

Disaster Recovery Plan

A sub-plan of the Barcoo Shire Local
Disaster Management Plan

SP-6



SEPTEMBER 2019

Barcoo Shire Council

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Acknowledgements

Portions of this plan are wholly or partially derived from the following sources:

- Australian Institute for Disaster Resilience – Community Recovery, Handbook 2, 3rd edition, 2018.
- Queensland Recovery Plan, 2017
- Queensland Prevention, preparedness, Response and recovery Guidelines, 2018
- Barcoo Shire Local Disaster Management Plan 2018-19
- Longreach District Disaster Human and Social Recovery Plan 2018-19

The acknowledgement recognises the source and use of material from the above references throughout this plan.

Document control

The *Barcoo Shire Disaster Recovery Plan* is a controlled document. The Local Disaster Coordinator (LDC) holds the master copy of this plan.

Amendments

Any proposed amendments to this plan are to be forwarded in writing to:

Local Disaster Coordinator
Barcoo Shire Council
P.O. Box 14
Jundah, QLD 4736
Email: shire@barcoo.qld.gov.au

The LDC may approve inconsequential amendments to this document, however will ensure that any significant changes must be submitted to the Local Disaster Management Group for approval and be endorsed by Barcoo Shire Council.

A copy of each amendment will be forwarded to Local Recovery Group members. On receipt, the amendment is to be inserted into the plan and version control records updated.

Version control

Version	Date	Comments
2.0	November 2018	

Distribution

Copies of the plan will be distributed to members of the Barcoo Shire Local Recovery Group and other entities as determined. *A distribution list is shown at Appendix 1.*

Foreword

Barcoo Shire Council recognises recovery is locally led with support provided through the Queensland Disaster Management Arrangements. The Recovery Plan is a sub-plan to our Local Disaster Management Plan, and supports recovery from all hazards including, but not limited to, natural disasters, collective trauma events and bio-hazards.

Following a disaster, Barcoo Shire Council will work closely with communities to ensure that they build back better. To achieve this, we will utilise our disaster recovery arrangements, which is one of the key functions in Barcoo Shire's disaster management measures along with prevention, preparedness and response.

It is recognised that to be successful, recovery must be planned, responsive, coordinated and adaptable and based on effective partnerships between Council, our communities, State and Commonwealth governments, non-government and not-for-profit organisations.

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

Endorsement

The Barcoo Shire Local Recovery Plan provides for the effective recovery of the Barcoo Shire local government area following a disaster event as defined in the Disaster Management Act 2003 (the Act).

It is endorsed by the Barcoo Shire Local Disaster Management Group (LDMG) and approved for distribution.



(Signature)
Mayor Sally O'Neil

Chairperson
Barcoo Local Disaster Management Group

Date: 28 October 2020

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Authority to plan

This plan has been prepared under the authority of the Barcoo Shire LDMG as an operational sub-plan of the Local Disaster Management Plan and in accordance with section 30 of the Act.

Aim of plan

This plan aims to provide the structure for locally led recovery that will assist disaster-impacted members of the community to recover in a timely, effective and sustainable manner. It also aims to integrate strategies within the recovery process to enhance the resilience of the community for subsequent disaster events.

The Disaster Recovery Plan supports Council's mission, "*Where people, lifestyle, business and the natural environment flourish*".

Objectives

The Recovery Plan objectives for the Barcoo Shire community are to:

- detail our disaster recovery methodology
- draw on community strengths
- acknowledge our existing challenges
- outline our recovery arrangements and governance framework
- provide practical guidance to undertake recovery activities
- support successful recovery outcomes

Review of plan^[LR1]

Section 30 of the Act provides that the LDMG has the following functions in relation to disaster management and disaster operations in their area:

- *To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State, and*
- *To develop effective disaster management, and regularly review and assess the disaster management.*

Section 59 also provides that:

- 1) *A local government may review, or renew, its local disaster management plan when the local government considers it appropriate.*
- 2) *However, the local government must review the effectiveness of the plan at least once a year.*

As a consequence, this plan, a sub-plan of the local disaster management plan will be subject to review. The reviews that are to occur, and their scheduled timings, are detailed in the Local Disaster Management Master Plan.

In addition, all plans and procedures may be reviewed at any other time should it become apparent that urgent amendments are required to effect the operational effectiveness of LDMG activities.

Part 1 – Recovery methodology

Introduction

In any given year, Queensland experiences a range of natural disasters including bushfires, floods, severe weather events such as storms and cyclones. In addition to these, other non-natural disaster events may occur, including major transport incidents, major health emergencies, acts of terrorism as well as animal and plant diseases, which have significant community consequences.

In accordance with section 57 of *the Act*, local government must prepare a Local Disaster Management Plan (LDMP) for disaster management in their local government area. The development of a LDMP should be based on a comprehensive, all hazards approach to disaster management incorporating all aspects of prevention, preparedness, response and recovery (PPRR) and specific provisions under section 57 and 58 of *the Act*. It should outline steps to mitigate the potential risks as well as response and recovery strategies¹.

What is disaster recovery?

‘Recovery’ is defined as the coordinated process of supporting disaster-affected communities’ psychosocial (emotional and social) and physical wellbeing, reconstruction of physical infrastructure and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination)’².

The processes identified in recovery planning are designed to be flexible, adaptable and scalable to meet the needs of the community through a range of disaster scenarios. This plan reflects the principles and procedures outlined in Council’s LDMP as well as the Queensland Recovery Plan.

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

Response activities focus on operational capability such as preventing loss of life, preventing or reducing property damage, enabling evacuation of ‘at risk’ people, providing immediate needs such as shelter and resupply of isolated communities and is usually of a short timeframe.

