaster management groups or state government policy
- The corporation’s donation is free of any conditions and/or requirements, has not attempted to manipulate the activities, policies or legislation of disaster management groups or state government policy

Disaster Recovery Chaplaincy

Disaster Recovery Chaplaincy is an important element to Redland City’s disaster response and recovery processes by providing pastoral care for people in traumatic situations, particularly following major emergencies where people and communities are affected by trauma.

When people are dislocated and traumatised, they may be affected in every way: **physically, emotionally and spiritually**. The nature of disaster is that local capacity to cope may be overwhelmed in the face of great and sudden need. This also includes the capacity of local pastoral and faith community leaders. Disaster Recovery Chaplains are available to people at a point of major crisis for pastoral care. They work alongside other relief agencies, such as the Australian Red Cross and the Salvation Army to help disaster-affected people and support local faith leaders in their care of traumatised communities.

Disaster Recovery Chaplains are available to complement existing services to disaster-affected people within evacuation and recovery centres: **being available for conversation, pastoral care, understanding and where practicable, creating some space for quiet, meditation and prayer.**

Appendix 1: Role Description – Local Recovery Coordinator

Role

The Local Recovery Coordinator reports to the Chair of the Local Recovery Group and oversees all functions of the recovery process (human-social, infrastructure, environment and economic) including the planning and co-ordination of recovery activities with the various supporting agencies.

Responsibilities

Pre-activation
• Attend training activities organised for the Local Recovery Group • Remain familiar with the Redland City Recovery Plan • Remain familiar with your responsibilities within the Local Recovery Group • Understand each agency’s role in relation to the recovery to ensure a coordinated recovery process • Maintain regular contact with relevant agencies involved in recovery planning and coordination • Document all actions and decisions on a log sheet
Alert/Lean Forward
• Receive brief from LDC to gain situational awareness of the unfolding event • Document details of the disaster and note implications for recovery • Confirm with Chair and advise Local Recovery Group of level of activation (alert/lean forward/stand-up) • Provide the initial Local Recovery Group briefing • Determine potential resource requirements for the recovery effort • Determine if other support agencies need to be bought into the Infrastructure Recovery Group • Mobilise additional resources or specialist advisors required for the Local Recovery Group • Keep updated on the status of the event/situation • Keep updated on the status of preparatory activities being undertaken by the recovery teams • Document all actions and decisions on a log sheet
Stand Up
• Check status of current activities being undertaken by the LDMG in the disaster response effort • Maintain a situational awareness of the unfolding event • Conduct a meeting of the Local Recovery Group to formulate and document an event specific Recovery Operational Action Plan • Lead the development and implementation of effective Recovery Operational Action Plans with an initial focus on short-medium term recovery operations. (Recovery Operational Action Plan templates are included as appendixes in this Local Recovery Plan) • Ensure the Recovery Operational Action Plan covers the human-social, infrastructure, environmental and economic aspects of disaster recovery and involves community input where relevant

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Stand Up (continued)

- Involve community members in the development and implementation of the Recovery Operational Action Plan where relevant
- Allocate responsibilities and manage the activities of the Local Recovery Group in accordance with the Recovery Operational Action Plan
- Source funding, equipment, supplies and personnel to enable the recovery process to take place
- Ensure all Local Recovery Group members are briefed and understand their team’s responsibilities
- Establish a reporting process to keep updated on the status of the recovery operations for each of the four aspects of recovery in accordance with the Recovery Action
- Provide a copy of the Recovery Operational Action Plan to Local Disaster Coordinator for feedback and review
- Ensure effective communication with all stakeholders (i.e. LDMG, community members, businesses, environmental groups, government agencies, elected representatives etc.) regarding local recovery activities
- Provide regular Situational Reports (SITREPs) to the LDMG regarding the progress of recovery operations
- Ensure all Local Recovery Group decisions and actions are accurately recorded and documented
- Conduct regular Local Recovery Group briefings on the progress of the recovery program
- Monitor fatigue and well-being within Local Recovery Group
- When appropriate, lead the development and implementation of a medium/long-term Recovery Operational Action Plan. The Operational Action Plan should addresses any outstanding or ongoing matters relating to all aspects of recovery – human-social, infrastructure, environmental and economic
- Document all actions and decisions on a log sheet

Stand Down

- Stand down the Local Recovery Group
- Prepare the final report on recovery operations for the Local Disaster Coordinator
- Collect and file all documentation relating to the recovery operation
- Identify any follow-on actions required and allocate responsibilities and deadlines
- Document and advise on any outstanding or ongoing matters relating to the recovery that will be handed back to be incorporated into business as usual processes
- Facilitate Local Recovery Group post-disaster review and record outcomes
- Oversee the update of procedures/plans if required
- Attend any post-disaster reviews organised by the LDMG and brief the Local Recovery Group members
- Provide copy of post-disaster review to other relevant agencies

Appendix 2: Checklist – Community Recovery Management – Coordination

Keeping pace with the evolving situation

- ☐ Immediately establish communication with Local Disaster Coordinator and Incident Coordinator within the Local Disaster Coordination Centre to provide situational awareness
- ☐ Ensure initial and ongoing impact assessment data feed into recovery programs and processes
- ☐ Continuously review and analyse community needs for service provision planning
- ☐ Establish processes for information gathering from all avenues (public meetings, call centre, evacuation centre or recovery centre feedback, debriefings) to feed into planning cycle
- ☐ Adapt Recovery Plans / Operational Action Plans in accordance with the evolving or changing community needs and priorities

Engaging and empowering the affected communities

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

Managing people

- ☐ Provide strong, clear and responsive leadership
- ☐ Ensure safe operating conditions for recovery personnel and community
- ☐ Ensure that workloads are sustainable by establishing management structures, delegating responsibilities and utilising ‘spans of control’
- ☐ Ensure that recovery workers, managers and volunteers have defined work times and adequate rest breaks
- ☐ Ensure that briefings occur for all functional recovery teams and oncoming personnel
- ☐ Ensure that debriefs are conducted at the end of each shift to ensure capture of information as well as debriefing personnel
- ☐ Provide opportunities for formal debriefing and ongoing emotional and psychological support for recovery personnel
- ☐ Avoid double-handling by providing clear information and direction as to how non- impacted persons might help or assist
- ☐ Develop a strategy to manage politicians and VIPs

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Managing resources

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

Managing information and communications

- ☐ Ensure that data collection and management systems are established as soon as possible and maintained
- ☐ Ensure that information is continually provided to:
 - Affected community members
 - Recovery personnel
 - Recovery management team
 - Recovery management partners and stakeholders
 - Organisational hierarchy (managing up)
 - Elected representatives
- ☐ Form partnerships with media and use their resources to disseminate information
- ☐ Ensure that information is relevant, timely, clear, best available, targeted, credible, consistent, coordinated, provided in multiple channels including media, provides opportunity for feedback and is repeated as appropriate
- ☐ Create opportunities for two-way communication through meetings, workshops, surveys, telephone, email and digital communications such as Twitter, Facebook and websites

Appendix 3: Checklist – Community Recovery Management – Operational Activities

Immediate (0 to 3 days)

- ☐ Conduct immediate impact/needs assessment
 - Obtain briefing from local disaster coordinator and incident coordinator
 - What has happened?
 - Capture as much information as possible on community impact
 - What has been the impact on human-social, infrastructure, environmental and economic aspects of the community?
 - What are priority needs for the affected community and recovery operations?
 - What needs to be done to prevent further damage?
 - What hazards exist that will impact recovery operations?
- ☐ Communicate priority needs to the Local Recovery Group to ensure all functions of recovery are aware of factors that may impact the recovery process and are working collaboratively to find solutions that support the affected community
- ☐ Contact and alert the Local Recovery Group
- ☐ Activate and brief relevant partners/stakeholders from human-social, infrastructure, economic and natural environment agencies/organisations
- ☐ Establish data collection and management systems
- ☐ Establish two way communications with affected persons
- ☐ Implement systems to manage the wellbeing of recovery personnel
- ☐ Provide clear information and advice to media and non-impacted persons on how they can help
- ☐ Establish a management structure, assign responsibilities and define reporting processes
- ☐ Implement actions to address priority needs
- ☐ Communicate planned actions to affected communities, functional recovery teams and stakeholder organisations

Short to medium term

- ☐ Review **immediate** actions
 - Are priority needs being met?
 - Were any missed in immediate assessment or have new ones emerged?
- ☐ Coordinate an ongoing impact assessment process through multi-agency deployment and inputs
- ☐ Continue to evaluate short to medium term impact/needs assessment
 - What are evolving short to medium term needs?
- ☐ Engage with community leaders to discuss longer-term governance and planning
- ☐ What plans/programs/relationships/activities/groups existed before the disaster event that might contribute to the recovery effort?
- ☐ Implement outreach programs if required
- ☐ Ensure that persons displaced from ‘home’ communities are provided with mechanisms and strategies to re-engage with their ‘home’ communities
- ☐ Develop a strategy to avoid excessive or unwanted services
- ☐ Establish processes and systems for managing donations of monies and goods and offers of help

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Long term (ongoing)

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

Transition

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

Appendix 4: Operational Action Plan
– Recovery Coordination

Recovery Coordination

Task Description	Time-frame	Responsible Agency
Immediate Actions		
Coordinate establishment of the Recovery Group: • Contact and alert the Local Recovery Group • Coordinate the whole-of-government and community recovery with Recovery Group • Identify a suitable venue for operations and meetings • Establish meeting and reporting structures • Consider additional contacts/support agencies that may be required	1 day	Local Recovery Coordinator
Activate and brief relevant partners/stakeholders from human-social, infrastructure, economic and natural environment agencies/organisations	1 day	Local Recovery Coordinator
Conduct immediate impact/needs assessment: • Obtain briefing from Local Disaster Coordinator and Incident Coordinator • What has happened? • Capture as much information as possible on community impact • What has been the impact on human-social, infrastructure, environmental and economic aspects of the community? • What are the priority needs (for the affected community and recovery operations)? • What needs to be done to prevent further damage? • What hazards exist that will impact recovery operations?	1 to 3 days	Local Recovery Group
Ensure the recovery strategies address all functional areas of recovery including human-social, infrastructure, economic and natural environment	1 to 3 days	Local Recovery Group
Establish data collection and management systems	1 to 3 days	Local Recovery Coordinator
Establish two way communications with affected persons: • Coordinate the provision of a conduit between the community and the government	1 to 3 days	Local Recovery Coordinator
Implement systems to manage the wellbeing of recovery personnel	1 to 3 days	Local Recovery Group
Provide clear information and advice to media and non-impacted persons on how they can help and assist	1 to 3 days	Local Recovery Coordinator

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Immediate Actions (continued)		
Establish a management structure: • Assign responsibilities • Define reporting processes: • Provide regular reports on recovery operations to the LDMG, as well as regular community and media information on recovery progress • Chair weekly Coordination Meeting of the Local Recovery Group	1 to 3 days	Local Recovery Coordinator
Implement actions to address priority needs	1 to 3 days	Local Recovery Group
Facilitate and coordinate the operation of agencies and organisations involved in the recovery operations	1 to 3 days	Local Recovery Coordinator
Coordinate the ongoing Council services aspects of community recovery	1 to 3 days	Local Recovery Coordinator
Ensure that organisational arrangements are adaptable and able to respond to the changing priorities throughout the ongoing recovery process	1 to 3 days	Local Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups: • Develop and implement effective strategies for community participation and partnership in the recovery process	Ongoing	Local Recovery Group
Short to Medium Term Actions		
Review immediate actions: • Are priority needs being met? • Were any missed in immediate assessment or have new actions emerged?	7 to 21 days	Local Recovery Coordinator
Coordinate an ongoing impact assessment process through multi-agency deployment and inputs	7 to 21 days	Local Recovery Group
Continue to evaluate short to medium term impact/needs assessment: • What are evolving short to medium term needs?	7 to 21 days	Local Recovery Group
Engage with community leaders to discuss longer-term governance and planning	7 to 21 days	Local Recovery Coordinator
Coordinate the actions of peak community, business and non-government organisations in their contribution to recovery to ensure the most effective use of skills and resources	7 to 21 days	Local Recovery Group
What plans/programs/relationships/activities/groups existed before the disaster event that might contribute to the recovery effort?	7 to 21 days	Local Recovery Group
Implement outreach programs if required	7 to 21 days	Local Recovery Group

Short to Medium Term Actions (continued)		
Ensure that persons displaced from 'home' communities are provided with mechanisms and strategies to re-engage with their 'home' communities	7 to 21 days	Local Recovery Coordinator
Develop a strategy to avoid excessive or unwanted services	7 to 21 days	Local Recovery Coordinator
Establish processes and systems for managing donations of monies and goods and offers of help	7 to 21 days	Local Recovery Coordinator
Provide advice to LDMG and Council of the needs and responses of the affected individuals, communities and other sectors	Ongoing	Local Recovery Coordinator
Identify areas where the LDMG and Council need to make decisions beyond existing policies and procedures, and advise on recommended options	Ongoing	Local Recovery Coordinator
Long Term Actions		
Conduct review of short to medium term actions: • Are priority needs being met? • Were any missed in immediate and short-term assessment or have new actions emerged?	Beyond 21 days	Local Recovery Group
Continue the needs assessment process to inform planning, support and service provision	Beyond 21 days	Local Recovery Coordinator
Empower and support affected communities to manage their own recovery: • Consider providing executive and administrative support and specific expertise as required	Beyond 21 days	Local Recovery Group
Advocate on behalf of affected communities to government and authorities for financial and resource support	Beyond 21 days	Local Recovery Coordinator
Establish ongoing information provision	Ongoing	Local Recovery Coordinator
Communicate planned actions to affected communities, functional recovery teams and stakeholder organisations	Beyond 21 days	Local Recovery Coordinator
Work with affected communities to determine appropriate timing and processes for transition from recovery to normal services	Beyond 21 days	Local Recovery Coordinator
Ensure services are in place to support ongoing needs of affected persons	Beyond 21 days	Local Recovery Group
Identify to government and organisations long term changes in the community environments resulting from the disaster event (for example, population or industry changes)	Beyond 21 days	Local Recovery Group
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Local Recovery Coordinator
Provide final report at the conclusion of the recovery operation	Beyond 21 days	Local Recovery Coordinator

HUMAN-SOCIAL RECOVERY

Human-social recovery aims to assist individuals and communities to recover from the effects of disaster events. Human-social recovery is the coordinated process of supporting disaster-affected individuals, families and communities towards the restoration of emotional, social, economic and physical wellbeing.

The services required and duration of operations will be dictated by the nature, severity and effect of the particular disaster event; however services typically include the provision of information, payment of financial assistance, and provision of personal and psychosocial support.

Community Recovery Centres may be established by the Department of Communities, Child Safety and Disability Services, in partnership with the Redland City Local Recovery Group to enable delivery of recovery services by multiple agencies from a single location, a 'One-Stop-Shop'. The Community Recovery Centre may be supported by the deployment of 'outreach teams' to assess the needs of disaster affected individuals and families and to advise on information, resources and services available.

Human-social recovery includes the coordinated process of supporting affected communities in the provision of:

- Community support and the restoration of community support services and networks
- Supporting individuals and households
- Social impacts and needs assessment and monitoring
- Personal support and information
- Physical health and emotional support
- Psychological, spiritual, cultural and social wellbeing support

- Public safety and education support
- Activities that ensure affected communities and interest groups are involved in the decision making process
- Temporary accommodation and repairs to dwellings
- Financial assistance to meet immediate individual needs and uninsured household loss and damage

Council's broad responsibilities are:

- To coordinate community awareness and public information
- To provide referrals to relevant agencies
- To work cooperatively with a range of service providers

Council should maintain an on-going assessment of recovery needs and effectiveness. Feedback from service providers is important so that priorities and programs can be adjusted as necessary.

Community Context

Population

Redland City had a total resident population of 138,666 (based on usual resident population) in 2011. Redland City experienced a population growth of 8% (or 11,039 additional residents) between 2006 and 2011, equating to an average annual population growth of 1.60%.

The mainland suburbs had a total population of 130,302 in 2011. The highest growth occurring in Mount Cotton (53%), Redland Bay (25%) and Thornlands (21%). These suburbs account for more than 60% (6,687 persons) of all growth for the city during the five year period.

The island communities also experienced a population increase across the Census period. Southern Moreton Bay Islands (SMBI) had a total population of 5,630 in 2011. The combined SMBI population grew by 33% or approximately 1,400 persons during the five year period. This shows that approximately 12% of the total city growth occurred on SMBI. North Stradbroke Island's (NSI) population in 2011 was 2,030 while Coochiemudlo had 708 persons. Both NSI and Coochiemudlo experienced a very modest total growth of 21 and 49 persons respectively between the Census periods. The population of Redland City is expected to increase by a further 43% to 198,290 in 2036 based on the projections of the Queensland Government Statistician's Office (QGSO).

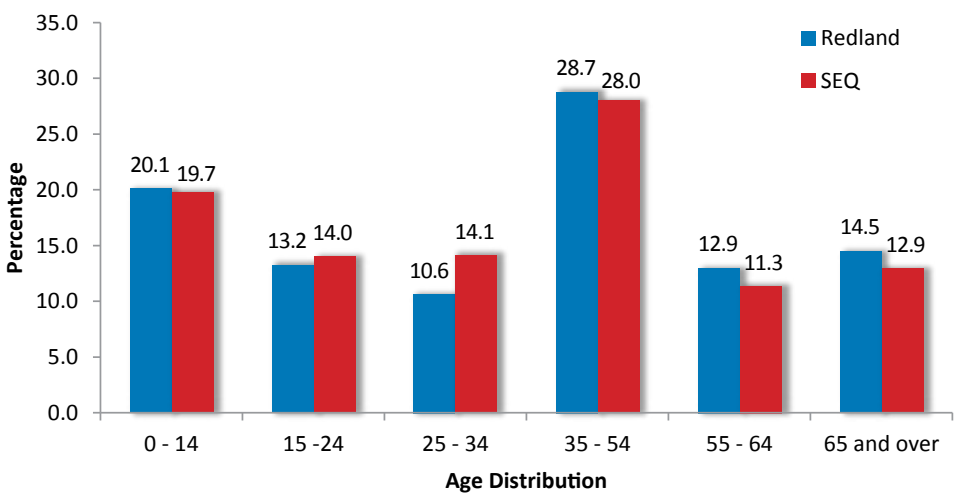
Age Profile

In 2011, Redland City had a median age of 39. This was higher compared to Brisbane (median age was 35) and the whole of Queensland (median age was 36).