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

Recovery activities may include:

- Developing a Disaster Recovery Plan that describes recovery arrangement across all functions of recovery - developing an event specific recovery plan
- Assessment of impacts and community needs
- Practical and ongoing communications and media management

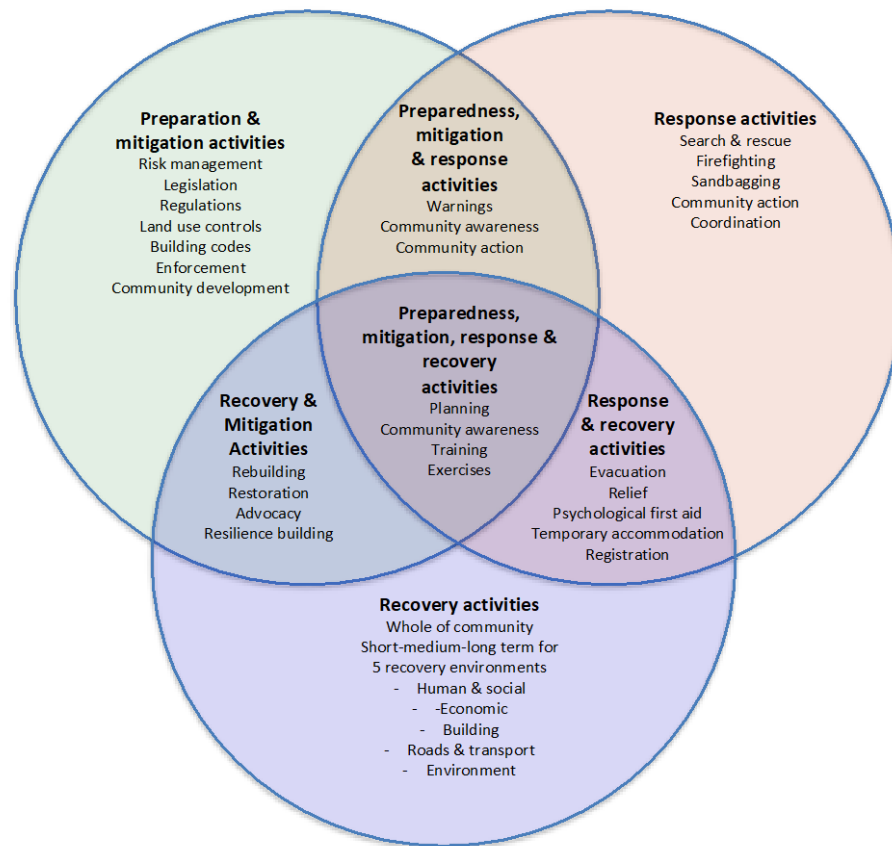
¹ Queensland State Disaster Management Plan

² Queensland Recovery Plan, definition.

- Financial support and assistance including public appeals and government grants
- Counselling and personal support for community members
- Health and safety information
- Regular public information on recovery scope and progress
- Restoration of essential services
- Provision of temporary housing
- Ongoing waste removal
- Ongoing environmental impact assessments
- Long-term medical care

The following diagram illustrates the complex relationship that exists between all of the component parts that make up Barcoo Shire’s disaster management arrangements.

Figure 1



Functions of recovery³

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

A coordinated effort by all agencies involved in recovery is required. As recovery is a complex and protracted process, to assist with overall and effective coordination, aspects of recovery

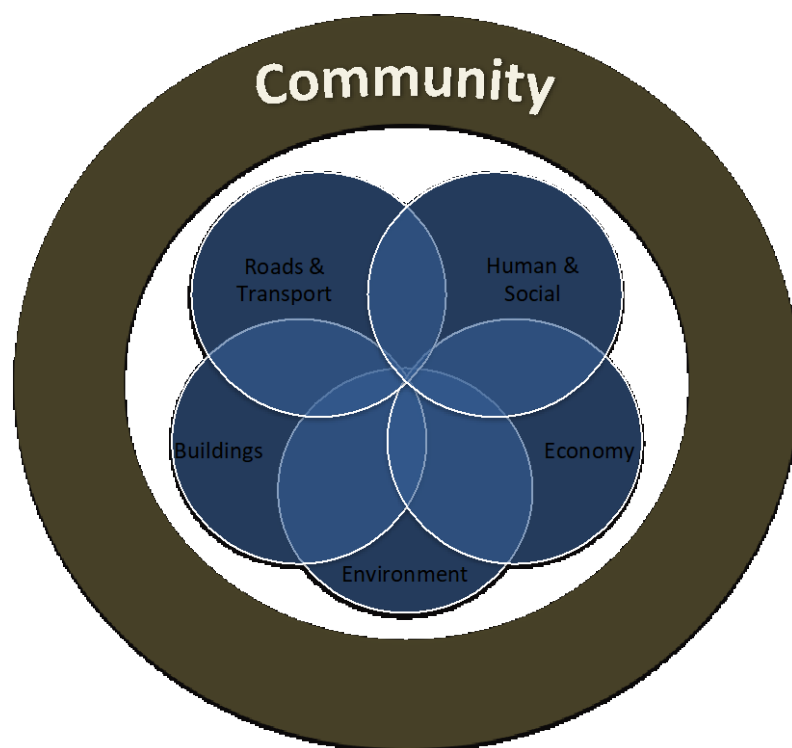
³ Extracts from Queensland Recovery Plan, Annex 3

are conceptually grouped into five interconnected functions, namely:

1. Human and social
2. Economic
3. Environmental
4. Buildings
5. Roads and transport

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 all of the above functions. It is critical that the individual functions are openly engaged with one another as they have the potential to either negatively or positively impact on the outcomes sought by the other functions.

The following diagram illustrates the co-dependent nature of the five functional areas.



[LR2]

Human and social recovery

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

Economic recovery

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

Building recovery

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

Roads and transport recovery

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

Environmental recovery

The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination^[LR3], as well as heritage listed place issues.

For more detailed information, refer to Part 4 – Roles and Responsibilities.

Recovery principles^[AM4]

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 the following:

1. Understanding the context

Recovery must be relevant to the community affected. The Barcoo Shire is unique across the four pillars of recovery^[LR5]. Each disaster event is also unique and the context of each event needs to be taken into account when developing and implementing recovery programs and activities. Applying the context of each event to the broader context of the Barcoo Shire across the four pillars^[LR6] is needed to ensure recovery effort meets community need.

2. Recognise complexity

Recovery is complex and dynamic. Information on disaster impact is usually limited at first and then changes over time. There are diverse and sometimes conflicting needs, wants and expectations within the community, which may also change over time. Priorities will shift and change over time. Recovery actions may require a variety of approaches and may leave long-term legacies. The four pillars of recovery [LR7] often overlap and the relationship, or balance, between them must be considered based on the context of the event and the community. This complexity must be recognised by those developing and implementing recovery programs and activities.

3. Use community-led approaches

Recovery must be community led which requires engaging with communities (listening and talking). It means empowering the community [LR8] to be involved and enabling their participation in the recovery process. Communities who have no say in their recovery will take longer to recover. Building strong partnerships and involving community leaders in the recovery process will enable the delivery of recovery programs and activities that are embraced by the community.

4. Coordinate all activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuous assessment of impact and needs. It requires skilled and trusted leadership, clearly stated shared goals based on desired outcomes, good information gathering and planning processes, teamwork among all supporting agencies and community groups, and clear decision making and reporting structures.

5. Communicate effectively

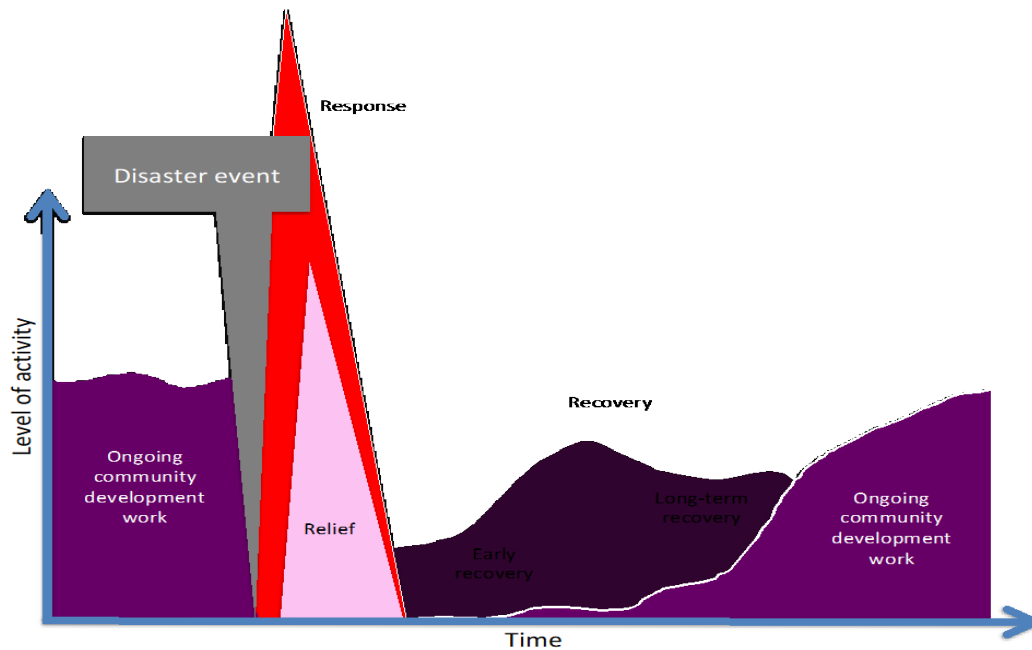
Communications is vital to achieve the above principles. It should be relevant, timely, clear, accurate, targeted, credible and consistent. Communications with the community must be two way and input and feedback should be sought and considered. Information must be accessible to audiences in diverse situations using a variety of means.

6. Recognise and build capacity

Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery planners [LR9] should assess gaps between existing and required capability and capacity. They should quickly identify and mobilise community skills and resources and acknowledge that existing resources may be stretched requiring additional resources to be mobilised. Recovery should consider how to sustain effort over anticipated recovery timeframes. Opportunities to share, transfer and develop knowledge, skills and training should be promoted. There should be a clear understanding of when and how to disengage.

Recovery phases

The recovery phases are broadly defined in the time continuum and dependent upon the disasters' magnitude and impact upon the community. The following diagram illustrates the activity-time continuum as well as the eventual transition to an agency core business approach ('Business as usual') that includes ongoing community work. [LR10]



Sourced from Australian Institute for Disaster Resilience (AIDR, Community Recovery, Handbook 2

Post-event relief and early recovery

** Also referred to as immediate/short-term recovery**

During this phase support is provided to address the immediate needs of individuals, businesses and the community affected by an event. This may occur while response operations are being conducted and essential services are being restored. Immediately after the an event the following actions are indicative of this phase:

- Impact assessments are conducted to establish levels of damage
- Immediate provision of shelter, food, clothing and community services
- Establishment of recovery groups.
- Clearance of debris and other hazards resulting from the event

This phase of recovery is the most challenging as it coincides with response operations. It is the period after a disaster when initial relief services are offered to the affected community and the full recovery framework is established. It is also the period when detailed recovery planning, including needs analysis is undertaken.