About 1 in 5 persons (20.1%) in Redland City were 0-14 years old in 2011. Further analysis also showed there was:

- A higher percentage of 65 years and over in the Redlands (14.5%) compared to the rest of South East Queensland (12.9%)
- A lower proportion of 25-34 years in the Redlands (10.6%) in contrast to SEQ (14.1%)

Age Distribution (%) Redland City 2011



Vulnerable Groups

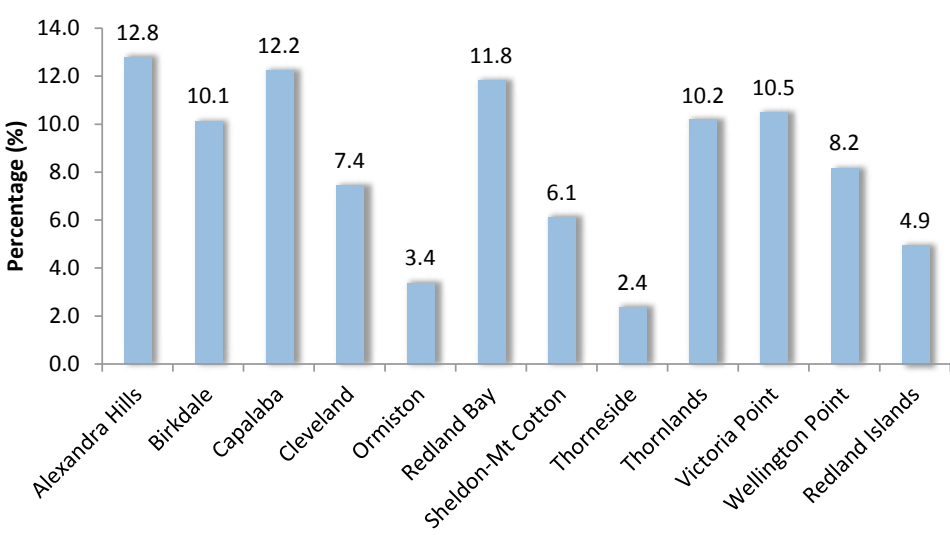
When disasters strike, communities are impacted however they are not affected equally. International and national events have shown that those who are disadvantaged are hit hardest by disasters and emergencies. They have minimal resources or social support and hence, undergo difficulties in coping with and recovering from disasters. There are also sectors of the population who are socially vulnerable such as children and the elderly, primarily because they are dependent on others, or who because of age and ill-health have been rendered very fragile. Significant preparations need to be made to address their needs before, during and after disasters.

Children (12 years and under)

In 2011, the number of children 12 years and under in Redland City was 23,748 which was about 17.1% of the total population. Alexandra Hills and Capalaba had higher proportions of children 12 years and under with 12.8% and 12.2% compared with the rest of the suburbs.

Although Alexandra Hills and Capalaba are the suburbs with the most number of children in 2011, Redland Bay and Sheldon-Mt. Cotton experienced the most growth between the census periods 2006 and 2011. Redland Bay had 486 additional children 12 years and under while Sheldon-Mt. Cotton had 396.

Proportion (%) of Children 12 years and under by Suburb 2011

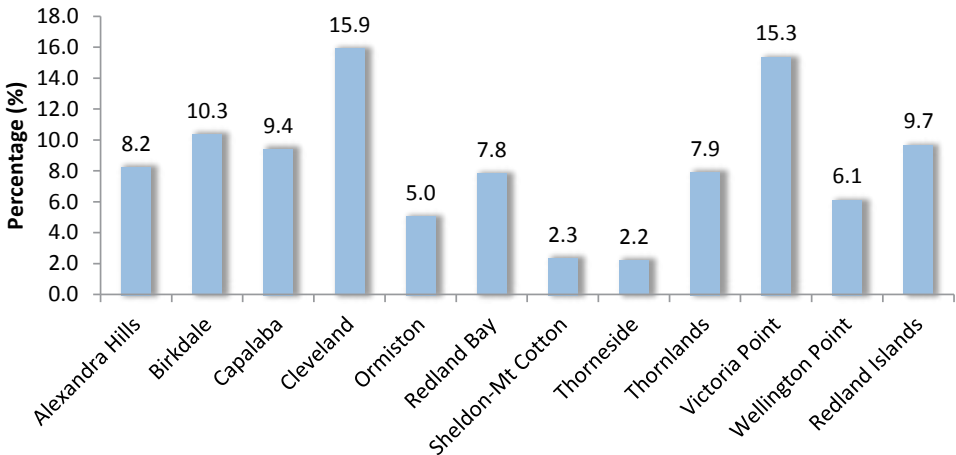


Seniors (65 years and over)

Redland City had a population of 20,062 of 65 years old and over in 2011. The proportion of people aged 65 and over in the Redlands was 14.5% which was slightly higher than the rest of Queensland (13.2%). The city experienced a 17.5% growth in the number of people 65 years and over (or +3,503) seniors during the Census period. Among the suburbs, Cleveland and Victoria Point had the highest proportion of 65 years and over with 15.9% and 15.3%, respectively.

By 2026, the proportion of population aged 65 and over is projected to increase to about a quarter (24.8%) of Redland City.

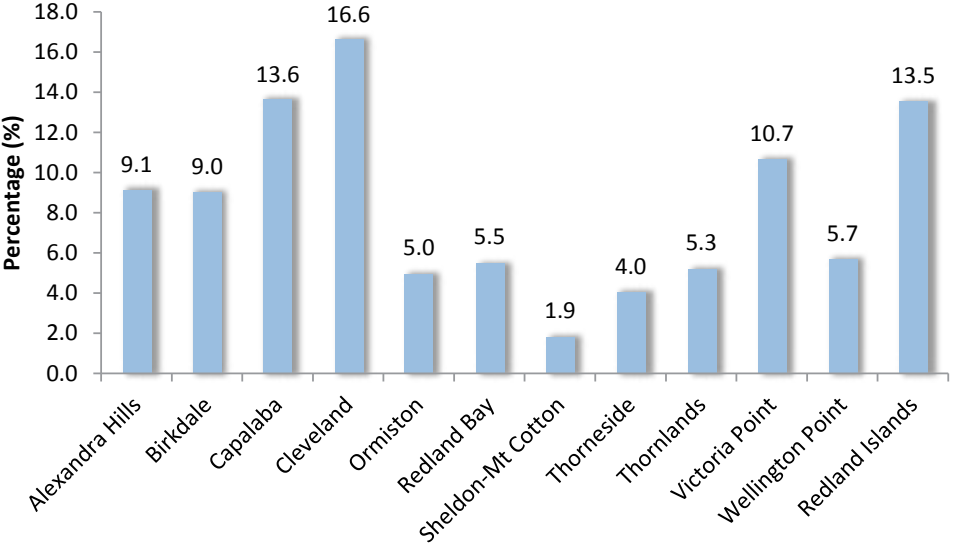
Proportion (%) of 65 years and over by suburb 2011



Lone Person Households

Cleveland (16.6 %) and Capalaba (13.6%) had a high proportion of lone person households in 2011 in contrast to the other suburbs. The islands also had a significant proportion of lone person households at 13.5%.

Proportion (%) of Lone Person Households by Suburb 2011



State Functional Lead Agency

Local Level

Redland City Council is responsible for coordinating the recovery efforts at the local level. The Redland City LDMG and Redland City Local Recovery Group work closely with the functional lead agencies to ensure effective disaster recovery efforts.

Functional Lead Agency

The Functional Lead Agency for Human-Social Recovery is the Department of Communities, Child Safety and Disability Services. Their role is to lead and coordinate planning and implementation of social and health services to promote human-social recovery of affected individuals and communities.

It is the responsibility of the Functional Lead Agency to:

- Coordinate the human-social function of recovery operations
- Develop the State human-social recovery plan, and review it annually
- Monitor the preparedness of the human-social component of State recovery
- Support and provide advice to the human-social component of local/district recovery operations
- Represent the views of their agency on recovery matters, and liaise with other relevant response and recovery bodies and organisations
- Provide advice and reports to the State Disaster Coordination Group and the Queensland Disaster Management Committee on human-social community recovery issues

Supporting Agencies

Queensland Government:

- Department of Education and Training
- Queensland Health
- Department of Employment, Economic Development and Innovation
- Queensland Police Service
- Department of Natural Resources and Mines

Australian Government:

- Department of Families, Housing, Community Services and Indigenous Affairs
- Centrelink

Non-Government Organisations:

- Adventist Development and Relief Agency (ADRA)
- Australian Red Cross (Auxiliary to Government as per Royal Charter)
- Lifeline Community Care
- Salvation Army
- St Vincent de Paul
- Volunteering Queensland Incorporated
- RSPCA

Human-Social Recovery Team

Role

The role of the Human-Social Recovery Team is to lead and coordinate the planning and implementation of the human-social function of recovery in the areas of: **safety and well-being, physical and psychological health, immediate to long-term shelter and social aspects.**

Responsibilities

Alert
Description
• A heightened level of vigilance due to the possibility of an event • The situation will be closely monitored, but no further action is required
Actions
• Information sharing commences amongst recovery team and LDCC • Human-Social Recovery Coordinator in contact with LDCC • Participate in response briefings and develop situational awareness • Identify potential actions and risks to human-social recovery • Provide initial advice regarding potential community impacts to all recovery stakeholders
Lean Forward
Description
• A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness • Local Recovery Group is on standby and prepared but not activated
Actions
• Monitor current disaster response operations • Maintain regular contact with the LDCC and participate in briefings • Analyse hazard impact or potential impact • Review the application of the Local Recovery Plan to the current situation • Develop an event specific Human-Social Recovery Operational Action Plan • Identify suitable evacuation centres • Work with Dept. of Communities to plan deployments for human-social assessment • Brief the required Council staff on the situation, their likely responsibilities and the capabilities of partnering agencies

Stand Up Immediate-Short Term
Description
• An operational state where resources are mobilised, personnel are activated and operational activities commenced • Community Recovery Centres are activated
Actions
• Human-Social Recovery Team is activated at LDCC or alternate location • Participate in response briefings and identify the recovery activities that are occurring alongside response activities • Provide detailed advice on potential human-social issues • Activate Local Recovery Plan • Activate Human-Social Recovery Operational Action Plan • Activate Disaster Chaplaincy to support first responders and the affected community • Commence Human-Social recovery operations in accordance with LDMG priorities • Coordinate the operation of the Strengthening Communities Unit and other Council staff to assist in human-social recovery operations • Deploy staff to manage evacuation centres • Engaged Australian Red Cross to provide staffing to service evacuation centres • Conduct immediate impact/needs assessments of the community (0 to 3 days) – consider housing needs, financial hardship, counselling etc. • Brief and deploy human-social assessment teams • Map the assessments of community impact • Support the recovery of impacted indigenous communities • Work with affected communities to support their involvement in the decision making process • Provide immediate relief for persons affected by the event • Ensure coordinated approach to human-social recovery strategies in partnership with relevant government and non-government organisations • Coordinate Council's contribution to the human-social recovery effort • Coordinate the provision of financial and welfare support • Coordinate information provision and personal support • Coordinate psychological and counselling services • Coordinate ongoing medical and health services • Coordinate public health advice warnings and directions to agencies and the community • Coordinate temporary accommodation • Coordinate short term accommodation and repairs to dwellings • Provide and coordinate specialist and outreach services • Coordinate case management, community development, support and referral to assist affected people, families and groups • Coordinate One Stop Shop Recovery Centres • Coordinate/support re-opening of education facilities • Consider mitigation strategies to reduce future impacts on the community and improve resilience of vulnerable communities • Monitor and assess social welfare issues • Support the provision of information to the community • Manage community enquiries related to human-social recovery • Support actions to create greater community resilience to future events • Maintain communications with Brisbane District Human-Social Recovery Committee and other agencies

(continued over page)

Stand Up Medium-Long Term
Description - Recovery operations are continuing - Focus has shifted from immediate relief to medium-long term recovery strategies
Actions - Conduct medium to long-term impact/needs assessment - Tasks as above for Immediate/Short-term Recovery - Additional tasks as allocated by LDMG - Maintain Disaster Chaplaincy support to the affected community as part of ongoing service provision - Assist in coordinating the process of restoring services to a normal level - Ensure an all hazards approach is taken toward risk reduction in the planning for future community resilience activities - Identify opportunities to improve community resilience during recovery activities - Provide information and referral advice to the community regarding service providers who may aid the human-social recovery - Contribute to exit strategies/handover for return to core business

Stand Down
Description - Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored - Transition from recovery operations for the event back to normal business
Actions - Consolidate financial records - Finalise reporting requirements - Debrief staff engaged in human-social recovery operations - Undertake a post-event review of human-social recovery processes - Participate in recovery debrief - Participate in post event debrief - Work with Council and community leadership groups to enable learning from their experiences in order to better prepare for future events - Transfer long term human-social recovery arrangements to functional lead agencies where appropriate - Stand down the Disaster Chaplaincy service - Recommend changes to recovery plans and procedures - Recommend mitigation strategies to be included in future planning - Return to core business

Reporting

- Human-Social Recovery Coordinator to attend Coordination Meetings of Redland City Local Recovery Group
- The Human-Social Recovery Team to meet weekly or as required at the discretion of the Human-Social Recovery Coordinator
- Agendas and minutes of the Human-Social Recovery Team meetings to be provided to the Local Recovery Coordinator

Human-Social Recovery Team Activation

- The Human-Social Recovery Team can be activated when:
- A disaster event is declared
 - The Redland City LDMG are activated to provide a coordinated response to an event
 - RCC has received impact assessments detailing imminent or actual human and social recovery needs resulting from an eligible disaster event

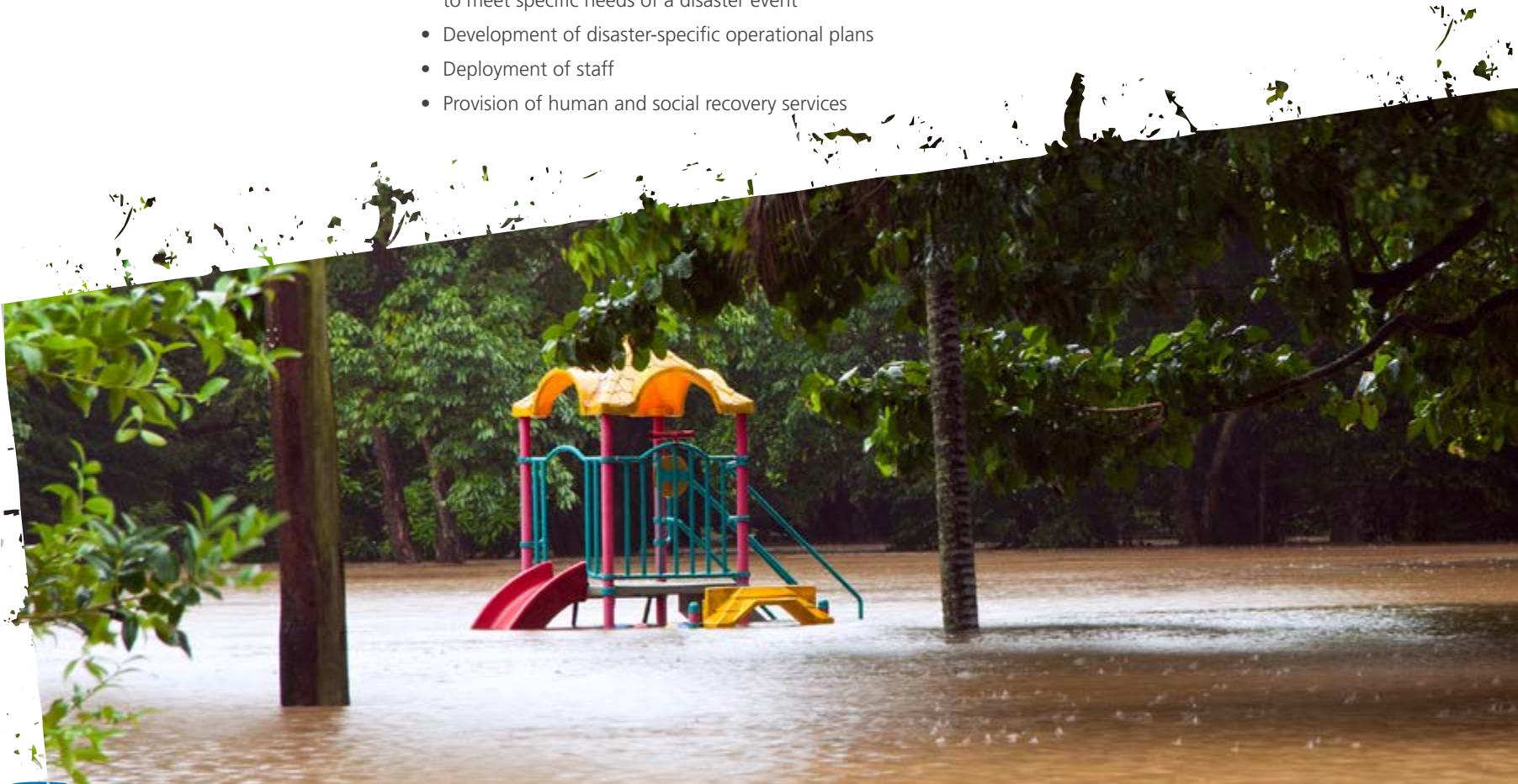
- Activation enables human-social recovery responses, including:
- Convening of the Human-Social Recovery Team
 - Commitment of resources by member agencies to meet specific needs of a disaster event
 - Development of disaster-specific operational plans
 - Deployment of staff
 - Provision of human and social recovery services

In short term activations, Human-Social Recovery Team members may undertake direct service delivery roles in addition to coordinating a human and social recovery operation. During medium to long term operations, the Human-Social Recovery Team may plan for, and coordinate, human and social recovery through other agencies appropriate to the transitional needs of affected individuals and communities.

The Brisbane District Human Social Recovery Committee will only activate when it is evident that the capacity of Redland City Local Recovery Group has been exhausted and is unable to respond to the scale and scope of human and social recovery resulting from the event.

- The Human-Social Recovery Team can be activated by:
- Chair of the Redland City LDMG
 - Local Disaster Coordinator
 - Local Recovery Coordinator
 - Coordinator Human-Social Recovery Team

It is important to note that Human-Social Team members may be required to provide to small-scale and localised events during t when the Human-Social Recovery Team has been formally activated. This coordination b agencies and provision of human-social recc services would be considered part of normal responsibilities.



Human-Social Recovery Team Operational Preparedness

Prior to a disaster event, the Human-Social Recovery Team will undertake the following tasks:

- Analyse local human and social response capacity of NGOs within Redland City to provide additional service delivery
- Analyse community vulnerability within Redland City including vulnerable population locations and sites
- Analyse potential human-social recovery impacts
- Align planning process with those of the Redland City LDMG
- Align with the requirements of the *Disaster Management Act 2003*
- Identify additional service providers within the Redland City, including agencies currently funded to deliver medium to long term recovery responses
- Discuss forecasts and predictions for identified disaster seasons (storm, bushfire, and cyclone) to inform the development of potential impact scenarios and review service delivery capacity
- Review capacity to provide human-social recovery services to identify and develop strategies to mitigate potential gaps in service delivery during a disaster event
- Identify appropriate service delivery support sites, including recovery and coordination centres
- Identify vulnerable groups and individuals who would be significantly impacted by a disaster event to inform specialised service delivery requirements
- Participate in training opportunities and preparedness exercises to build capacity and identify improvements that better enable human-social recovery service delivery
- Establish service delivery arrangements amongst the member agencies
- Ensure contact details for the Human-Social Recovery Team members who may be activated in a disaster event are kept up to date at all times
- Develop Human Social Recovery Operational Plans in conjunction with the Brisbane District Human Social Recovery Committee, in preparation to specific disaster events



Member Agency Operational Preparedness

Prior to a disaster event, member agencies of the Human-Social Recovery Team will undertake the following tasks:

- Alternate agency representatives are inducted into their agency membership role and fully briefed enabling them to provide advice and make decisions on behalf of their agency
- Undertake assessment of agency capacity to deliver services within the Redland City
- Contingency planning is undertaken to maintain service delivery continuity in the event that a member agency's capacity to deliver agreed services is exceeded
- Participate in training, capacity-building and exercises
- Agency staff undertaking recovery operations are appropriately trained and qualified
- Arrangements are made to ensure duty of care and workplace health and safety obligations are met
- Agency staff who have worked in recovery operations are appropriately debriefed
- Learning's from an event are documented and actioned to promote continuous improvement

Community Recovery Toolkit

Recovering a community after a disaster event can be a long and complex process requiring assistance from various government and non-government organisations.

Below are a number of useful links that can provide information to support disaster-affected individuals, families and communities towards the restoration of emotional, social, economic and physical wellbeing.