Relief services provided to the community may take many forms however the establishment of recovery centres (Recovery Hubs) and outreach programs are the primary mechanisms to provide initial relief services and to gather information to support a needs analysis and planning for longer term recovery.

The transition from the response and post-event relief operations to the recovery and reconstruction (medium-term recovery) phase must be carefully managed. When it 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
- Local community organisations and cultural groups and their leaders have been identified and engaged;
- Recovery plans are in place.

Recovery and reconstruction

Also referred to as medium-term recovery

This phase sees the execution of the planned recovery, and reconstruction to achieve an enhancement in outcomes for disaster affected individuals, communities, functions and infrastructure.

- Coordination of ongoing impact assessments, community engagement, communication and collaboration between functional and recovery groups at all levels continues.
- Recovery progress is monitored across all areas of recovery and identifies overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained.
- This phase ends when milestones, identified in the Action Plan are reached and are sufficiently advanced to enable the transition from recovery operations to agency 'core business'

Transition

Also referred to as long-term recovery

This phase sees a progressive handover of recovery and reconstruction responsibilities to agencies or organisations including government, local government, community-based or industry-led sectors that would normally support the functional area.

- Transition identifies lessons and implements improvements to increase resilience as part of recovery.
- Phase three ends when all recovery and reconstruction responsibilities are managed as business as usual, namely when recovery efforts can be delivered without the support of additional resources.
- During this phase the community realises its post-disaster "new normal".

Post-recovery activities

It can be difficult to identify the psychological impact of a disaster event upon a community. Individuals and communities recover differently depending upon factors such as age, culture, geography, and previous experiences with disasters and how resilient they are. This can make it challenging for government and recovery agencies to identify a conventional timeframe and move into business-as-usual practices. Considerations post-recovery should include:

- Ensure there is confidence in the way government agencies, non-government organisations and other entities managed the event and learnt from any issues that were identified
- Ensure ongoing, clear and concise communications with the community on recovery updates to long-term projects which are created due to the event
- Recognition of event milestones achieved such as anniversaries to assist the community to remember and move forward
- Regularly 'engage' the community to rebuild or enhance a sense of community and recognise how individuals and communities dealt with the event by being resilient. What would the individual or community do differently next time and how can local government assist to increase resilience?

Resilience building

The Queensland Reconstruction Authority (QRA) is the lead agency responsible for disaster resilience policy and has developed the Queensland Strategy for Disaster Resilience.

The strategy describes resilience in the context of disaster management, as:

"A system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances"

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

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

A shared responsibility approach should be promoted and employed when building resilience, by engaging individuals, community groups, business and local governments in developing locally owned and managed initiatives for disaster risk reduction and resilience.

By integrating the experiences of impacted communities, community aspirations and development plans into disaster recovery operations, the longer-term recovery process will lead to ongoing and sustainable community and economic development and enhanced resilience.

Disaster recovery will build resilience⁴ by:

- Emphasising the development and implementation of strategies (i.e. community disaster education activities) with individuals, businesses and communities to prepare them for future disasters and outlining how they can recover from such events
- Engaging communities to build individual skills and trust through the transfer of problem solving and planning skills, and through the development of sustainable networks
- Encouraging the development and implementation of business continuity plans that incorporate the impacts of disaster on staff and operations and strategies to minimise these effects
- Working with community leaders and their networks to understand what could be improved after an event, to increase individual and community resilience for the next event
- Implementing recovery operations and planning improvements consequent to post-recovery evaluations and findings
- Seeking funding from the Australian Government through DRFA (Category C – community development and Category D - betterment) to allow local governments, state agencies and non-government agencies to build more resilient communities and infrastructure following a disaster. Category D is specific assistance to alleviate distress or damage in circumstances that are considered exceptional. This funding requires the approval of the Prime Minister
- Encouraging asset owners to undertake complementary works on reconstruction projects, where appropriate, to improve asset resilience by supplementing available funding with their own funds to deliver additional works
- Supporting the State Infrastructure Plan, building back better through more resilient infrastructure during recovery and reconstruction.

Challenges

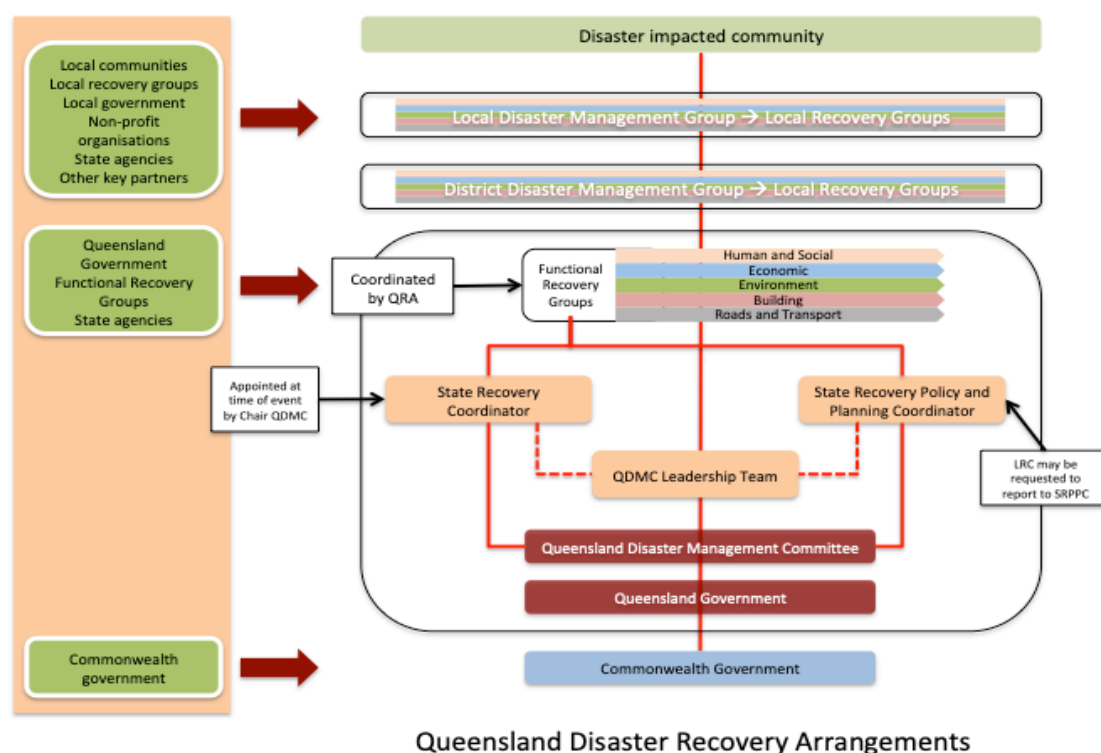
The following issues, which are not exhaustive, provide challenges that local government may encounter in their attempts to achieve a more resilient community.

- The expectation of individuals, the community including commerce and industry that government and other recovery agencies “will do it all”
- A rigid community ‘mindset’ – “It wont happen to me”
- Communicating complex issues about hazard and risk and ensuring that the community clearly understands the context, likelihood and consequences
- Combatting misinformation from within the community, social media as well as ill-informed media sources
- Identifying the importance of mitigation and where it affects resilience. E.g. rebuilding a bridge higher than before the disaster, building levee banks to reduce or remove the impact of a flood risk
- Lack of foresight by decision-makers in developing effective mitigation, response or recovery solutions can lead to lack of confidence from the community
- Acceptable prioritisation of funding packages and human resources across the disaster hazard-scape to ensure the delivery of improved prevention, preparedness, response and recovery strategies
- Competing priorities for available funds – disaster management versus day-to-day business
- Changing dynamics of the region (i.e. culture, population) and the ‘knock-on’ affects.^{[LR11][AM12]}

⁴ Queensland Recovery Plan

Queensland’s government level

Successful disaster recovery is dependent on clear and robust governance arrangements. Queensland’s disaster recovery arrangements align with those articulated in *the Act*. They enable a collaborative approach that brings together all agencies, stakeholders and resources for planning and coordinating delivery of recovery functions⁵. This relationship is best illustrated in the following diagram.



Functional lead agencies

Under the State Disaster Management Plan, key State Government Departments have been assigned as functional lead agencies for the five functional areas of recovery (Human & Social, Economic, Building, Roads & Transport and Environment), based on their agency’s core business responsibility. These lead agencies are appointed to assist in the coordination of State level support, through the Disaster District to the local recovery effort. Other agencies have been assigned key roles in the recovery landscape and are also included in the following table.

Function	Lead Agency	Description
Human and Social	Department of Communities, Disability Services and Senior	Human and social recovery relates to the emotional, social, physical and psychological health and wellbeing of individuals,

⁵ Queensland Recovery Plan

		families and communities following as disaster
Economic	Department of State Development, Manufacturing, Infrastructure and Planning	Economic recovery focuses on the direct and indirect impacts on the economy as a results of a disaster. The direct impacts can usually be given a monetary value and may include loss of local industry (such as tourism), employment opportunities and reduction in cash flow for businesses.
Building	Department of Housing and Public Works	Building recovery focuses on the repair and reconstruction of the damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities
Roads and Transport	Department of Transport and Main Roads	Roads and transport recovery includes the impact on transport networks – including road, rail, aviation and maritime – typically results in reduced access to communities and disruption to critical supply changes (both in and out of the impacted areas). Recovery activities focus on restoring transport networks or identifying alternative networks and engaging directly with industry and the community on the recovery and reconstruction phases following a disaster.
Environment	Department of Environment and Science	Environment recovery addresses the impacts on the natural environment as a direct result of a disaster or through a secondary impact or consequence from the disaster response or recovery process. This

		process can include restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (eg. scenic lookouts), culturally significant sites and heritage structure. It includes management of environmental health, waster, contamination and pollution and hazardous materials.
Disaster Recovery Funding Arrangements (DRFA) / State Disaster Relief Arrangements (SDRA)	Queensland Reconstruction Authority (QRA)	<ul style="list-style-type: none"> • Disaster Recovery Funding Arrangements (DRFA) - joint Commonwealth and State Government arrangements that provide a diverse range of funding relief measures following an eligible disaster • State Disaster Relief Arrangements (SDRA) - a wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress.