Australian Red Cross



- **Helping children and young people cope with crisis:**
www.redcross.org.au/files/Helping_Children_and_Young_People_Cope.pdf
- **Kids after the emergency:**
www.redcross.org.au/files/Emergency_services_after_the_emergency_kids_booklet_20110609.pdf
- **Coping with a major personal crisis:**
www.redcross.org.au/files/Emergency_services_coping_with_a_major_personal_crisis_booklet.pdf
- **Cleaning up after wind and water damage:**
www.redcross.org.au/files/emergency_services_cleaning_up_after_an_emergency_wind_and_water_damage_booklet_20110609.pdf
- **Looking after yourself and your family after disaster:**
www.redcross.org.au/files/LookingAfterYourselfandYourFamilyAfterDisaster.pdf
- **After the emergency website for young people:**
aftertheemergency.redcross.org.au/?_ga=1.251099462.1998389430.1456717767
- **Preparing to return home after Bushfire:**
www.redcross.org.au/files/Returning_Home.pdf

The above documents are found at the following link:
www.redcross.org.au/emergency-resources.aspx

Queensland Government



- **Immediate Financial Assistance** (development of online portal – “Apply Here” button will be established on this page)
www.qld.gov.au/community/disasters-emergencies/immediate-financial-assistance/
- **Media Statements**
statements.qld.gov.au/
- **Department of Communities, Child Safety and Disability Services (DCCSDS) – Social Media**
www.communities.qld.gov.au/gateway/about-us/social-media
- **Community recovery support and financial assistance fact sheets**
publications.qld.gov.au/dataset/recovery-support-assistance
- **Regional Community Support Services Brochures**
publications.qld.gov.au/dataset/community-support-services



- **Self Recovery App – DCCSDS**
www.qld.gov.au/community/disasters-emergencies/self-recovery-app/index.html
play.google.com/store/apps/details?id=com.communities.gov.au.disasterrecoverydroid&hl=en
itunes.apple.com/au/app/self-recovery/id942944983?mt=8



- **Community Recovery Hotline**
[1800 173 349](tel:1800173349)
- **Community Recovery Twitter**
twitter.com/RecoveryQld

Appendix 5: Role Description – Human-Social Recovery Coordinator

Role

The Human-Social Recovery Coordinator reports to the Local Recovery Coordinator and manages all issues relating to the delivery of community recovery services to individuals, families and communities. This includes the delivery of personal support, psychological services, temporary accommodation (not evacuation centres) and financial assistance.

Responsibilities

Pre-activation

- Attend training activities organised for the Local Recovery Group
- Identify and be aware of any existing human-social issues and/or sensitivities within Redland City
- Keep abreast of content of the Department of Communities Community Recovery Plan
- Remain familiar with your responsibilities within the Local Recovery Group
- Understand each agency’s role in relation to the recovery to ensure a coordinated recovery process
- Maintain regular contact with relevant agencies involved in human-social recovery coordination
- Document all actions and decisions on a log sheet

Alert/Lean Forward

- Participate in the initial Local Recovery Group briefing
- Note implications for the human-social recovery, documenting human-social requirements
- Conduct meeting of the Human-Social Recovery Team and provide a briefing on the unfolding event and an overview of Local Recovery Group priorities
- Commence initial actions following briefing
- Determine resource requirements for the human-social recovery
- Determine if other support agencies need to be brought into the Human-Social Recovery Team
- Document all actions and decisions on a log sheet

Stand Up

- Assess the damage impact to determine the extent to which normal functioning of the community has been compromised
- Development of the Human-Social Recovery Operational Action Plan specific for the event, with a focus on the following areas:
 - Communication with the community and other stakeholders
 - Catering
 - Accommodation
 - Personal support services
 - Counselling services
 - Outreach services
 - Financial assistance
 - Community Recovery Centres

Stand Up (continued)

- Work with the community that are impacted by the disaster and support them in the recovery process
- Ensure effective and ongoing communication with community leaders and community support organisations regarding human-social recovery activities
- Where appropriate, establish a reference group which is representative of various sectors of the community for involvement in key decision making processes
- Source funding, equipment, supplies and personnel to facilitate the human-social recovery process
- Attend Local Recovery Group briefings and provide regular updates to the Local Recovery Coordinator regarding the progress of human-social recovery activities
- Report back to Human-Social Recovery Team on outcomes from the Local Recovery Group briefings
- Ensure all activities completed by the Human-Social Recovery Team are aligned with the Human-Social Recovery Operational Action Plan
- Conduct inter-agency briefings on the progress of the human-social recovery program
- In collaboration with whole-of-government, non-government, community representatives and industry partners identify and support the re-establishment of social and cultural activities and gatherings
- In collaboration with the Department of Public Works (QBuild), Department of Housing, Local Government Authorities and other relevant agencies project manage repairs, demolitions and reconstruction to private dwellings
- Develop and implement a longer-term human-social recovery program, if required, to address any outstanding or ongoing matters relating to human-social recovery
- In collaboration with other agencies involved in the human-social recovery, develop a sustainable exit strategy
- Document all actions and decisions on a log sheet

Stand Down

- Prepare the human-social report for the Local Recovery Coordinator
- Collect and file all documentation relating to human-social recovery
- Advise on human-social related issues at the post-disaster review
- Conduct inter-agency debriefings to evaluate the effectiveness of the human-social recovery program
- Complete any follow up actions as directed
- Document and advise on any outstanding or ongoing matters relating to the human-social recovery that will be handed back to be incorporated into business as usual processes

Appendix 6: Checklist – Human-Social Recovery

Components

Human-social recovery includes considerations of:

- Safety, security and shelter
- Health and physical well being
- Psychosocial well being

Stakeholders

Stakeholders in the human-social recovery include:

- Affected communities
- Response agencies
- State and Australian Governments
- Non-government organisations
- Local government
- Health authorities, doctors, community health
- Representatives of sectors or groups

Operational Activities

Immediate (0 to 3 days)

- ☐ Conduct immediate needs assessment
- ☐ What has been the impact on individuals and families?
 - How many affected?
 - Mortality and injury levels?
 - Potential for psychological/emotional trauma?
 - Displacement?
 - Loss of property?
 - Loss of pets/companion animals?
 - Isolation?
 - Individuals or groups with special needs?
- ☐ What are the priority needs for the affected community and recovery operations?
 - Safety?
 - Food and water?
 - Psychological first aid?
 - Emergency accommodation?
 - Personal needs?
 - Reuniting families?
 - Material and financial?
 - Health/medical?
 - Communication?
 - Information?
 - Community meeting spaces and connectivity?
 - Culturally specific needs?
- ☐ Communicate priority needs to the Local Recovery Group to ensure all functions of recovery are aware of factors that may impact the recovery process and are working collaboratively to find solutions that support the affected community

Short to medium term

- ☐ Conduct short to medium term needs assessment
- ☐ What are the evolving short to medium term needs?
 - Psychosocial support?
 - Temporary accommodation?
 - Material and financial support?
 - Health/medical?
 - Communication?
 - Information?
 - Assistance with recovery processes (eg grants, insurance, clean up)?
 - Community meeting spaces and connectivity?
 - Culturally specific needs?
- ☐ If required, implement outreach programs
- ☐ Ensure that displaced persons are connected and able to re-engage with their 'home' communities
- ☐ Provide psychosocial support mechanisms
- ☐ Provide support and resources to enable people to access services, including interpreters to cater for cultural and linguistic diversity, resources for people with mobility, vision and hearing impairment, and for people with a cognitive disability
- ☐ Consider the needs of tourists and persons from interstate and overseas
- ☐ Ensure that planning and implementation of services maintain an awareness of cultural implications
- ☐ If established, coordinate the management and operation of recovery centres
- ☐ Monitor and manage public health advice, safety and disease control

Long term (ongoing)

- ☐ Conduct long term needs assessment
 - Are food and water supply secured?
 - Is safety and security adequate?
 - Do all displaced persons have access to private, self-contained accommodation?
 - Are personal health and clinical services restored?
 - Are public health issues adequately managed?
- ☐ Ensure that persons with special needs have not been forgotten in planning processes
- ☐ Establish systems for ongoing psychological/emotional support for affected persons
- ☐ Ensure the redevelopment of social networks and connections
- ☐ Establish ongoing information provision
- ☐ Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services
- ☐ Communicate planned actions to affected communities, recovery teams and stakeholder groups

Appendix 7: Checklist – Evacuation/Emergency Relief Centres

Components

Evacuation/Emergency Relief Centres provide support to affected communities in the restoration of their emotional, social, economic and physical well being, and can facilitate the provision of services. Services may vary according to the impact of the disaster but usually consist of meeting basic life needs.

Basic life needs

- Basic life needs include:
- Sustenance – water and food
 - Shelter
 - Safety and security
 - Information
 - First aid
 - Personal support
 - Registration

Location considerations

These centres will have limited activation time and have been pre-determined. Locations of pre-planned centres appear in Parts 2, 3 and 4 of the Redland City Disaster Management Plan or online at www.redlanddisasterplan.com.au

These centres are most effective when established within easy reach of affected communities, particularly for those communities on the bay islands. In determining the location of pre-planned centres consideration have been made in terms of likely hazards (flood, fire, hazardous materials etc), population, services, capacity, facilities and ease of access. In major events these may be long-term facilities. Public facilities that have established ongoing usage may be unsuitable. Consideration might be given to accessing/renting offices or similar facilities in suitable locations.

Minimum facility requirements

- ☐ Accessible to affected population
- ☐ Accessible for mobility impaired people
- ☐ Access – to the centre, within the centre
- ☐ Accommodation – appropriate to population catchment
- ☐ Parking – appropriate to population
- ☐ Kitchens and catering facilities
- ☐ Toilets and showers
- ☐ Heating and cooling
- ☐ Access to communications – phone (fixed and mobile), computer networks and internet, television and radio
- ☐ Reception area
- ☐ Private and secure management spaces
- ☐ Comfortable and private meeting/counselling spaces
- ☐ Comfortable rest areas
- ☐ Children’s areas
- ☐ Companion animal management
- ☐ Management facilities – management, administration and staff rest areas
- ☐ Security for the centre

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

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

Possible administration equipment requirements

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

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Management considerations

- ☐ Coordination of Evacuation/Emergency Relief Centre activities
- ☐ Traffic and parking management
- ☐ Welcome and orientation
- ☐ Security and safety
- ☐ Work space needs and allocation
- ☐ Sharing and coordination of data and information
- ☐ Purchasing and petty cash management
- ☐ Cleaning and waste management
- ☐ Animal management
- ☐ Catering
- ☐ Special needs support
- ☐ Childcare support
- ☐ Elderly and frail aged support
- ☐ Staff management and support (including food, water and rest)
- ☐ Volunteer support and management
- ☐ Management of donations and offers of support
- ☐ Communications with local disaster coordination centre/Evacuation Coordinator/Facility Manager

Appendix 8: Checklist – Community Recovery Centres

Components

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

- Information
- Material and financial aid
- Temporary accommodation
- Access to services such as insurance, building advice etc
- Access to government agencies
- Psychosocial well being services
- Meeting places

Location considerations

These centres are most effective when established within easy reach of affected communities, particularly for those communities on the bay islands. In determining the location of centres consideration must be given to likely hazards (flood, fire, hazardous materials etc), population, services, capacity, facilities and ease of access. In major events these centres may be long-term facilities. Public facilities that have established ongoing usage may not be suitable. Consideration may also be given to accessing/renting offices or similar facilities in suitable locations.

Minimum facility requirements

- ☐ Accessible to affected population
- ☐ Accessible for mobility impaired people
- ☐ Access – to the centre, within the centre
- ☐ Parking – appropriate to population
- ☐ Kitchens and catering facilities
- ☐ Toilets and showers
- ☐ Heating and cooling
- ☐ Access to communications – telephone (fixed and mobile), computer networks and internet, television and radio
- ☐ Reception area
- ☐ Private and secure management spaces
- ☐ Comfortable and private meeting/counselling spaces
- ☐ Comfortable rest areas
- ☐ Children’s areas
- ☐ Management facilities – management, administration and staff rest areas
- ☐ Security for the centre

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

- ☐ Tables and chairs
- ☐ Water and food
- ☐ First aid equipment
- ☐ Information boards – white boards, pin boards, flip charts etc.
- ☐ Signage – for centres and services
- ☐ Power boards and leads
- ☐ Emergency lighting
- ☐ Tables and chairs
- ☐ Comfortable lounges and chairs
- ☐ Kitchen requisites

Possible administration equipment requirements

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

Management considerations

- ☐ Coordination of Evacuation/Emergency Relief Centre activities
- ☐ Traffic and parking management
- ☐ Welcome and orientation
- ☐ Security and safety
- ☐ Work space needs and allocation
- ☐ Sharing and coordination of data and information
- ☐ Purchasing and petty cash management
- ☐ Cleaning and waste management
- ☐ Catering
- ☐ Special needs support
- ☐ Childcare support
- ☐ Elderly and frail aged support
- ☐ Staff management and support (including food, water and rest)
- ☐ Volunteer support and management
- ☐ Management of donations and offers of support
- ☐ Communications with local disaster coordination centre/Evacuation Coordinator/Facility Manager



Appendix 9: Checklist – Outreach Services

Components

Outreach support may be an important component of recovery to both fully assess the impact of the event and to ensure all community members have access to core recovery information and services available. If it is going to be used, outreach should generally commence as soon as access is made available to affected areas and the purpose of the use of an outreach program should be clearly articulated.

Operational activities

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

- ☐ Activate designated outreach manager/organisation
- ☐ Obtain briefing from Human-Social Recovery Coordinator on:
 - Nature of emergency
 - Area or impact
 - Objectives of proposed outreach program
- ☐ Confirm purpose, objectives and activities of outreach program
- ☐ Consider multi-agency outreach teams – ‘one-stop-shop’ approach
- ☐ Assemble and brief outreach management and operational staff
- ☐ Establish mapping systems (geographic, property)
- ☐ Establish data collection, collation and distribution systems
- ☐ Inform communities about the outreach program
- ☐ Prepare contingencies for communicating with non-English speakers and people with communication disabilities
- ☐ Ensure safety issues for outreach teams are identified, communicated and managed
- ☐ Assemble resources for outreach teams:
 - Vehicles
 - Printed information
 - Water
 - Personal Protective Equipment (Hat, Sunscreen, Boots, High Vis Clothing etc)
- ☐ Establish rosters
- ☐ Undertake briefing and debriefing of outreach field teams
- ☐ Provide information and feedback to recovery management team on:
 - Extent of damage to residential buildings
 - Community needs
 - Individual specific needs
 - Identification of high-needs persons/households
- ☐ Provide referral to specialist services as required
- ☐ Ensure ongoing support for outreach staff
- ☐ Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services
- ☐ Communicate planned actions to affected communities, recovery teams and stakeholder groups

Appendix 10: Operational Action Plan – Human-Social Recovery

Human-Social Recovery Operational Action Plan

Task Description	Time-frame	Responsible Agency
Immediate Actions		
Activate the Human-Social Recovery Team: • Identify a suitable venue for operations and meetings • Establish meeting and reporting structures • Consider additional contacts/support agencies that may be required • Establish situational awareness and provide initial advice regarding potential community impacts to all recovery stakeholders	Immediate	Human-Social Recovery Coordinator
If required, establish Evacuation/Emergency Relief Centres	Immediate	Redland City Council Evacuation Coordinator, Red Cross
Conduct immediate impact/needs assessment: • Identify hardship cases • Identify impact on individuals and families: – How many affected? – Mortality and injury levels? – Potential for psychological/emotional trauma? – Displacement? – Loss of housing? – Loss of property? – Loss of pets/companion animals? – Financial hardship? – Counselling needs? – Isolation? – Individuals or groups with special needs?	1 to 3 days	Human-Social Recovery Team
Identify the priority needs for the affected community and recovery operations: • Safety • Food and water • Psychological first aid • Emergency accommodation, housing • Personal needs • Reuniting families • Material and financial support • Transport • Health/medical • Communication • Information • Community meeting spaces and connectivity • Culturally specific needs • Needs of tourists and persons from interstate and overseas	1 to 3 days	Human-Social Recovery Team

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Immediate Actions (continued)		
Establish an impact heat map by mapping the assessments of community impacts	1 to 3 days	Redland City Council
Activate Disaster Chaplaincy to support first responders and the affected community	Ongoing	Human-Social Recovery Coordinator
Maintain law and order	Ongoing	Queensland Police Service
Coordinate public health advice warnings and directions to recovery agencies and the community	Ongoing	Redland City Council
Coordinate the flow of information to the community and manage community enquiries relating to human-social recovery	Ongoing	Human-Social Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Human-Social Recovery Coordinator
Short to Medium Term Actions		
Conduct short to medium term needs assessment	3 to 7 days	Human-Social Recovery Team
Identify evolving short to medium term needs: • Psychosocial support • Temporary accommodation • Material and financial support • Health/medical • Communication • Information • Assistance with recovery processes (eg grants, insurance, clean up) • Community meeting spaces and connectivity • Culturally specific needs	3 to 7 days	Human-Social Recovery Team
If required, implement outreach programs	3 to 7 days	Department of Communities, NGOs, Lifeline, Red Cross
Establish One Stop Shops / Community Recovery Centres to provide recovery services to the affected community including the distribution of emergency funds	3 to 7 days	Redland City Council, Department of Communities, NGOs, Lifeline, Red Cross
Coordinate the management and operation of recovery centres	Ongoing	Redland City Council
Distribute health advice posters to evacuation centres, shopping centres, tourist parks and the Community Recovery Centres	Ongoing	Redland City Council

Short to Medium Term Actions (continued)		
Ensure that displaced persons are connected and able to re-engage with their 'home' communities	Ongoing	Redland City Council, Department of Communities, NGOs, Lifeline, Red Cross
Provide psychosocial support mechanisms	3 to 21 days	Department of Communities, NGOs, Lifeline, Red Cross
Provide support and resources to enable people to access services, including interpreters to cater for cultural and linguistic diversity, resources for people with mobility, vision and hearing impairment, and for people with a cognitive disability	Ongoing	Human-Social Recovery Team
Consider the needs of tourists and persons from interstate and overseas	Ongoing	Human-Social Recovery Team
Conduct well being checks on all outstanding evacuation registrations	3 to 21 days	Red Cross
Monitor public health advice, safety and disease control	Ongoing	Redland City Council
Process emergency assistance grants and payments, i.e. Essential Household Contents and Structural Assistance grant applications	1 to 21 days	Department of Communities
Advocate for concessional loans and revised payment due dates	3 to 21 days	Redland City Council with Banks, utility providers,
Assist residents with access to financial planners: • Rebuild, sell or move • Sustainability of funding for schooling	3 to 21 days	Redland City Council, Department of Communities, NGOs, Lifeline, Red Cross
Support the provision of transport for individuals/ family groups who have lost own vehicle and independence	3 to 21 days	Human-Social Recovery Team
Provide mental health services: • Post-traumatic stress disorder • Suicide prevention • Counselling services • Ability to return to work • Juvenile return to school – coping with disasters • Teacher awareness • Identification of self-harm	Ongoing	NGOs, QLD Health, Department of Communities

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Short to Medium Term Actions (continued)		
Support the re-establishment of social clubs and networks such as RSLs, sporting clubs, cultural groups etc.	3 to 21 days	Human-Social Recovery Team
Ensure that planning and implementation of services maintains an awareness of cultural implications	Ongoing	Human-Social Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to human-social recovery	Ongoing	Human-Social Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Human-Social Recovery Coordinator
Long Term Actions		
Conduct review of short to medium term actions: • Are priority needs being met? • Were any missed in immediate and short-term assessment or have new actions emerged?	Beyond 21 days	Human-Social Recovery Coordinator
Conduct long term needs assessment: • Are food and water supply secured? • Is safety and security adequate? • Do all displaced persons have access to private, self-contained accommodation? • Are personal health and clinical services restored? • Are public health issues adequately managed?	Beyond 21 days	Human-Social Recovery Team
Ensure that persons with special needs have not been forgotten in planning processes	Beyond 21 days	Human-Social Recovery Team
Establish systems for ongoing psychological/emotional support for affected persons	Beyond 21 days	Redland City Council, Department of Communities, NGOs, Lifeline, Red Cross
Maintain Disaster Chaplaincy support to the affected community as part of ongoing service provision	Beyond 21 Days	Disaster Chaplain
Ensure the redevelopment of social networks and connections	Beyond 21 days	Redland City Council, Department of Communities, NGOs, Lifeline, Red Cross
Coordinate the flow of information to the community and manage community enquiries relating to human-social recovery	Ongoing	Human-Social Recovery Coordinator
Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services	Ongoing	Human-Social Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Human-Social Recovery Coordinator



INFRASTRUCTURE RECOVERY

Infrastructure recovery focuses on the recovery of facilities, installations and utilities necessary for the proper functioning of the community. These include power, water supply, sewerage, transport systems, communications etc. State government departments and non-government organisations will have key functional responsibilities for their respective element of infrastructure recovery in a disaster event.