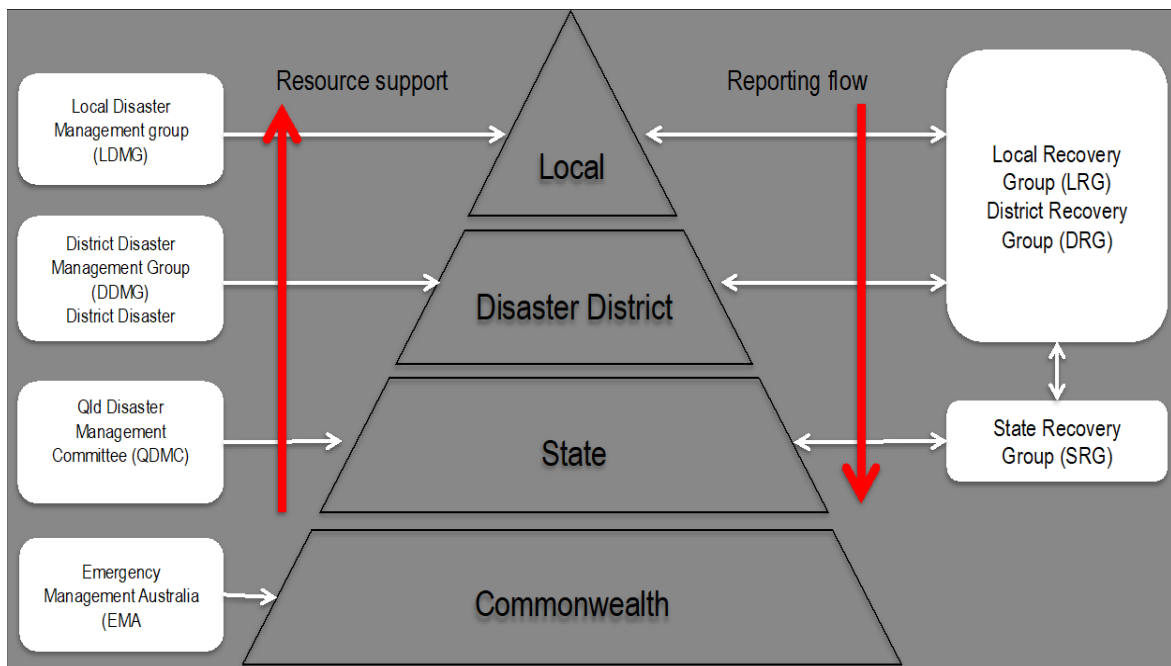
Lead agency	Functional responsibility
Department of Communities, Disability Services and Seniors	Human and Social Recovery
Department of State Development	Economic Recovery
Department of Housing and Public Works	Building Recovery
Department of Transport and Main Roads	Roads and Transport Recovery
Department of Environment and Heritage Protection	Environmental Recovery

Energy (electricity, gas, fuel)	Department of Natural Resources, Mines and Energy
Recovery, resilience and mitigation policy	Queensland Reconstruction Authority
Disaster Recovery Funding Arrangements (DRFA) and State Disaster Relief Arrangements (SDRA)	Queensland reconstruction Authority
Water entities	Local government
Telecommunications	Telecommunication providers

[LR14]

Integration of the lead functional agencies in the Barcoo Shire’s Local Recovery Group, will establish a formal reporting relationship between the local, district and state levels. Their participation at the local level will help to ensure effective recovery support, information sharing and reporting.

The following diagram illustrates the relationship between each level of government and how they work together during an event to provide a coordinated approach to the management of recovery services.



Recovery reporting and resource support flows

Source: Queensland Recovery Plan

Disaster district level

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

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

Disaster District members will often contribute to the recovery effort through participation in the Local Recovery Group as appropriate. Ongoing liaison with the Disaster District Coordinator (DDC) on recovery matters is necessary to ensure support from the State through the Disaster District is relevant and coordinated. Reporting on the recovery effort should be provided to the district to assist in coordination and district level planning.

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

Local government level

Under section 30 of *the Act*, local government has the primary responsibility for managing disaster operations in its area.

Disaster operations is defined as *“Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event”*⁶.

Recovery in Barcoo Shire will be planned and coordinated by a Local Recovery Group (LRG) that is established by the LDMG and endorsed by Council. This group will be chaired by an elected member and coordinated by a Local Recovery Coordinator appointed by the LDMG and endorsed by Council.

Queensland Government support to the Local Recovery Groups is achieved through regionally based organisations working in the Longreach Disaster District, across the Central Region or from State. These include State agencies as well as non-government (e.g. Australian Red Cross) and other not-for-profit organisations (e.g. GIVIT). These agencies, working in partnership with the Local Recovery Groups enables the facilitation of direct support to recovery operations and the affected community.

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

Locally led approach

Council’s disaster recovery arrangements will focus on a locally led approach and supported by all levels of government to identify and match recovery efforts to the needs of the affected community. To achieve this, Barcoo Shire Council will:

⁶ Queensland Prevention, Preparedness, Response and Recovery Guidelines, 2018

- Focus on the affected community to ensure that its assets, infrastructure and services are re-established as soon as possible
- Encourage the community (i.e. individuals, families and businesses) to actively participate in their own recovery
- Consider the values, culture and priorities of all those affected by the disaster and recognise that various elements of the community may choose different recovery pathways
- Establish and maintain strong partnerships within the community and be flexible to meet the changing recovery needs of those affected by the disaster
- Develop through collaboration more resilient communities that will be better prepared for future events

Local community advisory groups [AM15]

Local Advisory Groups may be formed to provide a link between the community and the LRG to assist in determining community needs and to help coordinate delivery of recovery programs and activities. These groups could be formed from existing local community groups as well as community members.