With the relatively high dependence of modern-day communities on physical infrastructure, large-scale disruption to these lifelines may cause severe hardships for the community. The loss of infrastructure may significantly affect the management and delivery of a broad range of recovery services. Infrastructure for which Redland City Council is responsible will be restored in accordance with the Redland City Council Business Continuity Plan.

Infrastructure recovery includes the process of supporting affected communities in:

- Assessing damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities
- Coordinating building safety inspection services and securing damaged buildings and structures
- Coordinating demolition of unsafe buildings and structures
- Coordinating repair and rebuilding of housing stock
- Coordinating disposal of hazardous material and debris
- Coordinating recovery of utility (water, power and telecommunications) infrastructure, which is normally undertaken by infrastructure owners and operators (e.g. Telstra and Energex, etc.)
- Coordinating restoration of public schools and public building infrastructure, sporting facilities and public playgrounds
- Coordinating the restoration of damaged dam structures

- Coordinating recovery of road, rail, marine and other transport infrastructure
- Prioritising repair and reconstruction activities, where appropriate
- Ensuring industry groups and affected communities are involved in the decision making process
- Considering mitigation measures (e.g. flood risk reduction) when planning for rebuilding and reconstruction

Infrastructure Context

Essential infrastructure at the time of a disaster event includes utilities such as power, water, sewerage, telecommunications, gas, road and rail, and water transport networks. Impacts of a disaster on these services may have far reaching long term affects for communities.

Sewerage

The mainland areas of Redland City have a mix of seweraged and non-seweraged areas. The urban residential development areas are connected to the city's sewer network. The sewer network also covers Coochiemudlo Island, and parts of Dunwich and Point Lookout on North Stradbroke Island. Those parts of Dunwich and Point Lookout and Amity Point not serviced by the sewer network utilise septic systems, as does all of the Southern Moreton Bay Islands. Many of the newer homes, businesses and the schools on Russell and Macleay Islands use modern sewerage treatment systems that require power to operate.

The most serious effect of a failing sewerage system is the potential for highly infectious diseases to occur including dysentery and hepatitis. Mosquitoes and flies that spread a number of other illnesses can breed in areas where liquid waste reaches the surface. There are also risks to the natural environment including the health of waterways and Moreton Bay.

Water

Redland City has an extensive water network of reservoirs, pipelines and pump stations that move potable water around the city to its residents from the primary water supplies of the Leslie Harrison Dam at Capalaba, the bore fields located on North Stradbroke Island and the South East Queensland Water Grid.

Redland City is connected to the South East Queensland Water Grid via a pump station on Gramzow Road, Mt Cotton, which allows water to be pumped to and from the city. The network of reservoirs, pump stations and pipelines is interconnected with the various water supplies ensuring that multiple sources of water are available to residents living in all areas of Redland City.

This interconnectivity of water infrastructure significantly reduces the risk of the water supply failing. The North Stradbroke Island townships of Dunwich, Amity Point and Point Lookout are serviced by individual water treatment plants and the Southern Moreton Bay Islands source their water supply directly from the bore fields located on North Stradbroke Island. Again, the risk of the water supply failing is extremely low.

Electricity

Energex provides, manages and maintains the electricity supply to Redland City. A mix of both overhead and underground power line networks service the mainland Redland suburbs. The electricity supply to the Southern Moreton Bay Islands and North Stradbroke Island comes via Russell Island. The supply originates on the mainland north of

Cabbage Tree Point and crosses the Western Boating Channel, connecting to the southern end of Russell Island at Rocky Point, then continues north through the centre of Russell Island before branching off to service North Stradbroke Island and Karragarra Island which continues on to service Macleay and Lamb Islands.

Gas

A pressurised natural gas main runs from Capalaba to Cleveland along Old Cleveland Road and Finucane Road and Redland Bay Road. The gas main services various commercial enterprises in Capalaba, Alexandra Hills and Cleveland including the Capalaba business district, Capalaba Park and Capalaba Central Shopping Centres, the Redlands Hospital, Raby Bay marina and Toondah Harbour. Currently there are no homes in Redland City connected to the natural gas network, though some areas of Redland City are serviced by reticulated Liquid Petroleum Gas. There are also homes within the area that use gas bottles to service hot water systems and cooking appliances.

Telecommunications

Telstra is the major supplier of telecommunications to the region; other suppliers include Optus and Vodafone. The residential areas of Redlands are connected via landlines to the telecommunications and data networks. A mobile network covers the majority of the area however due to variations in topography in the region, there are a number of mobile reception black spots, particularly on North Stradbroke Island and the Southern Moreton Bay Islands.

Road Network

Under the Local Government Act, Redland City Council has control of all roads in its local government area.

However, a road does not include:

- a) A State-controlled road
- B) A public thoroughfare easement

The Department of Transport and Main Roads is responsible for all State-controlled roads.

Rail Network Infrastructure

The rail network enters Redland City via Thorneside, crossing the Tingalpa Creek to the north of the Thorneside sewerage treatment plant and continues on to the Thorneside Station. From Thorneside Station the rail network continues east to Birkdale Station and Wellington Point Station where the line turns south-east to Ormiston Station and Cleveland Station where it terminates.

Harbours and Marinas

Redland City contains critical marine infrastructure that provides the primary access to the populated islands within Moreton Bay, which include North Stradbroke Island, Coochiemudlo Island and the Southern Moreton Bay Islands.

Marine Infrastructure located in Cleveland include Toondah Harbour and the Raby Bay marina and canal estate. Toondah Harbour is the primary launch site for barge and ferry services to North

Stradbroke Island. The passenger ferry services out of Toondah Harbour carry approximately 700,000 passengers to North Stradbroke Island each year. Raby Bay incorporates and marina development along with a relatively large canal estate with two deep-water access points and is home to the Raby Bay Volunteer Marine Rescue.

The Victoria Point Reserve is the primary access point to Coochiemudlo Island and is home to the Victoria Point Volunteer Marine Rescue. The passenger ferry services out of Victoria Point carry approximately 100,000 passengers to Coochiemudlo Island each year.

The Weinam Creek Marina facility at Redland Bay incorporates passenger ferry and barge services to the Southern Moreton Bay Islands and is home to emergency service infrastructure such as the Redland Bay Water Police barge, Redland Bay Coastguard Head Quarters and the Redland Bay SES flood boat. The passenger ferry services out of Redland Bay carry approximately 1,200,000 passengers to the Southern Moreton Bay Islands each year.

Airports

Redland City does not have an international or domestic airport. There is a private airstrip located on North Stradbroke Island that can accommodate small aircraft.



State Functional Lead Agency

Local Level

Redland City Council is responsible for coordinating the infrastructure recovery efforts at the local level. The Redland City LDMG and Redland City Local Recovery Group work closely with the functional lead agencies to ensure effective disaster recovery efforts.

Functional Lead Agency

There are a number of Functional Lead Agencies responsible for infrastructure recovery:

- **Transportation infrastructure Recovery:** Department of Transport and Main Roads (incorporating Translink)
- **Building Recovery:** Department of Housing and Public Works
- **Telecommunications:** Telecommunications providers (e.g. Optus, Telstra)
- **Energy infrastructure (electricity, gas, fuel):** Department of Energy
- **Water Supply and Sewerage Infrastructure:** Department of Energy and Water Supply
- **Water Entities:** Local Governments

Their role is to lead and coordinate planning and implementation of the infrastructure (built environment) function of recovery in the State. It is their responsibility to:

- Coordinate infrastructure function of recovery operations
- Liaise with the Insurance Council of Australia to ensure the declaration of the general insurance industry Catastrophe Coordination Arrangements and to identify nominated ICA representative
- Assess damage to housing stock, commercial and industrial buildings, rural structures, and infrastructure facilities
- Coordinate building safety inspection services and secure damaged buildings and structures
- Coordinate demolition of unsafe buildings and structures
- Coordinate repair and rebuilding matters of housing stock
- Coordinate the restoration of transport infrastructure and systems
- Develop options for temporary accommodation for dislocated residents and recovery workers
- Ensure a coordinated approach to the housing related strategies, in partnership with relevant organisations (e.g. LDMG, DCCDS etc)
- Coordinate restoration of sporting facilities and public playgrounds
- Prioritise repair and reconstruction activities, where appropriate
- Ensure relevant owners/operators are involved in the decision making process
- Ensure community consultation and involvement in the decision making process
- Ensure flood risk reduction is considered in planning for rebuilding and reconstruction
- Reconnection of essential services such as power, water, sewerage and communications

Supporting Agencies

Queensland Government:

- Department of Housing and Public Works
- Department of Infrastructure, Local Government and Planning
- Department of Premier and Cabinet
- Department of Communities, Child Safety and Disability Services
- Department of Education and Training
- Local Government Association of Queensland
- Department of Environment and Heritage Protection
- Queensland Police Service
- Queensland Reconstruction Authority

Industry:

- Utility owners / operators (Telstra, Optus, Energex, Origin, Powerlink, Ergon, Urban Utilities, APA Group etc)
- QR National
- Port Authorities

Non-Government Organisations:

- Queensland Building Services Authority
- RSPCA



Infrastructure Recovery Team

Role

To lead and coordinate the planning and implementation of the infrastructure recovery which includes the recovery of housing, commercial and industrial buildings and structures, physical infrastructure (including power, water, telecommunications, transport) and the rebuilding of damaged Council infrastructure.

Responsibilities

Alert
Description
- A heightened level of vigilance due to the possibility of an event - The situation will be closely monitored, but no further action is required
Actions
- Information sharing commences amongst recovery groups and LDCC - Infrastructure Recovery Coordinator in contact with LDCC - Participate in response briefings and develop situational awareness - Identify potential actions and risks for infrastructure recovery - Provide initial advice regarding potential infrastructure impacts to all recovery stakeholders
Lean Forward
Description
- A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness - Local Recovery Group is on standby and prepared but not activated
Actions
- Monitor current disaster response operations - Maintain regular contact with the LDCC and participate in briefings - Analyse hazard impact or potential impact - Review the application of the Local Recovery Plan to the current situation - Develop an event specific Infrastructure Recovery Operational Action Plan - Ready deployments for infrastructure assessment - Brief the required Council staff on the situation, their likely responsibilities and the capabilities of partnering agencies

Stand Up Immediate-Short Term
Description
- An operational state where resources are mobilised, personnel are activated and operational activities commenced - Community Recovery Centres are activated
Actions
- Infrastructure Recovery Group is activated at LDCC or alternate location - Participate in response briefings and identify the recovery activities that are occurring alongside response activities - Activate Local Recovery Plan - Commence recovery operations in accordance with LDMG priorities - Conduct immediate impact/needs assessment (0 to 3 days) - Coordinate the assessment of damage to housing stock and residential buildings, commercial and industrial buildings, rural structures, and infrastructure facilities - Assess damage to Council infrastructure assets, buildings and facilities - Brief and deploy infrastructure assessment teams - Work with affected communities, interest groups and infrastructure operators to support their involvement in the decision making process - Coordinate building safety inspection services and secure damaged buildings and structures - Map the assessments of community damage and impacts - Ensure coordinated approach to the housing related strategies in partnership with relevant organisations - Assist with the development of options for temporary accommodation - Assist with collection, storage, distribution of material aid - Coordinate the provision of emergency transport - Coordinate the initial recovery and opening of transport corridors - Coordinate disposal of hazardous material, debris etc - Coordinate clean-up activities - Support the provision of information to the community - Manage community enquiries related to infrastructure recovery - Work with the insurance sector to ensure the adequate and timely process of insurance cover

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Stand Up Medium-Long Term
Description - Recovery operations are continuing - Focus has shifted from immediate relief to medium-long term recovery strategies
Actions - Conduct medium to long-term impact/needs assessment - Tasks as above for Immediate/Short-term Recovery - Additional tasks as allocated by LDMG - Ensure an all hazards approach is taken toward risk reduction in the planning for rebuilding and reconstruction - Identify opportunities to improve infrastructure and services during rebuilding and reconstruction - Coordinate demolition of unsafe buildings and structures - Coordinate the repair and rebuild of housing stock - Coordinate the demolition/repair/rebuild of Council infrastructure assets, buildings and structures and other facilities - Coordinate restoration of sporting facilities and public playgrounds - Coordinate the repair/rebuild of larger transport infrastructure - Provide information and referral advice to the community regarding service providers who may aid recovery - Review and establish long-term recovery infrastructure where necessary; for example, long-term community hub - Contribute to exit strategies/handover for return to core business

Stand Down
Description - Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored - Transition from recovery operations for the event back to normal business
Actions - Consolidate financial records - Finalise reporting requirements - Debrief staff engaged in infrastructure recovery operations - Undertake a post-event review of infrastructure recovery processes - Participate in recovery debrief - Participate in post event debrief - Transfer long term infrastructure recovery arrangements to functional lead agencies where appropriate - Recommend changes to recovery plans and procedures - Recommend mitigation strategies to be included in future planning - Return to core business



Reporting

- Infrastructure Recovery Coordinator to attend Coordination Meetings of Redland City Local Recovery Group
- The Infrastructure Recovery Team to meet weekly or as required at the discretion of the Infrastructure Recovery Coordinator
- Agendas and minutes of Infrastructure Recovery Team meetings to be provided to the Local Recovery Coordinator

Infrastructure Recovery Team Activation

The Infrastructure Recovery Team can be activated when:

- A disaster event is declared
- The Redland City LDMG are activated to provide a coordinated response to an event
- RCC has received impact assessments detailing imminent or actual infrastructure recovery needs resulting from an eligible disaster event

Activation enables infrastructure recovery responses, including:

- Convening of the Infrastructure Recovery Team
- Commitment of resources by member agencies to meet specific needs of a disaster event
- Development of disaster-specific operational plans
- Deployment of staff
- Provision of infrastructure recovery services

In short term activations, Infrastructure Recovery Team members may undertake direct service delivery roles in addition to coordinating the infrastructure recovery operation. During medium to long term operations, the Infrastructure Recovery Team may plan for, and coordinate, infrastructure recovery through other agencies appropriate to the transitional needs of the affected community.

The Brisbane District Recovery Group will only activate when it is evident that the capacity of Redland City Local Recovery Group has been exhausted and is unable to respond to the scale and scope of human and social recovery resulting from the event.

The Infrastructure Recovery Team can be activated by:

- Chair of the Redland City LDMG
- Local Disaster Coordinator
- Local Recovery Coordinator
- Coordinator Infrastructure Human-Social Recovery Team

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



Infrastructure Recovery Team Operational Preparedness

Prior to a disaster event, the Infrastructure Recovery Team will undertake the following tasks:

- Analyse agency response capacity to provide additional service delivery
- Analyse infrastructure vulnerability within Redland City
- Analyse potential infrastructure recovery impacts
- Align planning process with those of the Redland City LDMG
- Align with the requirements of the *Disaster Management Act 2003*
- Identify additional service providers within the Redland City that may be called upon to deliver medium to long term recovery responses
- Discuss forecasts and predictions for identified disaster seasons (storm, bushfire, and cyclone) to inform the development of potential impact scenarios and review service delivery capacity
- Review capacity to provide infrastructure recovery services to identify and develop strategies to mitigate potential gaps in service delivery during a disaster event
- Identify appropriate service delivery and support sites, including staging areas if required

- Identify vulnerable infrastructure that may be significantly impacted by a disaster event to inform specialised service delivery requirements
- Participate in training opportunities and preparedness exercises to build capacity and identify improvements that better enable infrastructure recovery
- Establish service delivery arrangements amongst the member agencies
- Ensure contact details for the Infrastructure Recovery Team members who may be activated in a disaster event, are kept up to date at all times
- Develop Infrastructure Recovery Operational Plans in preparation to specific disaster events

Member Agency Operational Preparedness

Prior to a disaster event, member agencies of the Infrastructure Recovery Team will undertake the following tasks:

- Alternate agency representatives are inducted into their agency membership role and fully briefed enabling them to provide advice and make decisions on behalf of their agency
- Undertake assessment of agency capacity to deliver services within the Redland City
- Contingency planning is undertaken to maintain service delivery continuity in the event that a member agency's capacity to deliver services is exceeded
- Participate in training, capacity-building and exercises
- Agency staff undertaking recovery operations are appropriately trained and qualified
- Arrangements are made to ensure duty of care and workplace health and safety obligations are met
- Agency staff who have worked in recovery operations are appropriately debriefed
- Learning's from an event are documented and actioned to promote continuous improvement



Appendix 11: Role Description –
Infrastructure Recovery Coordinator

Role

The Infrastructure Recovery Coordinator reports to the Local Recovery Coordinator and manages all issues relating to the recovery of the physical infrastructure affected by a disaster including communications, transport, public utilities (power, water, sewerage and drainage) and buildings.

Responsibilities

Pre-activation

- Attend training activities organised for the Local Recovery Group
- Remain familiar with the range of repair and re-establishment of infrastructure services available and the appropriate referral processes
- Remain familiar with your responsibilities within the Local Recovery Group
- Understand each agency’s role in relation to the recovery to ensure a coordinated recovery process
- Maintain regular contact with relevant agencies involved in infrastructure recovery coordination
- Document all actions and decisions on a log sheet

Alert/Lean Forward

- Participate in the initial Local Recovery Group briefing
- Note implications for the infrastructure recovery, documenting infrastructure requirements
- Conduct meeting of the Infrastructure Recovery Team and provide a briefing on the unfolding event and an overview of Local Recovery Group priorities
- Commence initial actions following briefing
- Determine resource requirements for the infrastructure recovery
- Determine if other support agencies need to be bought into the Infrastructure Recovery Group
- Document all actions and decisions on a log sheet

Stand Up

- Assess the damage impact to determine the extent to which normal functioning has been compromised
- Develop the Infrastructure Recovery Operational Action Plan specific for the event
- Work with businesses and community members that are impacted by the disaster and support them in the recovery process
- Ensure effective and ongoing communication with businesses and individuals in the community regarding infrastructure recovery activities
- Where appropriate, establish a reference group which is representative of business, industry and the community for involvement in key decision making processes
- Source funding, equipment, supplies and personnel to facilitate the infrastructure recovery process
- Attend Local Recovery Group briefings and provide regular updates to the Local Recovery Coordinator regarding the progress of infrastructure recovery activities
- Report back to Infrastructure Recovery Team on outcomes from the Local Recovery Group briefings
- Ensure all activities completed by the Infrastructure Recovery Team are aligned with the Economic Recovery Operational Action Plan
- Conduct inter-agency briefings on the progress of the infrastructure recovery program
- Develop and implement a longer-term infrastructure recovery program, if required, to address any outstanding or ongoing matters relating to infrastructure recovery
- In collaboration with other agencies involved in the infrastructure recovery, develop a sustainable exit strategy
- Document all actions and decisions on a log sheet

Stand Down

- Prepare the human-social report for the Local Recovery Coordinator
- Collect and file all documentation relating to human-social recovery
- Advise on human-social related issues at the post-disaster review
- Conduct inter-agency debriefings to evaluate the effectiveness of the human-social recovery program
- Complete any follow up actions as directed
- Document and advise on any outstanding or ongoing matters relating to the human-social recovery that will be handed back to be incorporated into business as usual processes

Appendix 12: Checklist – Infrastructure Recovery

Components

Infrastructure recovery includes considerations of:

- Essential services:
 - Transport – roads, rail, bridges, ports, airports, public transport
 - Energy – power, gas, fuel
 - Communications – telephone (fixed line and mobile), internet and data, radio and TV
 - Utilities – water, sewage, drainage, sanitation, waste and recycling
- Residential infrastructure
 - Domestic homes, holiday accommodation types, caravan parks
- Commercial/industrial buildings
- Public buildings and asset infrastructure
 - Public facilities – hospitals, doctors’ surgeries, aged care, schools, emergency services
 - Community buildings – halls, churches, cultural and historic, sporting clubs
 - Government administration – council and government offices
- Recovery infrastructure – evacuation, relief and recovery centres

Stakeholders

Stakeholders in infrastructure recovery include:

- Affected communities
- Local and state government
- Road, rail and public transport authorities and operators
- Energy suppliers and retailers
- Water authorities
- Communications operators
- Health and education authorities
- Building control authorities
- Professional bodies (eg architects, engineers, building surveyors)

Operational Activities

Immediate (0 to 3 days)

- ☐ Conduct immediate impact/needs assessment
- ☐ What are priority needs for the affected community and recovery operations?
 - Water, food?
 - Transport links?
 - Health?
 - Communications?
 - Power, gas?
 - Sewerage and waste disposal?
 - Recovery management centres?
 - Public facilities?
 - Animal management facilities?
- ☐ Communicate priority needs to the Local Recovery Group to ensure all functions of recovery are aware of factors that may impact the recovery process and are working collaboratively to find solutions that support the affected community
- ☐ What hazards exit and what needs to be done to prevent further damage?

Short to medium term

- ☐ Conduct short to medium term impact/needs assessment
- ☐ What are evolving short to medium term needs?
 - Transport, including public transport?
 - Food and material distribution infrastructure?
 - Power, gas, communications?
 - Drainage, sewage?
 - Temporary accommodation?
- ☐ Can services be reinstated quickly?
- ☐ Are contractors available – locally? regionally? nationally?
- ☐ What temporary solutions/‘work-arounds’ can be implemented?
- ☐ Complete ‘make safe’ operations
- ☐ Prioritise the re-establish of transport infrastructure
- ☐ Ensure energy supplies and communications are adequate and stable
- ☐ Reinstatement of utilities
- ☐ Re-establish retail/commercial facilities essential for community wellbeing or recovery activities
- ☐ Identify community buildings/facilities essential for recovery activities and social connectivity
- ☐ Manage resourcing and ensure supply chains
 - What additional resources are required by the affected communities and recovery operations?
 - Are supplies available – locally? regionally? nationally?

Long term (ongoing)

- ☐ Are damaged or destroyed services or facilities still relevant/appropriate to the community?
- ☐ Identify opportunities to improve infrastructure and services during reinstatement
 - Are there opportunities to establish new facilities and services?
- ☐ Where possible, restore services and infrastructure to be more resilient to future events
- ☐ Re-establish commercial, retail and distribution infrastructure
- ☐ Re-establish public facilities and community buildings
- ☐ Facilitate restoration of residential buildings
- ☐ Support the restoration of government administration facilities
- ☐ Review and establish long-term recovery infrastructure where necessary
- ☐ Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services
- ☐ Communicate planned actions to affected communities, recovery teams and stakeholder groups

Appendix 13: Operational Action Plan – Infrastructure Recovery

Infrastructure Recovery Operational Action Plan

Task Description	Time-frame	Responsible Agency
Immediate Actions		
Activate the Infrastructure Recovery Team: - Identify a suitable venue for operations and meetings - Establish meeting and reporting structures - Consider additional contacts/support agencies that may be required - Establish situational awareness and provide initial advice regarding potential infrastructure impacts to all recovery stakeholders	Immediate	Infrastructure Recovery Coordinator
Conduct immediate impact/needs assessment	1 to 3 days	Infrastructure Recovery Team
Establish an impact heat map by mapping the assessments of infrastructure impacts	1 to 3 days	Redland City Council
Prioritise needs for the affected community and recovery operations: - Food and water - Transport links - Health - Communications - Power, gas - Sewerage and waste disposal - Recovery management centres - Public facilities - Animal management facilities	1 to 3 days	Infrastructure Recovery Team
Identify hazards that exist and what needs to be done to prevent further damage	1 to 3 days	Infrastructure Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to infrastructure recovery	Ongoing	Infrastructure Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Infrastructure Recovery Coordinator

Short to Medium Term Actions		
Conduct short to medium term impact/needs assessment. Perform impact assessment on other infrastructure types: - Rural – fencing, sheds and buildings, produce handling, irrigation - Animal welfare – shelters, pounds, veterinary facilities, stock containment - Residential – domestic homes, hotels/motels, caravan parks - Commercial/industrial infrastructure - Distribution infrastructure – food and merchandise - Commercial and retail – shops, banks, food outlets, hardware and building, fuel outlets, white goods, pharmacies - Public buildings and assets –hospitals, doctor's surgeries aged care, schools, police and emergency services stations community, halls, churches, cultural and historic, sporting clubs, council and government office - Recovery infrastructure – evacuation, relief and recovery centres, warehousing of donated goods	3 to 7 days	Infrastructure Recovery Team
Identify evolving short to medium term needs: - Transport, including public transport - Food and material distribution infrastructure - Power, gas, communications - Drainage, sewage - Temporary accommodation	3 to 7 days	Infrastructure Recovery Team
Identify community buildings/facilities essential for recovery activities and social connectivity	3 to 7 days	Infrastructure Recovery Team
Undertake and complete 'make safe' operations as a priority Perform site safety inspections prior to rebuilding	3 to 7 days	Infrastructure Recovery Team
Provide public safety advisories via print, radio and television	Ongoing	Redland City Council Communications, Engagement and Tourism Unit
Can services be reinstated quickly What temporary solutions/'work-arounds' can be implemented	3 to 7 days	Infrastructure Recovery Team
Are contractors available – locally? regionally? nationally? Determine availability of accommodation and support for certified trade persons	3 to 7 days	Infrastructure Recovery Team
Prioritise the re-establishment of: - Utilities infrastructure: - Electricity and gas supplies - Water and sewerage - Telecommunications - Transport infrastructure	3 to 7 days	Infrastructure Recovery Team
Ensure energy supplies and communications are adequate and stable	3 to 7 days	Energex and Telstra

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Short to Medium Term Actions (continued)		
Determine availability of temporary and mid to long term accommodation for residents (families, couples and singles) currently accommodated in Evacuation Centres, and for vulnerable/needs dependent	3 to beyond 21 days	Department of Housing and Public Works and Human-Social Recovery Team
Re-establish retail/commercial/tourism facilities essential for community well being or recovery activities	3 to 21 days	Infrastructure Recovery Team
Manage resourcing and ensure supply chains: • What additional resources are required by the affected communities and recovery operations? • Are supplies available – locally? regionally? nationally?	3 to 21 days	Infrastructure Recovery Team
Facilitate and support the transport heavy machinery and equipment to affected areas for rebuilding	3 to 21 days	Department of Transport and Main Roads
Coordinate the flow of information to the community and manage community enquiries relating to infrastructure recovery	Ongoing	Infrastructure Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Infrastructure Recovery Coordinator

Long Term Actions		
Conduct review of short to medium term actions: • Are priority needs being met? • Were any missed in immediate and short-term assessment or have new actions emerged?	Beyond 21 days	Infrastructure Recovery Coordinator
Conduct long term needs assessment: • Food and water • Transport links • Health • Communications • Power, gas • Sewerage and waste disposal • Recovery management centres • Public facilities • Animal management facilities	Beyond 21 days	Infrastructure Recovery Team
Are damaged or destroyed services or facilities still relevant/ appropriate to the community?	Beyond 21 days	Infrastructure Recovery Team
Identify opportunities to improve infrastructure and services during reinstatement: • Are there opportunities to establish new facilities and services?	Beyond 21 days	Infrastructure Recovery Team

Long Term Actions (continued)		
Where possible, restore services and infrastructure to be more resilient to future events	Beyond 21 days	Infrastructure Recovery Team
Re-establish commercial, retail and distribution infrastructure	Beyond 21 days	Infrastructure Recovery Team
Re-establish public facilities and community buildings	Beyond 21 days	Infrastructure Recovery Team
Facilitate restoration of residential buildings	Beyond 21 days	Infrastructure Recovery Team
Support the restoration of government administration facilities	Beyond 21 days	Infrastructure Recovery Team
Review and establish long-term recovery infrastructure where necessary	Beyond 21 days	Infrastructure Recovery Team
Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services	Ongoing	Infrastructure Recovery Coordinator
Coordinate the flow of information to the community and manage community enquiries relating to infrastructure recovery	Ongoing	Infrastructure Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Infrastructure Recovery Coordinator

ENVIRONMENTAL RECOVERY

North Stradbroke Island
Disaster Resilience
Community Education & Resource Centre

Funded by the Natural Disaster Resilience
Managed by the Redland City SES

Redland
CITY COUNCIL



Environmental recovery addresses the impacts of a disaster on the natural environment including topography, hydrology, amenity value, waste and pollution management, biodiversity, ecosystems and wildlife.

As soon as practically possible after a disaster event, consistent with safety and the availability of suitable personnel, the Redland City LDMG will organise an environmental assessment that will form the basis for determining environmental recovery priorities. Where there has been widespread or long-term environmental damage, the Redland City LDMG, through the Queensland Disaster Management Arrangements, may seek the support of appropriate state and commonwealth government agencies.

Environmental recovery includes the coordinated process of supporting affected communities in:

1. Identifying and advising on environmental and cultural heritage impacts and risks caused by the event and response operations (e.g. air quality, water quality, soil and groundwater, landscapes, ecosystems and wildlife, heritage places and indigenous cultural heritage)
2. Rehabilitating, conserving and supporting the natural recovery of impacted (or at risk) land, aquatic and marine ecosystems, wildlife, landscapes and natural resources
3. Recovering and conserving impacted or at risk cultural heritage values and heritage places
4. Supporting long-term community sustainability needs (e.g. reinstating environmental protections and ecosystem services, and advancing Ecologically Sustainable Development principles in built environment recovery, economic recovery and waste management)
5. Ensuring environmental bodies, affected communities and interest groups are involved in the decision making process

Environmental Context

Natural Environment

Natural disasters can be powerful and prominent mechanisms of direct and indirect pollution and damage to the natural environment. Flooding or storm surge can carry pollution into waterways. Flooding may also lead to landslide, erosion, water quality deterioration or turbidity, as well as sediment deposition. Secondary effects of bushfires include water pollution, erosion and reduced water catchment yield. A landslide may block a watercourse, leading to flooding and debris flows upstream. Earthquakes may also bring fire, flood, water pollution, landslide, tsunami and soil liquefaction, which can be as devastating as the primary hazard.

Not all disasters result in significant ecosystem impacts. Natural hazards can bring positive environmental and social benefits. Bushfires, for example, can stimulate growth and regenerate forest ecology, as the heat from fire is required for some seeds to germinate. Floodplains are picturesque places for recreational activity and floods can bring welcome relief for people and ecosystems suffering from prolonged drought.

Environmental Health

Following a disaster event there is requirement to ensure the provision of a safe and adequate water supply to the community. Biological or chemical agents are the usual cause of contamination of drinking water. Drinking water supplies may be publicly or privately owned and include reticulated mains systems, rainwater tanks, run-of-river storages and direct pumping from rivers.

Most major disaster events are likely to result in damage to houses and properties. It is RCC's responsibility to determine whether properties are suitable for habitation following the event.

It is also RCC’s responsibility to assess, monitor and control public health in emergency relief venues and oversee the establishment of new emergency venues, including siting and layout of emergency camp sites.

RCC is required to assist other agencies in the provision of food to the community during and following a disaster event. The role of RCC is integral to ensuring food safety is monitored and controlled in:

- Emergency venues – this includes emergency catering and donated food
- Emergency services staging areas
- Registered premises affected by the emergency

Large amounts of refuse will be generated during a disaster. It is the responsibility of RCC to ensure refuse collection and disposal is adequate throughout the community. This is required to ensure the prevention of public health issues such as breeding and/or harbouring of vermin and other vectors of disease.

For further information on the environmental health context in Redland City Council refer to the Redland City Council Public Health Plan.

State Functional Lead Agency

Local Level

Redland City Council is responsible for coordinating the recovery efforts at the local level. The Redland City LDMG and Redland City Local Recovery Group work closely with the functional lead agencies to ensure effective disaster recovery efforts.

Functional Lead Agency

The Functional Lead Agency for Environmental Recovery is the Department of Environment and Heritage Protection. Their role is to lead and coordinate planning and implementation of the environmental function of recovery in the State.

It is the responsibility of the Functional Lead Agency to:

- Coordinate the environmental function of recovery operations
- Develop and annually review the State environmental recovery plan
- Assess event impacts on the environment, ecosystem services, natural resources and Environmentally Relevant Activities
- Support and advise on environmental and Ecologically Sustainable Development aspects of clean-up and recovery operations
- Coordinate the restoration or betterment of pre-event statutory environmental protections
- Coordinate the restoration and/or natural recovery of environmental assets
- Support the assessment and recovery of impacted cultural heritage places and values
- Support rural recovery programs to deliver long-term environmental and socio-economic benefits
- Support actions to create landscape buffers and increase natural environment resilience to future events
- Ensure involvement of community and interest groups in the recovery decision-making process

Supporting Agencies

Queensland Government:

- Department of Education and Training
- Department of Transport and Main Roads
- Department of Infrastructure, Local Government and Planning
- Department of Communities, Child Safety and Disability Services
- SEQ Water
- Queensland Police Service
- Queensland Fire and Emergency Services

Australian Government:

- Department of Sustainability, Environment, Water, Population and Communities
- Great Barrier Reef Marine Park Authority

Industry:

- Queensland local governments (Councils, regional organising committees, LGAQ)
- Traditional owners
- River Improvement Trusts
- Rural and primary producers (e.g. Agforce, Landcare)
- Extractive industries
- Water and waste service providers
- Commercial and tourism (e.g. Tourism Queensland)
- Research and tertiary organisations (e.g. Universities, CSIRO)
- Environmental and technical advisors
- Chemical and hazardous substance advisors

Non-Government Organisations:

- Regional Natural Resource Management bodies
- Environment and conservation organisations (e.g. Healthy Waterways)
- Wildlife and animal protection organisations (e.g. RSPCA)



Environmental Recovery Team

Role

The role of the Environmental Recovery Team is to lead and coordinate the planning and implementation of the environmental function of recovery. For information on environmental health roles during a disaster event, refer to the Redland City Council Public Health Plan.

Responsibilities

Alert
Description - A heightened level of vigilance due to the possibility of an event - The situation will be closely monitored, but no further action is required
Actions - Information sharing commences amongst recovery team and LDCC - Environmental Recovery Coordinator in contact with LDCC - Participate in response briefings and develop situational awareness - Identify potential actions and risks to environmental recovery - Provide initial advice regarding potential environmental impacts to all recovery stakeholders
Lean Forward
Description - A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness - Local Recovery Group is on standby and prepared but not activated
Actions - Monitor current disaster response operations - Maintain regular contact with the LDCC and participate in briefings - Analyse hazard impact or potential impact - Review the application of the Local Recovery Plan to the current situation - Develop an event specific Environmental Recovery Operational Action Plan - Ready deployments for environmental assessment - Brief the required Council staff on the situation, their likely responsibilities and the capabilities of partnering agencies

Stand Up Immediate-Short Term
Description - An operational state where resources are mobilised, personnel are activated and operational activities commenced - Community Recovery Centres are activated
Actions - Environmental Recovery Team is activated at LDCC or alternate location - Participate in response briefings and identify the recovery activities that are occurring alongside response activities - Provide detailed advice on potential environmental issues - Activate Local Recovery Plan - Activate Environmental Recovery Operational Action Plan - Commence recovery operations in accordance with LDMG priorities - Coordinate Council's impact assessments of the environment, ecology, natural resources and environmentally relevant activities (0 to 3 days) – consider water quality, ecological impact, pollution etc. - Undertake actions in accordance with the Redland City Council Public Health Plan. - Support the assessment and recovery of impacted cultural heritage places and values - Brief and deploy environmental assessment teams - Map the assessments of environmental damage and impacts - Work with affected communities and environmental interest groups to support their involvement in the decision making process - Support actions to create landscape buffers and increase natural environment resilience to future events - Ensure coordinated approach to environmental recovery strategies in partnership with relevant government and non-government organisations - Coordinate Council's contribution to environmental, ecological and natural area recovery including environmental clean-up activities - Coordinate rehabilitation of natural environment including parks, waterways and wildlife - Coordinate preservation of community assets (e.g. reserves and parks) - Consider early restoration of social amenity elements essential for community wellbeing such as monuments and regional parks - Consider mitigation strategies to reduce future impacts on natural environment where appropriate - Coordinate waste management and disposals - Monitor and assess the environmental consequences of clean-up operations - Monitor and assess animal welfare issues - Monitor issues of pollution - Support the provision of information to the community - Manage community enquiries related to environmental recovery

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Stand Up Medium-Long Term
Description - Recovery operations are continuing - Focus has shifted from immediate relief to medium-long term recovery strategies
Actions - Conduct medium to long-term impact/needs assessment - Tasks as above for Immediate/Short-term Recovery - Additional tasks as allocated by LDMG - Ensure an all hazards approach is taken toward risk reduction in the planning for re-vegetation and rejuvenation - Identify opportunities to improve the environment, ecology and natural area during recovery activities - Support rural recovery programs to deliver long-term environmental and socio-economic benefits - Coordinate the restoration or betterment of pre-event statutory environmental protections - Provide information and referral advice to the community regarding service providers who may aid the environmental recovery - Contribute to exit strategies/handover for return to core business

Stand Down
Description - Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored - Transition from recovery operations for the event back to normal business
Actions - Consolidate financial records - Finalise reporting requirements - Debrief staff engaged in environmental recovery operations - Undertake a post-event review of environmental recovery processes - Participate in recovery debrief - Participate in post event debrief - Transfer long term environmental recovery arrangements to functional lead agencies where appropriate - Recommend changes to recovery plans and procedures - Recommend mitigation strategies to be included in future planning - Return to core business

Reporting

- Environmental Recovery Coordinator to attend Coordination Meetings of Redland City Local Recovery Group
 - The Environmental Recovery Team to meet weekly or as required at the discretion of the Environmental Recovery Coordinator
- Agendas and minutes of the Environmental Recovery Team meetings to be provided to the Local Recovery Coordinator

Environmental Recovery Team Activation

The Environmental Recovery Team can be activated when:

- A disaster event is declared
- The Redland City LDMG are activated to provide a coordinated response to an event
- RCC has received impact assessments detailing imminent or actual environmental recovery needs resulting from an eligible disaster event

Activation enables environmental recovery responses, including:

- Convening of the Environmental Recovery Team
- Commitment of resources by member agencies to meet specific needs of a disaster event
- Development of disaster-specific operational plans
- Deployment of staff
- Provision of environmental recovery services

In short term activations, Environmental Recovery Team members may undertake direct service delivery roles in addition to coordinating the environmental recovery operation. During medium to long term operations, the Environmental Recovery Team may plan for, and coordinate, environmental recovery through other agencies appropriate to the transitional needs of the affected community.