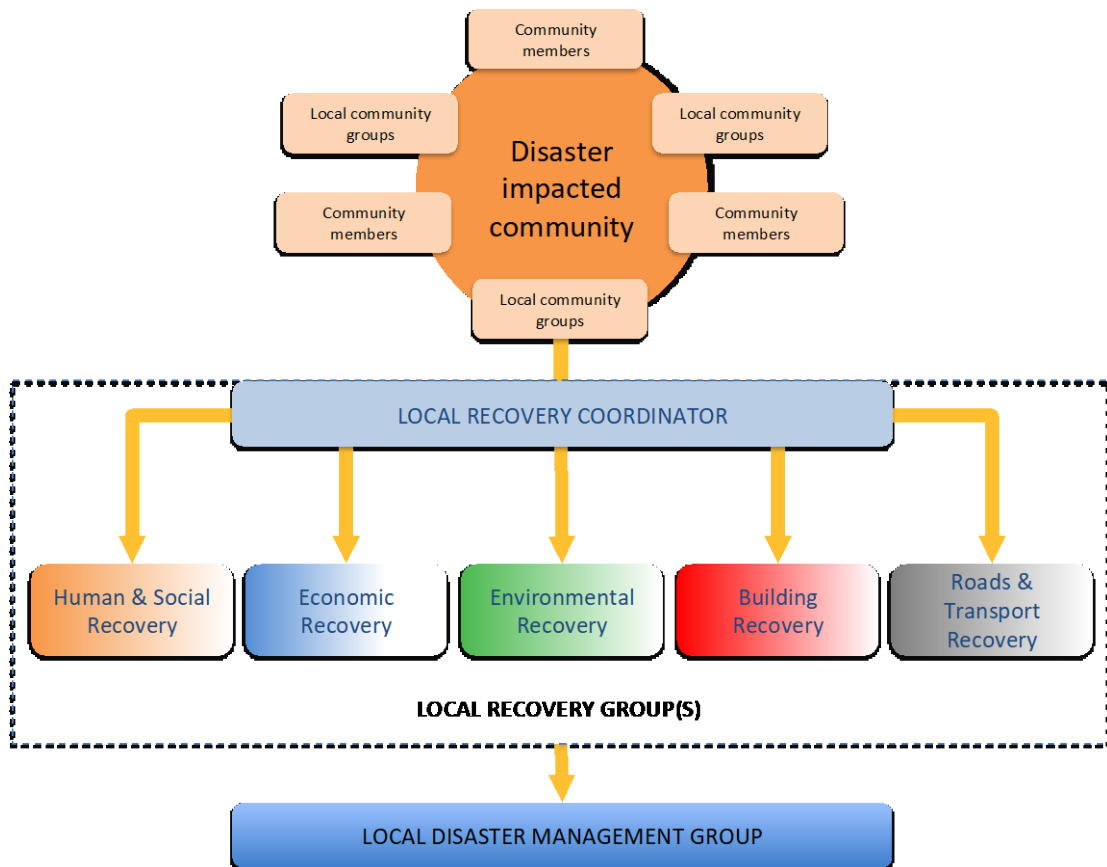
Local recovery group (LRG)

Establishment

The role of the recovery group at the local government level is not mandatory under *the Act*, and may be established depending on the magnitude of the disaster, the community impact and anticipated recovery operations. The Chairperson, LDMG should consult with disaster management entities including key recovery agencies to determine the establishment of the group.

If established, a Local Recovery Group will provide coordination and oversight of one or several functional areas of recovery. However, this will be dependent upon the level of available human resources. If the level of recovery is significant, the need to join with the Disaster District to form a combined Recovery Group could be a necessary strategy.

The following diagram illustrates the Local Recovery Group structure within the Barcoo Shire disaster management arrangements.



Membership

Local Recovery Groups should be flexible in their membership and functions, as required, to coordinate recovery operations and planning.

The roles of the recovery groups at the local level are to include local representatives from the functional lead agencies and other state government agencies as required ensuring robust communications with state level functional recovery groups and coordination of recovery operations.

It is important that non-government and community agencies are represented on Recovery Groups with Government and private sector agency representatives. This ensures that those closest to the community and non-traditional stakeholders are involved in recovery planning and identifying priorities for action.

The following table is a suggested model of recovery group membership and is reliant on available representatives from government, non-government, not-for-profit organisations and community members.

Barcoo Shire Local Recovery Group	
Chairperson:	Elected member
Local Recovery Coordinator:	Senior council officer
Deputy LRC:	Senior council officer
LRG secretariat:	Council officer
Human & Social recovery:	
Economic recovery:	Department of Communities, Disability Services & Seniors
Environmental recovery	Director of Corporate Services, Barcoo Shire Council
Building recovery:	Department of Environment & Heritage Protection
Roads & Transport recovery:	Director of Works, Barcoo Shire Council
Community:	Department of Transport and Main Roads Selected advisory groups or individual community members

Appointment of LRG chairperson^[AM16]

The Chairperson of the LDMG will appoint a chair of the Local Recovery Group. Where possible, this person should be an elected member of the Barcoo Shire Council.

Responsibilities of LRG

- Develop a disaster specific Recovery Plan that is available to key stakeholders. This Plan describes the arrangements, priorities and activities to address issues for a specific disaster this should also include key stakeholders
- Facilitate the coordination and effective implementation of recovery operations according to the Recovery Plan, and/or action plans for each of the functional recovery areas
- Monitor and report the progress of recovery objectives to their communities, LDMG and DDMG against the Recovery Plan
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of recovery objectives and strategies and are informed of progress made
- Work closely with the Queensland Reconstruction Authority (QRA) and the SRC, when appointed, to keep the SRPPC aware of recovery progress through situation reports (SitReps) and agreed reporting schedules
- Monitor operations and activities to ensure that requests for assistance are pre-empted before resources are exhausted or where capability is overwhelmed as required, work collaboratively with the DDMG
- Meet on a regular basis to promote local/district recovery networks and relationships, with state government agencies in attendance as far as possible
- Coordinate and facilitate meetings of their respective recovery sub-groups, if established, at the discretion of the Chairs
- Contribute to the development of the event specific state recovery plan for specific disasters.

Meetings

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

Recovery Group terms of reference

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

- Assess the impacts of the disaster event on Barcoo Shire individuals and communities
- Coordinate all disaster recovery efforts
- Identify and prioritise areas of recovery in a disaster specific *Recovery Action Plan* and implement short, medium and long term recovery policies and strategies
- Develop and implement effective strategies for community participation and partnership in the recovery process
- Identify and obtain required resources, either locally or from district and regional sources
- Provide effective leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities
- Monitor and adapt recovery activities to meet the needs of the affected communities
- Develop a final report at the conclusion of recovery operations that incorporates lessons identified to inform future resilience building activities.