The Brisbane District Recovery Group will only activate when it is evident that the capacity of Redland City Local Recovery Group has been exhausted and is unable to respond to the scale and scope of human and social recovery resulting from the event.

The Environmental Recovery Team can be activated by:

- Chair of the Redland City LDMG
- Local Disaster Coordinator
- Local Recovery Coordinator
- Coordinator Environmental Recovery Team

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

Environmental Recovery Team Operational Preparedness

Prior to a disaster event, the Environmental Recovery Team will undertake the following tasks:

- Analyse agency response capacity to provide additional service dvery
- Analyse environmental vulnerability within Redland City
- Analyse potential environmental recovery impacts

- Align planning process with those of the Redland City LDMG
- Align with the requirements of the *Disaster Management Act 2003*
- Identify additional service providers within the Redland City that may be called upon to deliver medium to long term recovery responses
- Discuss forecasts and predictions for identified disaster seasons (storm, bushfire, and cyclone) to inform the development of potential impact scenarios and review service delivery capacity
- Review capacity to provide environmental recovery services to identify and develop strategies to mitigate potential gaps in service delivery during a disaster event
- Identify appropriate service delivery and support sites, including staging areas if required
- Identify vulnerable environmental areas that may be significantly impacted by a disaster event to inform specialised service delivery requirements
- Participate in training opportunities and preparedness exercises to build capacity and identify improvements that better enable environmental recovery
- Establish service delivery arrangements amongst the member agencies
- Ensure contact details for the Environmental Recovery Team members who may be activated in a disaster event, are kept up to date at all times
- Develop Environmental Recovery Operational Plans in preparation to specific disaster events

Member Agency Operational Preparedness

Prior to a disaster event, member agencies of the Environmental Recovery Team will undertake the following tasks:

- Alternate agency representatives are inducted into their agency membership role and fully briefed enabling them to provide advice and make decisions on behalf of their agency
- Undertake assessment of agency capacity to deliver services within the Redland City
- Contingency planning is undertaken to maintain service delivery continuity in the event that a member agency's capacity to deliver services is exceeded
- Participate in training, capacity-building and exercises
- Agency staff undertaking recovery operations are appropriately trained and qualified
- Arrangements are made to ensure duty of care and workplace health and safety obligations are met
- Agency staff who have worked in recovery operations are appropriately debriefed
- Learning's from an event are documented and actioned to promote continuous improvement

Appendix 14: Role Description – Environmental Recovery Coordinator

Role

The Environmental Recovery Coordinator reports to the Local Recovery Coordinator and manages all issues relating to the recovery of the natural environment including topography, hydrology, amenity value, waste and pollution management, biodiversity, ecosystems and wildlife.

Responsibilities

Pre-activation
- Attend training activities organised for the Local Recovery Group - Identify and be aware of any existing environmental issues and/or sensitivities within Redland City - Be aware of environmental groups who will need to be engaged during the recovery process - Remain familiar with your responsibilities within the Local Recovery Group - Understand each agency's role in relation to the recovery to ensure a coordinated recovery process - Maintain regular contact with relevant agencies involved in environmental recovery coordination - Document all actions and decisions on a log sheet
Alert/Lean Forward
- Participate in the initial Local Recovery Group briefing - Note implications for the environmental recovery, documenting environmental requirements - Conduct meeting of the Environmental Recovery Team and provide a briefing on the unfolding event and an overview of Local Recovery Group priorities - Commence initial actions following briefing - Determine resource requirements for the environmental recovery - Determine if other support agencies need to be brought into the Environmental Recovery Team - Document all actions and decisions on a log sheet

Stand Up
- Ensure the recovery plan gives sufficient consideration to environmental issues - Advise on potential environmental issues and areas of possible escalation - Develop the Infrastructure Recovery Operational Action Plan specific for the event - Determine whether additional environmental personnel or technical specialists (Environmental Health Officers, Wildlife Carers etc) are needed, and if so, coordinate their activation with the relevant agency - Where appropriate, establish a reference group which is representative of business, industry, the community and environmental groups for involvement in key decision making processes - Ensure there is effective and ongoing communication to relevant agencies, businesses, the community and environmental groups regarding environmental recovery activities - Monitor response and recovery activities to ensure compliance with the <i>Environment Protection Act 1994</i> and associated legislation - Monitor and assess the environmental consequences of clean-up operations. If necessary, recommend against activities that may cause more environmental damage than the operations themselves - Source funding, equipment, supplies and personnel to facilitate the environmental recovery process - Attend Local Recovery Group briefings and provide regular updates to the Local Recovery Coordinator regarding the progress of infrastructure recovery activities - Conduct inter-agency briefings on the progress of the environmental recovery program - Develop and implement a longer-term environmental recovery program, if required, to address any outstanding or ongoing matters relating to environmental recovery - In collaboration with other agencies involved in the environmental recovery, develop a sustainable exit strategy. - Document all actions and decisions on a log sheet
Stand Down
- Prepare the environmental recovery report for the Local Recovery Coordinator - Collect and file all documentation relating to environmental recovery - Advise on environment related issues at the post-disaster review - Conduct inter-agency debriefings to evaluate the effectiveness of the environmental recovery program - Complete any follow up actions as directed - Document and advise on any outstanding or ongoing matters relating to the recovery that will be handed back to be incorporated into business as usual processes

Appendix 15: Checklist – Environmental Recovery

Components

Environmental recovery includes considerations of:

- Air quality
- Food and water
- Land and soil
- Plants and animals
- Public health and safety

Stakeholders

Stakeholders in environmental recovery include:

- Affected communities
- Government agencies (parks, conservation and land management, stream management, environmental protection agencies)
- Local government
- Land care and environment groups
- Wildlife rescue services
- Catchment management authorities
- Bio-diversity organisations
- Others as required (dependent on emergency event and local needs)

Operational Activities

Immediate (0 to 3 days)

- ☐ Conduct risk assessment to affected community
- ☐ Conduct immediate impact/needs assessment
- ☐ What are priority needs for the natural environment?
 - Risks to public health?
 - Safety?
 - Water, food?
 - Containment of contaminants?
 - Rescue of wildlife?
 - Emergency erosion stabilisation?
 - Emergency action for threatened species?
 - Management of stormwater runoff?
 - Restoration of habitat?
- ☐ Communicate priority needs to the Local Recovery Group to ensure all functions of recovery are aware of factors that may impact the recovery process and are working collaboratively to find solutions that support the affected community
- ☐ Prioritise the safe return of displaced persons to their homes

Short to medium term

- ☐ Undertake an ongoing risk management process with continuous monitoring of impacts to public health
- ☐ Conduct short to medium term ecological impact assessments
- ☐ What are evolving short to medium term needs?
 - Clean-up of contaminants?
 - Rehabilitation of damaged areas?
 - Ongoing care and management of endangered species and injured wildlife?
 - Response operations damage restoration?
 - Management of ongoing erosion?
 - Prevention of further contamination – weeds invasion, fungal disease from response/recovery operations?
 - Restoration of social amenity for community wellbeing?
 - Recovery of damaged natural resources?
 - Recovery of business with environmentally relevant activities
 - Recovery of business that sell food stuffs
- ☐ Restoration of social amenity elements essential for community wellbeing

Long term (ongoing)

- ☐ Conduct long term needs assessment
- ☐ Identify opportunities to improve the natural environment during reinstatement
 - Are there opportunities to improve/upgrade amenity and/or ecosystems from previously degraded conditions?
 - Are there opportunities to restore natural environment elements to be sustainable and more resilient to future events?
- ☐ Support the restoration of eco-tourism infrastructure
- ☐ Explore need and opportunities for creating ongoing local environmental support network
- ☐ Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services
- ☐ Communicate planned actions to affected communities, recovery teams and stakeholder groups

Appendix 16: Operational Action Plan – Environmental Recovery

Environment Recovery Operational Action Plan

Task Description	Time-frame	Responsible Agency
Immediate Actions		
Activate the Environmental Recovery Team: - Identify a suitable venue for operations and meetings - Establish meeting and reporting structures - Consider additional contacts/support agencies that may be required - Establish situational awareness and provide initial advice regarding potential environmental impacts to all recovery stakeholders	Immediate	Environmental Recovery Coordinator
Conduct risk assessment to affected community	1 to 3 days	Environmental Recovery Team
Conduct immediate impact/needs assessment: Assess impact on air, water, land and soil, plants and animals	1 to 3 days	Environmental Recovery Team
Establish an impact heat map by mapping the assessments of environmental impacts	1 to 3 days	Redland City Council
What are priority needs for the natural environment?: - Risks to public health? - Safety? - Water, food? - Containment of contaminants? - Rescue of wildlife? - Emergency erosion stabilisation? - Emergency action for threatened species? - Management of stormwater runoff? - Restoration of habitat?	1 to 3 days	Environmental Recovery Team
Prioritise the safe return of displaced persons to their homes	1 to 3 days	Environmental Recovery Team
Undertake actions in accordance with the Redland City Council Public Health Plan	Immediate	Redland City Council Health & Environment Unit
Deploy Vector Control Team and Intensive Care Paramedics to assist with infection	Immediate	Redland City Council, QLD Ambulance Service
Clear and dispose of debris and waste	Ongoing	Redland City Council
Coordinate the flow of information to the community and manage community enquiries relating to environmental recovery	Ongoing	Environmental Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Environmental Recovery Coordinator

Short to Medium Term Actions		
Undertake an ongoing risk management process with continuous monitoring of impacts to public health	3 to 7 days	Environmental Recovery Team
Conduct short to medium term ecological impact assessments: Assess impact on air, water, land and soil, plants and animals	3 to 7 days	Environmental Recovery Team
What are evolving short to medium term needs?: - Clean-up of contaminants? - Rehabilitation of damaged areas? - Ongoing care and management of endangered species and injured wildlife? - Response operations damage restoration? - Management of ongoing erosion? - Prevention of further contamination – weeds invasion, fungal disease from response/recovery operations? - Restoration of social amenity for community well being? - Recovery of damaged natural resources? - Recovery of business with environmentally relevant activities - Recovery of business that sell food stuffs	3 to 7 days	Environmental Recovery Team
Restoration of social amenity elements essential for community well being	3 to 21 days	Redland City Council
Clear and dispose of debris and waste	3 to 21 days	Redland City Council and waste contractors
Contain and dispose of hazardous waste i.e. asbestos	3 to 21 days	Environmental Recovery Team
Assess for contamination of stagnant water and vector control	3 to 21 days	Redland City Council
Reduce environmental hazards/risks – ensure integrity of sewerage treatment and water supplies	3 to 21 days	Redland City Council
Provide wildlife rescue services	3 to 21 days	Wildlife Rescue Groups through IndigiScapes
Identify and notify owners of deceased animals and dispose	3 to 21 days	Redland City Council
Monitor and manage public health advice, safety and disease control	Ongoing	Redland City Council
Coordinate the flow of information to the community and manage community enquiries relating to environmental recovery	Ongoing	Environmental Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Environmental Recovery Coordinator

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Long Term Actions		
Conduct review of short to medium term actions: • Are priority needs being met? • Were any missed in immediate and short-term assessment or have new actions emerged?	Beyond 21 days	Environmental Recovery Coordinator
Conduct long term needs assessment: • Assess impact on air, water, land and soil, plants and animals • Assess long-term ecological impacts/implications – beach erosion, land regeneration, contamination, catchments, conservation, biodiversity	Beyond 21 days	Environmental Recovery Team
Identify opportunities to improve the natural environment during reinstatement: • Are there opportunities to improve/upgrade amenity and/or ecosystems from previously degraded conditions? • Are there opportunities to restore natural environment elements to be sustainable and more resilient to future events?	Beyond 21 days	Environmental Recovery Team
Support the restoration of eco-tourism infrastructure	Beyond 21 days	Environmental Recovery Team and Economic Recovery Team
Rehabilitate and recover damaged natural resources	Beyond 21 days	Redland City Council, QLD Parks and Wildlife, other land holders
Ongoing care and management of endangered species and injured wildlife	Beyond 21 days	Wildlife Rescue Groups through IndigiScapes
Restore social amenity elements essential for community well being	Beyond 21 days	Redland City Council
Explore need and opportunities for creating ongoing local environmental support networks	Beyond 21 days	Environmental Recovery Team
Identify opportunities to improve the natural environment during reinstatement - improve/upgrade amenity and/or ecosystems from previously degraded conditions, restore natural environment elements to be sustainable and more resilient to future events	Beyond 21 days	Environmental Recovery Team
Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services	Beyond 21 days	Environmental Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to environmental recovery	Ongoing	Environmental Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Environmental Recovery Team

ECONOMIC RECOVERY

Economic recovery refers to the post-disaster processes and activities which are intended to encourage the resumption of normal levels of economic activity within the disaster affected community. The contributing agencies may include all spheres of government, industry based organisations, and private enterprise companies.

The immediate priorities for Redland City Council will be focused on restoring lifelines and essential services necessary for a viable community, such as food outlets, power, fuel and banking facilities. While social recovery and welfare services provide immediate relief and support, a comprehensive assessment of the economic impacts of the disaster is the first step in developing long-term economic recovery plans. The assessment will seek to determine the impacts at individual, family, suburban and whole-of-community level. Longer term economic recovery will involve specific programs and support beyond those available from local authorities. However, Council maintains an important advocacy role for the local community.

Economic recovery entails the coordinated process of supporting affected communities in:

1. Assessing impact on key economic assets
2. Stimulating the renewal and growth of the economy within the affected area
3. Facilitating business, industry and regional economic recovery and renewal
4. Facilitating business assistance, access to funds and loans and employer subsidies
5. Ensuring businesses and industry groups and affected communities are involved in the decision making process
6. Recovering from the intangible effects of an event (e.g. loss of business confidence and quality of life etc)

Economic Context

Redland City's strategic economic direction states that: Redlands will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its proactive, innovative and creative approach to business development and expansion. Redland City's economic capacity will be enhanced by making it an attractive place to do business – attracting and retaining local, national and international investment.

Our focus is the development of key industry sectors that can deliver sustainable economic growth and enhance the liveability of our City through increased employment opportunities, training and skills development for our workforce, together with infrastructure development, investment attraction and an overall increase in the economic capacity of the Redlands.

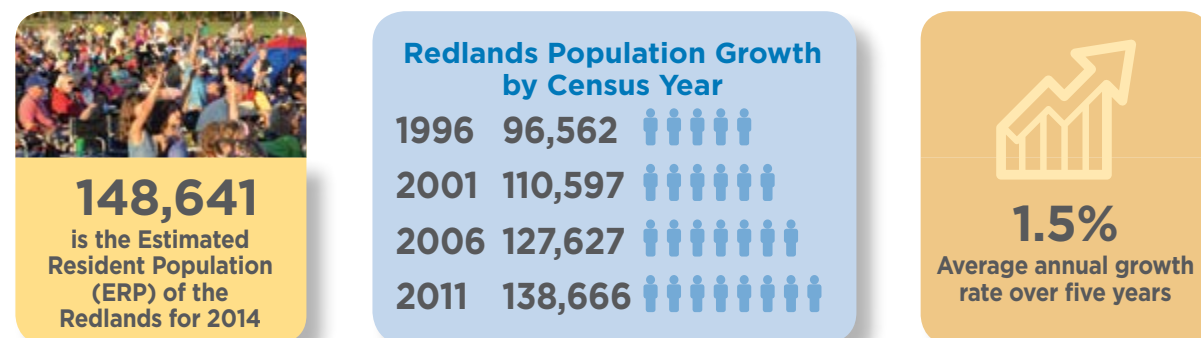
The city's Gross Regional Product (GRP) has grown by 1.3% since 2013, representing 1.7% of Queensland's Gross State Product (GSP), figure 1 provides an overview of the city's GRP, along with the size of the local workforce and the total number of workers in the city.

The city's economy is currently largely population serving and as such is dominated by industries that typify this type of economy, notably retail, healthcare and social assistance, construction and education and training. Redland City does, however have a strong manufacturing sector that is the city's most valuable export provider. Figure 2 provides an overview of the city's population growth since 1996 and the estimated resident population as at 2014. Figure 3 provides a graphical representation of the city's industry sectors by value-add.

Figure 1: Redland City economy



Figure 2: Population growth by Census year since 1996



Data Source: Economyid, 2016

Figure 3: Value-add by industry sector

Figure 3 provides a graphical representation of the city's industry sectors by value-add.

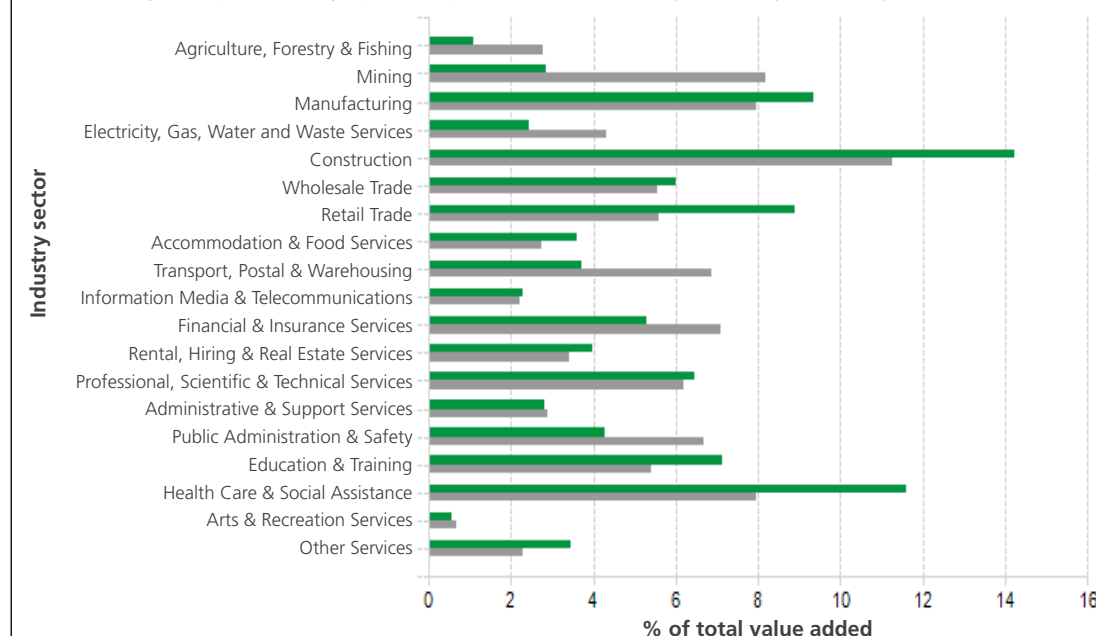
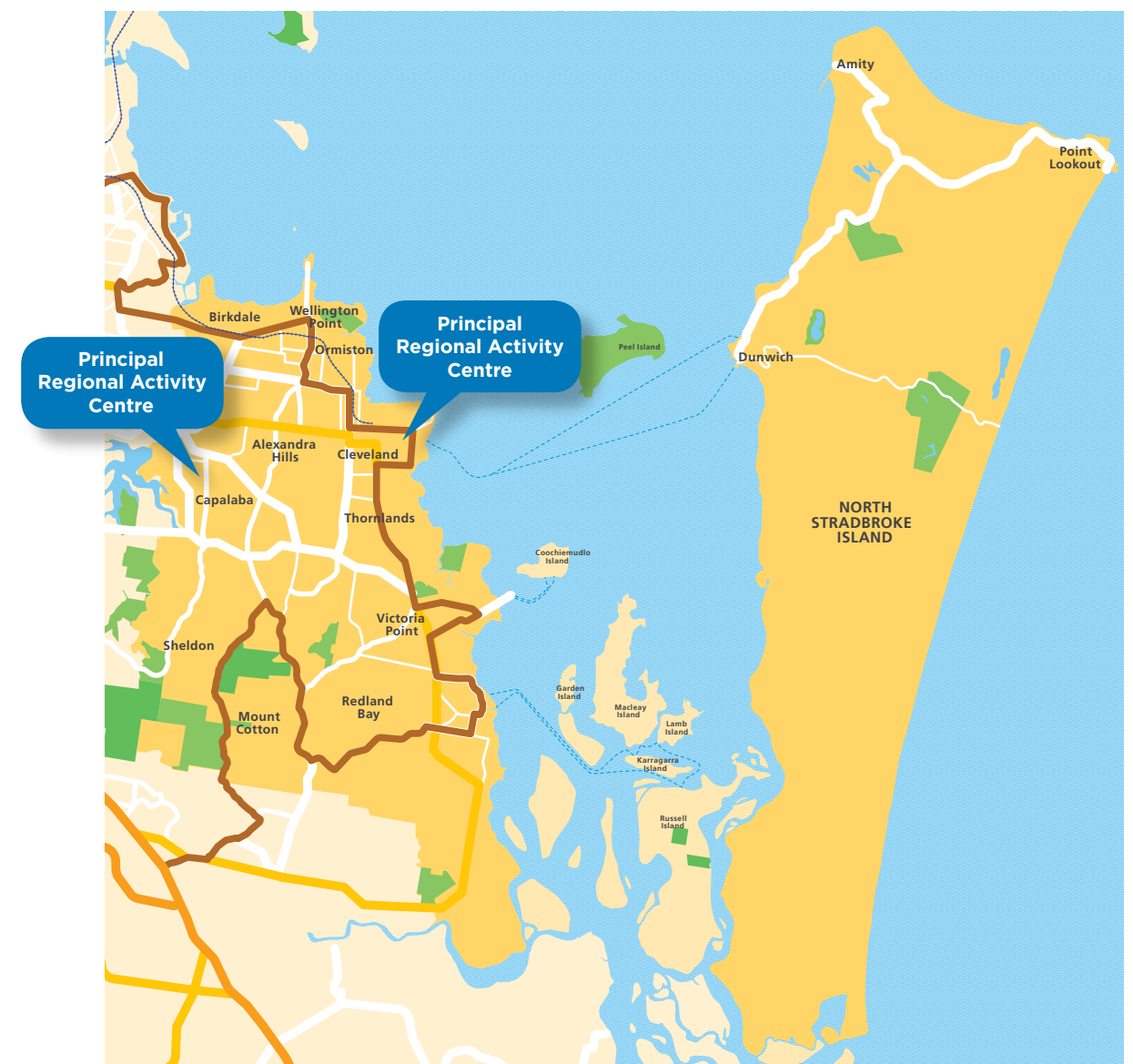


Figure 4: Redland City Principal Activity Centres

The Redland City map below shows the location of the two Principal Regional Activity Centres of Cleveland and Capalaba.



There are two Principal Regional Activity Centres in the City, namely Cleveland and Capalaba, with Victoria Point consolidating its role since the last Census as a Major Activity Hub for the southern portion of the City, with 26% growth in employment. These three areas are key centres of employment with Capalaba accounting for 26.9% of the workforce, closely followed by Cleveland (23.9%) and Victoria Point (10.5%). Employment

activity in these centres is clustered around industrial parks, retail centres and, in the case of Cleveland, the medical precinct with three centres located along transport routes. The growth of Victoria Point, in particular over the past decade, has been largely in response to growing population in the southern half of the City and, as such, is dominated largely by businesses and employment associated with the Retail Trade sector.

To meet the targeted average annual Gross Regional Product growth of 3% to 2041, the recently adopted Redland City Council Economic Development Framework recognises that Redland City will need to substantially boost export-oriented and value-add industries such as Health Care and Social Assistance, and Professional, Scientific and Technical Services, and ensure that jobs growth occurs in those sectors that are able to provide high-income employment as well as those which are traditionally an employment source for young people. These key industry sectors include:

Tourism (Accommodation and Food Services)

The Redlands’ two gateways to Moreton Bay – Cleveland’s Toondah Harbour and Redland Bay’s Weinam Creek – have the potential to drive significant tourism and employment development. Having these areas identified as Priority Development Areas will offer the City world-class infrastructure and the ability to boost international tourism, as well as increased visitor numbers, capitalising on the City’s positioning between Brisbane and the Gold Coast.

Construction

Construction remains the City’s largest contributor to Gross Regional Product and one of the largest employers. Regional stimulus through government infrastructure and construction investment, local construction activity on new housing estate developments currently underway and the Priority Development Areas at Toondah Harbour and Weinam Creek over the next five years are expected to counter the challenge of a construction shortfall driven by potentially lower-than-expected South East Queensland population growth.

Education and Training

This sector of the economy, particularly primary and secondary education, is where Redland City enjoys a competitive advantage and has a strong reputation for quality. Opportunities exist to build on the international student market.

High Value-Add services

Incorporating services from scientific to architectural, legal and accounting to engineering, advertising, veterinary, IT, banking, credit and insurance, this group of sectors is expected to grow strongly and has the potential to be an even larger export generator for Redland City.

Health Care and Social Assistance

Growth in the City’s largest employment sector is expected to continue above national averages, with the City well-placed to become a leader in health, aged care and medical services, drawing highly educated workers.

Manufacturing

Manufacturing has the potential to be a leader in terms of continued export potential on the back of new technology, productivity improvements through more capital-intensive work methods and a decline in traditional labour-intensive manufacturing industries. Fluctuation of the value of the Australian dollar, associated with declining commodity prices and historically low interest rates, will potentially assist exports in this sector.

Retail Trade

While this sector – one of the City’s biggest employers, particularly of young people – will continue to be population-serving, potential exists for small, local enterprises to take advantage of the digital disruption affecting the sector nationwide. Rejuvenation of the Cleveland and Capalaba business districts will remain a focus.

Rural Enterprises

While this sector is one of declining wealth for the City, there has been substantial growth in sub-sectors such as plant nurseries and cut flower production underscoring their potential as export generators.



Categories of Economic Impacts after disaster

Natural disasters set in motion a complex chain of events that can disrupt both the local economy and, in severe cases, state and national economies. The costs of the damages associated with a disaster will be dependent on a number of factors and also the type of disaster. Some of these factors include; the scale and duration of the event, how the local economy is structured, the area affected, the population affected (disasters that affect densely populated areas have the greatest potential for inflicting the most damage) and the time of day it occurred.

The consequences of a natural disaster to a community and the economy which results in a period of downtime and/or lost production can include (but are not limited to): bankruptcy, forced sale of businesses, forced sale of stock, business closure, loss of experienced workers, loss of supply chain linkages and/or a depleted customer base due to temporary or permanent population shrinkage or as a result of an influx of material donations to an area. Table 1 below outlines some typical economic and financial impacts that can result from a natural disaster, disseminating the costs to households and business/industry.

Table 1: Economic and financial impacts of disasters at the household and business / industry level

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

(Source: AUSTRALIAN EMERGENCY MANAGEMENT HANDBOOK SERIES, Community Recovery , HANDBOOK 2)

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

Disaster Recovery Economic and Financial Impacts

Economic impact assessments are designed to quantify in monetary values, all impacts (both costs and benefits) possible. An economic impact assessment applies not only to goods and services; it can also be used to value social and environmental assets. Economic impact assessments are conducted to ensure long term economic outcomes can be valued and planned.

From the perspective of economic impact assessment it is necessary that the methodology used will ensure a theoretically sound and consistent approach that can be defended and is able to be used if/ when applying for State and Federal Government assistance associated with a disaster. Economic impact assessments will measure both the costs of an event and also any benefits that may accrue. All impacts will be modelled to determine the net impact of a disaster on a community.

Direct and indirect effects

Measuring the total losses associated with a disaster is done by estimating two separate types of losses – direct (primary) and indirect (secondary). Direct losses tend to be easier to estimate, as they are an explicit result of the natural disaster. For example in a fire or cyclone, they would consist of the buildings or structures that are destroyed or damaged as a result of the actual force; in the case of a flood, they would consist of water damage to crops or buildings. Indirect, or secondary, losses occur as a result of destruction to buildings, structures or infrastructure and are more problematic to measure. These will include lost output, retail sales, wages and lost work time, additional time commuting to work (lost leisure time), additional costs to business from redirecting goods and services around an affected area, disruptions to utilities, reduced taxable income, lost tourism or increased market volatility. These assessments can inform future disaster risk management, as well as broader sustainability goals.

Table 2 below highlights some of the direct and indirect effects on the various components of the local economy.

Table 2: Examples of direct and indirect effects on elements of the local economy

Sector / area of impact	Direct	Indirect
Residents and households	• Structural (roofs, walls etc) • Contents (furniture, floor coverings etc) • External (swimming pools, gardens etc) • Death and injury	• Additional costs (alternative accommodation and transport, heating, drying-out costs, medical costs etc.)
Public Infrastructure, community facilities and natural environment	• Damage to or loss of roads, bridges, dams, sports grounds and facilities, schools, halls, parks, waterways, bushland	• Transport (traffic delays, extra operating costs etc) • Loss of computer-controlled systems • Loss of other lifelines (electricity etc)
Business enterprises and supply networks	• Structural damage to buildings such as shops, factories, plants, sheds, barns, warehouses, hotels etc • Asset damage or loss: farm equipment, food, records, product stock (finished manufactured products, works in progress and input materials), crops, pastures, livestock, motor vehicles, fences or irrigation infrastructure, contents damage to fixtures and fittings (carpets etc), furniture, office equipment • Virtual business interruption	• Impact on production (manufacturing, agriculture, services etc) • Impact on income/trade/sales/value added (tourism operators, retail traders etc) • Increased costs (freight, inputs, agistment etc.) • Loss of supply chain networks • Increased work (construction industry) • Opportunity to renew struggling business
Government	• Loss of rate base – for example if population base shrinks or council waives rate payments as a gesture of goodwill, or if properties have lost their homes and/or businesses • In high-profile disasters state and federal governments may outlay greater funding. Where this is for building substantial infrastructure, the impacts for local/state/federal governments include project management and maintenance costs	• Costs of implementation of royal commission recommendations • Increased demand on government services (education, health etc) • Loss of business continuity (state government may provide case management involving significant resources to be redeployed immediately for long periods) • Loss of tax revenue • Cost of engaging extra resources and/or backfilling positions

(Source: AUSTRALIAN EMERGENCY MANAGEMENT HANDBOOK SERIES, Community Recovery, HANDBOOK 2)

Tangible and intangible impacts

In addition to direct and indirect effects, the economic impacts of a disaster also need to incorporate tangible and intangible impacts, some examples of which include:

- Tangible impacts – the loss of things that have a monetary (replacement) value (for example, buildings, livestock, infrastructure)
- Intangible impacts – the loss of things that cannot be bought and sold (for example, lives and injuries, environment, memorabilia)

Tangible impacts are easier than intangible impacts to assign a monetary value, as they are tradable commodities. With tangible impacts the economic assessment will need to choose and justify whether to record a replacement or depreciated value.

Intangible commodities although not necessarily tradable can be assigned a monetary value and can be an important source of information for valuing the impact of a disaster, which can provide an additional perspective in evaluating the effects of a disaster. Table 3, provides some example of intangible impacts on the various components that constitute a local economy.

Table 3: Examples of intangible impacts on elements of the local economy

Sector / area of impact	Intangible impact
Residents and households	• Loss of personal memorabilia • Inconvenience and disruption, especially to schooling and social life • Stress-induced ill health and mortality • Pets – loss, injury, stress • Quality of life • Dislocation
Public Infrastructure, community facilities and natural environment	• Health impacts (deferral of procedures, reduced quality of care etc) • Death and injury, spread of diseases • Loss of items of cultural significance • Environmental impacts • Heritage losses • Lack of access to education, health, defence, art galleries and museums etc
Business enterprises and supply networks	• Loss of confidence (investment and individual decision making) • Loss of future contracts • Loss of, and inability to attract, experienced and skilled staff • Loss of access to transient (backpacker) casual labour
Government	• Managing perceptions and expectations, including public confidence in the recovery

(Source: AUSTRALIAN EMERGENCY MANAGEMENT HANDBOOK SERIES, Community Recovery , HANDBOOK 2)

Economic and financial impact assessments

The initial component of this work should incorporate an economic analysis that uses current baseline assessment of the local economy. This economic analysis will provide an overview of key industries and employment areas, using quantitative and qualitative analysis on how they have been impacted by a disaster. This analysis will provide insight into the current state of the economy, including whether economic development targets should be re-evaluated; it will also provide a better understanding of the city's competitive positioning; and will provide direction for the long-term economic recovery strategy.

The following measures will assist in an economic analysis:

- Review existing strategic plans and studies for relevancy, evaluate existing business development targets, and revisit economic issues
- Gather information and input from advisory groups such as the Chambers of Commerce, business network groups, community groups
- Conduct economic development forums with various stakeholders (businesses and industry groups, community groups, state and federal government agencies etc.) to focus on specific geographic areas, such as the activity centres, industrial and employment areas, suburbs, rural residential areas; or around specific sectors, for example sport & recreation, tourism or agriculture

An economic impact assessment is distinct from a financial impact assessment. An Economic impact assessment includes all impacts on the economy. A financial impact assessment will measure a single economic unit such as an industry, business or household. An Economic Impact Study should build upon financial impact assessments to determine the overall impact on the economy. Both financial and economic impact studies will build upon the initial damage assessments undertaken during response operations. These impact studies should be conducted as quickly as possible following the disaster. They provide intelligence for decision-makers and support any requests for the State or the Australian Governments to provide appropriate funds for rebuilding/recovery. These impact studies assess both physical damage (properties, inventory, etc.) and economic damage to industry and the local economy.

An economic assessment of a disaster on the local economy should measure the following impacts (this will depend on data availability):

- Job losses
- Loss of wages

- Business closures and disruption
- Damage to infrastructure
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

Assess the situation

Develop an understanding of the post-disaster economic analysis before any actions are proposed or implemented. An appreciation of the current situation will provide insight on how the community should move forward.

Create an Action Plan

The development of action plan/s should be pursued to provide direction on economic recovery priorities. The plan/s should be updated as required. The action plan/s should:

- Include a phased approach to economic recovery where clear goals and objectives are set for the short, medium and long term recovery. Emphasis should be placed on long-term goals, to ensure transition between economic recovery and long term community development
- Assign appropriate organisations to take ownership of and carry out each task associated with the action plan/s
- Ensure organisations are adequately resourced in terms of their financial capacity, human capability and administratively to undertake the action plan/s tasks
- Business retention and expansion should be a priority as these are the ones that are most likely to rebuild the local economy
- Strategies and actions will need to be specific, with outcomes that can be measured, are attainable, realistic and delivered within achievable timeframes

Communicate Action Plan/s

Work with Communications group to develop a communication strategy to deliver the action plan/s.

There will be a need to inform the public of what steps are being taken to assist the community and their local economy post-disaster. This will need to include an overview on how resources and funds will be allocated, what the priorities are concerning the recovery process and the time it may take to deliver the outcomes.

State Functional Lead Agency

Local Level

Redland City Council is responsible for coordinating the recovery efforts at the local level. The Redland City LDMG and Redland City Local Recovery Group work closely with the functional lead agencies to ensure effective disaster recovery efforts.

Functional Lead Agency

The Functional Lead Agency for Economic Recovery is the Department of State Development. Their role is to lead and coordinate planning and implementation of the economic function of recovery in the State.

It is the responsibility of the Functional Lead Agency to:

- Coordinate the economic function of recovery
- Liaise with the Insurance Council of Australia (ICA) to ensure the declaration of the general insurance industry Catastrophe Coordination Arrangements and to identify nominated ICA representative
- Assess the impact on key economic assets
- Assess employment issues and capacity of local businesses to operate
- Facilitate business, industry and regional economic recovery and renewal
- Develop business and industry recovery plans and implementation strategies in conjunction with local government, relevant State Government agencies, regional economic development organisations and industry bodies
- Facilitate financial assistance, access to funds and loans and employer subsidies
- Monitor the impacts on the affected area's economic viability and develop strategies to minimise the effects on individuals and businesses
- Where required, facilitate linkages with job providers and employment agencies to source labour, re-establish supply chains and undertake joint marketing activities
- Develop a strategy to maximise use of local resources during clean up and restoration activities
- Support small to medium enterprise (e.g. referrals, business assistance, etc.)
- Identify options for improvement or adjustment from current business operations, where required
- Assist with contract arrangement, where required
- Ensure involvement of local business and industry representatives in decision making
- Ensure that the recovery plan informs broader planning and

Supporting Agencies

Queensland Government:

- Department of Tourism. Major Events. Small Business and the Commonwealth Games
- Department of Natural Resources and Mines
- Department of Premier and Cabinet
- Department of Communities, Child Safety and Disability Services
- Local Government Association of Queensland
- Queensland Treasury
- Department of Transport and Main Roads
- Queensland Police Service
- Queensland Reconstruction Authority
- Tourism Queensland

Australian Government:

- Australian Bureau of Statistics

Industry:

- Insurance Council of Australia
- Insurance Companies
- Industry peak bodies
- Relevant Chamber/s of Commerce



Economic Recovery Team

Role

The role of the Economic Recovery Team is to lead and coordinate the planning and implementation of the economic and financial recovery. Economic recovery includes recovery as it relates to business impact, industry impact and worker impact.

Responsibilities

Alert
Description - A heightened level of vigilance due to the possibility of an event - The situation will be closely monitored, but no further action is required
Actions - Information sharing commences amongst recovery team and LDCC - Economic Recovery Coordinator in contact with LDCC - Participate in response briefings and develop situational awareness - Identify potential actions and risks to economic recovery - Provide initial advice regarding potential economic impacts to all recovery stakeholders
Lean Forward
Description - A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness - Local Recovery Group is on standby and prepared but not activated
Actions - Monitor current disaster response operations - Maintain regular contact with the LDCC and participate in briefings - Analyse hazard impact or potential impact for business and industry - Monitor the impacts of the event on the city's economic viability and develop strategies to minimise the effects on individuals and businesses - Review the application of the Local Recovery Plan to the current situation - Develop an event specific Economic Recovery Operational Action Plan in conjunction with relevant State Government agencies, regional economic development organisations and industry bodies - Ready deployments for economic assessment - Brief the required Council staff on the situation, their likely responsibilities and the capabilities of partnering agencies

Stand Up Immediate-Short Term
Description - An operational state where resources are mobilised, personnel are activated and operational activities commenced - Community Recovery Centres are activated
Actions - Economic Recovery Group is activated at LDCC or alternate location - Participate in response briefings and identify the recovery activities that are occurring alongside response activities - Provide detailed advice on potential economic issues - Activate Local Recovery Plan - Activate Economic Recovery Operational Action Plan - Commence recovery operations in accordance with LDMG priorities - Coordinate Council's impact assessments of key economic assets (0 to 3 days) – consider large employers e.g. accommodation and food, retail, construction, healthcare and social assistance, education and training etc. - Assess employment issues and capacity of local business to operate - Brief and deploy economic assessment teams - Map the assessments of economic issues and impacts - Involve local business and industry representatives in decision making - Ensure effective and ongoing communication with businesses, industry representatives and the community regarding economic recovery activities - Ensure coordinated approach to economic recovery strategies in partnership with relevant government and non-government organisations - Coordinate Council's contribution to economic recovery by advocating at all levels of government for economic support for the city - Facilitate financial assistance, access to funds and loans and employer subsidies through the QLD Reconstruction Authority grants - Establish arrangements for collection and management of donated monies. - Facilitate linkages with job providers and employment agencies to source labour, to re-establish supply chains and joint marketing activities - Liaise with Local Recovery Group to maximise use of local resources and suppliers for recovery activities - Restore banking and other financial services as soon as possible - Reopen businesses and restore community services - Support small to medium enterprise (e.g. referral, business assistance/advisors etc.) - Re-establish retail/commercial facilities essential for community well being or recovery activities - Coordinate support to farmers and rural landholders - Identify transport and information technology/communications needs and prioritise reconstruction activities to meet business and tourism continuance requirements - Assist with contract arrangements where required - Support the provision of information to the community - Manage community enquiries related to economic recovery - Work with the insurance sector to ensure the adequate and timely process of insurance cover - Ensure the Economic Recovery Operational Action Plan informs broader planning and decision making activities across the relevant recovery agencies

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Stand Up Medium-Long Term
Description - Recovery operations are continuing - Focus has shifted from immediate relief to medium-long term recovery strategies
Actions - Conduct medium to long-term impact/needs assessment - Tasks as above for Immediate/Short-term Recovery - Additional tasks as allocated by LDMG - Prioritise and secure supply chains - Re-establish commercial, retail and distribution infrastructure. - Ensure the equitable, accurate and timely distribution of donated monies - Identify opportunities for additional events to stimulate the local economy - Assess broader regional impacts where other local government areas have also been impacted by the event for collaboration and partnership opportunities - Ensure an all hazards approach is taken toward risk reduction in the planning of business resilience - Identify opportunities to improve business processes and infrastructure to strengthen resilience - Support rural recovery programs to deliver long-term socio-economic benefits - Provide information and referral advice to the community regarding service providers who may aid the economic recovery - Contribute to exit strategies/handover arrangements for return to core business

Stand Down
Description - Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored - Transition from recovery operations for the event back to normal business
Actions - Consolidate financial records - Finalise reporting requirements - Debrief staff engaged in economic recovery operations - Undertake a post-event review of economic recovery processes - Participate in recovery debrief - Participate in post event debrief - Transfer long term economic recovery arrangements to functional lead agencies where appropriate - Recommend changes to recovery plans and procedures - Recommend mitigation strategies to be included in future planning - Return to core business

Reporting

- Economic Recovery Coordinator to attend Coordination Meetings of Redland City Local Recovery Group
- The Economic Recovery Team to meet weekly or as required at the discretion of the Economic Recovery Coordinator
- Agendas and minutes of Economic Recovery Team meetings to be provided to the Local Recovery Coordinato

Economic Recovery Team Activation

The Economic Recovery Team can be activated when:

- A disaster event is declared
- The Redland City LDMG are activated to provide a coordinated response to an event
- RCC has received impact assessments detailing imminent or actual economic recovery needs resulting from an eligible disaster event

Activation enables economic recovery responses, including:

- Convening of the Economic Recovery Team
- Commitment of resources by member agencies to meet specific needs of a disaster event
- Development of disaster-specific operational plans
- Deployment of staff
- Provision of economic recovery services

In short term activations, Economic Recovery Team members may undertake direct service delivery roles in addition to coordinating the economic recovery operation. During medium to long term operations, the Economic Recovery Team may plan for, and coordinate, economic recovery through other agencies appropriate to the transitional needs of the affected community.

The Brisbane District Recovery Group will only activate when it is evident that the capacity of Redland City Local Recovery Group has been exhausted and is unable to respond to the scale and scope of human and social recovery resulting from the event.

The Economic Recovery Team can be activated by:

- Chair of the Redland City LDMG
- Local Disaster Coordinator
- Local Recovery Coordinator
- Coordinator Economic Recovery Team

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

Economic Recovery Team Operational Preparedness

Prior to a disaster event, the Economic Recovery Team will undertake the following tasks:

- Analyse agency response capacity to provide additional service delivery
- Analyse economic vulnerability within Redland City
- Analyse potential economic recovery impacts
- Align planning process with those of the Redland City LDMG
- Align with the requirements of the Disaster Management Act2003
- Identify additional service providers within the Redland City that may be called upon to deliver medium to long term recovery responses
- Discuss forecasts and predictions for identified disaster seasons (storm, bushfire, and cyclone) to inform the development of potential impact scenarios and review service delivery capacity
- Review capacity to provide economic recovery services to identify and develop strategies to mitigate potential gaps in service delivery during a disaster event
- Identify appropriate service delivery and support sites, including staging areas if required
- Identify vulnerable economic sectors that may be significantly impacted by a disaster event to inform specialised service delivery requirements
- Participate in training opportunities and preparedness exercises to build capacity and identify improvements that better enable economic recovery
- Establish service delivery arrangements amongst the member agencies
- Ensure contact details for the Economic Recovery Team members who may be activated in a disaster event, are kept up to date at all times
- Develop Economic Recovery Operational Plans in preparation to specific disaster events

Member Agency Operational Preparedness

Prior to a disaster event, member agencies of the Economic Recovery Team will undertake the following tasks:

- Alternate agency representatives are inducted into their agency membership role and fully briefed enabling them to provide advice and make decisions on behalf of their agency
- Undertake assessment of agency capacity to deliver services within the Redland City
- Contingency planning is undertaken to maintain service delivery continuity in the event that a member agency's capacity to deliver services is exceeded
- Participate in training, capacity-building and exercises
- Agency staff undertaking recovery operations are appropriately trained and qualified
- Arrangements are made to ensure duty of care and workplace health and safety obligations are met
- Agency staff who have worked in recovery operations are appropriately debriefed
- Learning's from an event are documented and actioned to promote continuous improvement

Appendix 17: Role Description – Economic Recovery Coordinator

Role

The Economic Recovery Coordinator reports to the Local Recovery Coordinator and manages all issues relating to the financial and economic recovery as it relates to business impact, industry impact and worker impact. This includes stimulating the renewal and growth of the economy, facilitating business assistance, access the funds and loans and employer subsidies.

Responsibilities

Pre-activation

- Attend training activities organised for the Local Recovery Group
- Remain familiar with the range of economic services available and the appropriate referral processes
- Remain familiar with your responsibilities within the Local Recovery Group
- Understand each agency's role in relation to the recovery to ensure a coordinated recovery process
- Maintain regular contact with relevant agencies involved in economic recovery coordination

Alert/Lean Forward

- Participate in the initial Local Recovery Group briefing
- Note implications for the economic recovery, documenting economic requirements
- Conduct meeting of the Economic Recovery Team and provide a briefing on the unfolding event and an overview of Local Recovery Group priorities
- Commence initial actions following briefing
- Determine resource requirements for the economic recovery
- Determine if other support agencies need to be brought into the Economic Recovery Team
- Document all actions and decisions on a log sheet

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Stand Up

- Assess the damage impact to determine the extent to which normal functioning of the business community has been compromised
- Development of the Economic Recovery Operational Action Plan specific for the event that will minimise the effects of the disaster on business and industry and actively support their recovery. The Operational Action Plan should address the following:
 - Communication – to community, local industries and businesses regarding the recovery process and resources available
 - Financial assistance – to be accessed by businesses and individuals to aid economic recovery (government grants, appeal distribution and charitable payments)
 - Industry support – work closely with specific industries (eg. Tourism, manufacturing etc) that are impacted by the disaster and support them in the recovery process
- Where appropriate, establish a reference group which is representative of business, community members, industry and other relevant groups for involvement in key decision making processes
- Ensure effective and ongoing communication with businesses and other industry organisations (such as Chambers of Commerce) regarding economic recovery activities
- Where appropriate, establish a reference group which is representative of various industry sectors for involvement in key decision making processes
- Source funding, equipment, supplies and personnel to facilitate the economic recovery process
- Attend Local Recovery Group briefings and provide regular updates to the Local Recovery Coordinator regarding the progress of economic recovery activities
- Report back to Economic Recovery Team on outcomes from the Local Recovery Group briefings
- Ensure all activities completed by the Economic Recovery Team are aligned with the Economic Recovery Operational Action Plan
- Conduct inter-agency briefings on the progress of the economic recovery program
- In collaboration with whole-of-government, non-government, community representatives and industry partners identify and support the re-establishment of business activities and events
- Develop and implement a longer-term economic recovery program, if required, to address any outstanding or ongoing matters relating to economic recovery
- In collaboration with other agencies involved in economic recovery, develop a sustainable exit strategy.
- Document all actions and decisions on a log sheet

Stand Down

- Prepare the economic recovery report for the Local Recovery Coordinator
- Collect and file all documentation relating to economic recovery
- Advise on economic related issues at the post-disaster review
- Conduct inter-agency debriefings to evaluate the effectiveness of the economic recovery program
- Complete any follow up actions as directed
- Document and advise on any outstanding or ongoing matters relating to the economic recovery that will be handed back to be incorporated into business as usual processes

Appendix 18: Checklist – Economic Recovery

Components

Economic recovery includes considerations of:

- Residents and households
- Public infrastructure, community facilities and the natural environment (essential services such as water and sanitation systems, electricity, gas, telecommunications and transport)
- Dominant industries such as tourism, education and health
- Business enterprises and supply networks (retailers, distributors, transporters, storage facilities and suppliers that participate in the production and delivery of a particular product)
- Networks including peak bodies, not-for-profit sector etc
- Government

Stakeholders

Stakeholders in economic recovery include:

- Affected communities
- Local industry and business
- Industry bodies (eg chambers of commerce, tourism associations, manufacturers and retailers)
- Government agencies (Attorney-General's Department, Centrelink, Australian Taxation Office)
- Local government
- Insurance council
- Banking and finance operators
- Charitable organisations
- Others as required (dependent on emergency event and local needs)

Operational Activities

Immediate (0 to 3 days)

- ☐ Conduct immediate impact/needs assessment (0 to 3 days)
- ☐ What are priority needs (for affected community and recovery operations)?:
 - Emergency cash grants?
 - Access to banking and finance?
 - Facilitation of insurance claims?
 - Management of appeals donations?
 - Information?
 - Identification and support to businesses and employers?
- ☐ Communicate priority needs to the Local Recovery Group to ensure all functions of recovery are aware of factors that may impact the recovery process and are working collaboratively to find solutions that support the affected community
- ☐ Establish arrangements for collection and management of donated monies
- ☐ Liaise with the recovery committee to develop a strategy to maximise use of local resources during reconstruction and establishment activities
- ☐ Encourage community to become reliant on local essential foodstuffs businesses to promote rapid re-establishment

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Short to medium term

- ❑ What are evolving, short-term needs?:
 - Support with insurance claims?
 - Access to employment?
 - Renegotiation of loans?
 - Assistance with grant applications?
 - Support with rebuilding contracts?
 - Support to small, medium business?
- ❑ Support the restoration of banking and other financial services as soon as possible
- ❑ Support the reopening businesses and restore community services
- ❑ Establish arrangements for management and distribution of donated monies
- ❑ Set up business assistance facilities as required
- ❑ Assess employment issues
- ❑ Establish a communications strategy to support local businesses to re-establish or remain open
- ❑ Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction
- ❑ Develop a fast-track insurance processing system and address insurance issues
- ❑ Identify transport and information technology/communications needs and prioritise reconstruction activities to meet community, business, tourism and manufacturing continuance requirements
- ❑ Facilitate, where required, new mutual aid agreements between authorities and suppliers
- ❑ Support small to medium enterprise (eg advice, referral to a business advisor etc)
- ❑ Re-establish retail/commercial/educations/tourism facilities essential for community wellbeing or recovery activities
- ❑ Manage resourcing and ensure supply chains

Long term (ongoing)

- ❑ Conduct long term needs assessment
- ❑ Identify opportunities to improve the local economy and services during restoration:
 - Are damaged or destroyed businesses still viable and appropriate to the community?
 - Are there opportunities to upgrade business infrastructure?
 - Are there opportunities to establish new businesses and services?
 - Restore business and infrastructure to be sustainable and more resilient to future events
- ❑ Prioritise and secure supply chains
- ❑ Re-establish commercial, retail and distribution infrastructure
- ❑ Ensure the equitable, accurate and timely distribution of donated monies
- ❑ Support the restoration of tourism infrastructure
- ❑ Reassess employment and livelihood issues
- ❑ Explore need and opportunities for ongoing local business support network
- ❑ Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services
- ❑ Communicate planned actions to affected communities, recovery teams and stakeholder groups

Appendix 19: Operational Action Plan – Economic Recovery

Economic Recovery Operational Action Plan

Task Description	Time-frame	Responsible Agency
Immediate Actions		
Activate the Economic Recovery Team: • Identify venue • Establish meeting and reporting structures • Consider additional contacts/support agencies that may be required • Establish situational awareness and provide initial advice regarding potential economic impacts to all recovery stakeholders	Immediate	Economic Recovery Coordinator
Conduct immediate impact/needs assessment Assess impact on: • Residents and households • Public infrastructure • Community facilities • Essential services • Business enterprises • Supply networks (retailers, distributors, transporters, storage facilities and suppliers that participate in the production and delivery of a particular product) • Other networks including peak bodies, not-for-profit sector, government	1 to 3 days	Economic Recovery Team
Establish an impact heat map by mapping the assessments of environmental impacts	1 to 3 days	Redland City Council
Establish priority needs: • Emergency cash grants • Access to banking and finance • Facilitation of insurance claims • Management of appeals donations • Information • Identification and support to businesses and employers	1 to 3 days	Economic Recovery Team
Establish arrangements for collection and management of donated monies/goods/services	1 to 3 days	Redland City Council
Distribute emergency cash grants	1 to 3 days	Centrelink
Restore access to banking and finance, renegotiation of loans	1 to 7 days	Redland City Council through the Finance Sector
Liaise with Insurance Council of Australia • Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction	1 to 7 days	Redland City Council and the Insurance Council of Australia

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Immediate Actions (continued)		
Support with insurance claims - Assess under-insurance and non-insurance - Send insurance assessors to affected businesses, facilitate insurance claims - Develop a fast-track insurance processing system and address insurance issues	1 to 7 days	Redland City Council and the Insurance Council of Australia
Liaise with the recovery committee to develop a strategy to maximise use of local resources during reconstruction and establishment activities	1 to 7 days	Economic Recovery Coordinator
Encourage community to become reliant on local essential foodstuffs businesses to promote rapid re-establishment	1 to 7 days	Economic Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to economic recovery	Ongoing	Economic Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Economic Recovery Coordinator
Short to Medium Term Actions		
What are evolving, short-term needs? - Support with insurance claims - Access to employment - Renegotiation of loans - Assistance with grant applications - Support with rebuilding contracts - Support to small, medium business	7 to 21 days	Economic Recovery Team
Continued support for the restoration of banking and other financial services as soon as possible	7 to 21 days	Redland City Council through the Finance Sector
Support the reopening businesses and restore community services	7 to 21 days	Economic Recovery Team
Establish arrangements for management and distribution of donated monies	7 to 21 days	Redland City Council
Set up business assistance facilities as required	7 to 21 days	Redland City Council
Assess employment issues	1 to 14 days	Economic Recovery Team
Establish a communications strategy to support local businesses to re-establish or remain open	1 to 14 days	Economic Recovery Team
Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction	7 to 21 days	Redland City Council and the Insurance Council of Australia
Develop a fast-track insurance processing system and address insurance issues	7 to 21 days	Redland City Council and the Insurance Council of Australia

Short to Medium Term Actions (continued)		
Identify transport and information technology/communications needs and prioritise reconstruction activities to meet community, business, tourism and manufacturing continuance requirements	7 to 21 days	Economic Recovery Team and the Infrastructure Recovery Team
Facilitate, where required, new mutual aid agreements between authorities and suppliers	7 to 21 days	Economic Recovery Team
Support small to medium enterprise (eg advice, referral to a business advisor etc)	7 to 21 days	Economic Recovery Team
Re-establish retail/commercial/educations/tourism facilities essential for community well being or recovery activities	7 to 21 days	Economic Recovery Team
Manage resourcing and ensure supply chains	7 to 21 days	Economic Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to economic recovery	Ongoing	Economic Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Economic Recovery Coordinator
Long Term Actions		
Conduct review of short to medium term activities - Are priority needs being met? - Were any missed in immediate and short-term assessment or have new ones emerged?	Beyond 21 days	Economic Recovery Coordinator
Conduct long term needs assessment - support with insurance claims - Access to employment - Renegotiation of loans - Assistance with grant applications - Support with rebuilding contracts - Support to small, medium business	Beyond 21 days	Economic Recovery Team
Identify opportunities to improve the local economy and services during restoration - Are damaged or destroyed businesses still viable and appropriate to the community? - Are there opportunities to upgrade business infrastructure? - Are there opportunities to establish new businesses and services? - Where possible, restore business and infrastructure to be sustainable and more resilient to future events	Beyond 21 days	Economic Recovery Team
Prioritise and secure supply chain	Beyond 21 days	Economic Recovery Team
Re-establish commercial, retail and distribution infrastructure	Beyond 21 days	Economic Recovery Team
Ensure the equitable, accurate and timely distribution of donated monies	Beyond 21 days	Economic Recovery Team
Support the restoration of tourism infrastructure	Beyond 21 days	Economic Recovery Team

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Long Term Actions (continued)		
Reassess employment and livelihood issues	Beyond 21 days	Economic Recovery Team
Explore need and opportunities for ongoing local business support network	Ongoing	Economic Recovery Team
Work with affected communities to determine appropriate timing and strategies for transition from recovery to normal services	Ongoing	Economic Recovery Team
Coordinate the flow of information to the community and manage community enquiries relating to economic recovery	Ongoing	Economic Recovery Coordinator
Communicate planned actions to affected communities, recovery teams and stakeholder groups	Ongoing	Economic Recovery Coordinator





Emergency Contacts

CALL ENQUIRY	CONTACT
Life-Threatening Emergencies or Report a Fire	Triple Zero (000) for Police, Fire or Ambulance services
Non-Emergency Situations	QLD Police on 131 444 QLD Ambulance on 13 12 33
Flood or Storm Damage	State Emergency Service (SES) on 132 500
Council related Emergencies	Redland City Council on 3829 8999 (24 hours)
Water Supply Emergencies	Redland City Council on 1300 015 561
Fallen Powerlines	Energex on 13 19 62. Stay away from fallen power lines and alert people of any dangers. Visit Energex website at www.energex.com.au to find out more about staying safe during emergencies
Power Outages	Energex on 13 62 62
Telecommunication Problems	For Telstra visit www.telstra.com.au/ or call 132 203 for faults/damage to Telstra property or call 132 299 for business only technical support For Optus visit www.optus.com.au/ or call 1300 307 937 For Vodafone visit www.vodafone.com.au/ or call 1300 650 410
Gas Emergencies	APA Group on 1800 427 532
Health and Hospital Information	Queensland Health on 13 HEALTH (13 43 25 84)
School Closures	Visit the following website for the list of school closures. www.qld.gov.au/education/schools/information/pages/closure.html
Road and Traffic Conditions	Transport and Main Roads on 13 19 40 or visit 131940.qld.gov.au/
Support and Financial Assistance	Community Recovery Hotline on 1800 173 349 or visit www.qld.gov.au/community/disasters-emergencies



Redland
CITY COUNCIL

07 3829 8999 | emergency@redland.qld.gov.au

www.redlanddisasterplan.com.au