Conduct of business and meetings

The local recovery sub-groups will meet as required at the discretion of the appointed chairpersons. Agenda and minutes of the meetings are to be provided to the Local Recovery Coordinator for consideration and progression to the chairperson of the Local Disaster Management Group (LDMG). Progress of key recovery tasks will be monitored regularly against their expected delivery times.

Reporting^[AM17]

During recovery operations, the LRC will provide progress reports to the LDMG as required. Progress reports will include information from relevant recovery functional groups that are activated and will identify emerging issues that require further action.

At completion of recovery operations the LRC will undertake a post-operations debrief and provide a written report to the Chairperson of the LDMG detailing:

- Background to the event
- Overview and extent of the recovery operations
- Actions taken
- Recommendations for further action and improvement of recovery processes

Local recovery coordinator (LRC_[AM18])

Appointment

- The LDMG may determine that it is necessary to appoint a Local Recovery Coordinator (LRC) to direct recovery operations at the local level.
- The LRC is appointed by the Chairperson of the LDMG after consultation with the Chair of the State Recovery Group and may be appointed pre-emptively.
- The person appointed as the LRC should NOT be the same person appointed as the Local Disaster Coordinator (LDC). The LRC and LDC should liaise regularly during the extent of operations.
- The person appointed as LRC should have the desired qualifications to undertake the position including an understanding of Queensland's Disaster Management Arrangements (QDMA) and preferably disaster recovery training.
- When the LRC is appointed, the Chairperson must advise members of the LDMG.
- Potential triggers, which may lead to the appointment of the LRC include (but are not limited to):
 - An impact assessment indicates that the damage to the community is of such magnitude that there is a need to appoint an LRC to coordinate recovery operations
 - Multiple events within the community have occurred that require coordination

Responsibilities of LRC

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

Termination of appointment

When the Chairperson of the LDMG in consultation with the LRC, determines that it is no longer necessary for recovery operations to be coordinated, the Chairperson may terminate the appointment. When the appointment is terminated, the Chairperson of the LDMG must advise LDMG members, the LDCC (if operating) and any other entities as deemed necessary (e.g. Council, District Disaster Coordinator)

Functional sub-groups^[AM19]

The LDMG may determine to establish a single Local Recovery Group to coordinate recovery operations across the five functional areas of recovery or it may establish separate sub-groups to manage recovery of a number of functional areas. This determination will be made dependent upon the magnitude of impact, available resources and after consultation between key stakeholders including local, district and State-level recovery entities.

Responsibilities of sub-groups

Human and social recovery^{7 [AM20]}

The Role of this sub-group is to coordinate planning and implementation of recovery in the areas of safety and wellbeing, physical and psychological health, and social aspects. The following table describes the key functions of member agencies during operations.

Agency	Responsibilities
Department of Communities, Disability Services and Seniors	<ul style="list-style-type: none">• Lead Functional Agency• Nominates a senior regional leader to be the chair of the Disaster District Human and Social Recovery Committee• Develops and reviews Disaster District Human and Social Recovery Plans as the lead agency for human and social recovery• Develops operational plans (Action Plans) in response to emerging disaster events• Maintains lists of key contacts and possible sites for a Hub or CRRIC• Advises Local and District Disaster Management Groups on matters relating to human and social recovery• Designs a service delivery approach in partnership with Council for a planned, coordinated and adaptive approach to meeting communities' emerging needs.• The approach will be articulated in an Event Action Plan that may include:<ul style="list-style-type: none">○ Deployment of Ready Reserves – a cross government pool of staff that can be rapidly trained to assist impacted communities○ Coordinate support services and refer impacted members of the community to appropriate service providers○ Establish and run a Hub or Community Recovery Referral and Information Centre (CRRIC), including coordinating staffing from many partner agencies○ Outreach○ Administer and distribute disaster relief assistance funding under the Disaster Recovery Funding

⁷ Information primarily reproduced from Department of Communities, Disability Services and Seniors, 2018-19 Longreach District Human and Social Recovery Plan

	Arrangements (DRFA, formerly NDRRA) or State Disaster Relief Arrangements (SDRA) schemes.
	<ul style="list-style-type: none"> • Coordinate a communication strategy for human and social messaging to support the broader disaster recovery and disaster management public communication strategy.

Service delivery partners	
Barcoo Shire Council	<ul style="list-style-type: none"> • Assessing the extent and nature of an impacted community's human and social recovery needs and the capacity of local service providers to meet that need • Establishing and managing evacuation centres if required • Leading and coordinating local planning and implementation of the human and social function of recovery • If necessary, requesting activation of the District Disaster Management Group and the District Human and Social Recovery Committee's human and social recovery resources. • Increasing the level of awareness and preparedness to build resilience in the community and work to reduce the impacts of an event on those communities, in particular the more vulnerable.
Australian Red Cross	<p>Red Cross works with communities to build capacity and strength in preparing for, responding to, and recovering from disasters. Red Cross provides a wide range of coordinated personal support activities to disaster-impacted people including:</p> <ul style="list-style-type: none"> • Identification of immediate, short, medium and long-term recovery needs • Provision of psychosocial supports, Psychological first aid, and Referrals • Delivery of recovery supports and services in Evacuation Centres, Recovery Hubs, Outreach (incl. phone outreach), community meetings and events (and other as required) • Provision of recovery information and best practice guidance to affected community members and supporting agencies • Utilising the National 'Register – Find – Reunite.' service information to support recovery activities • Provision of Recovery supports and advice for 'Collective Trauma' events • Provision of long term recover supports (as determined) • The Department has a Standing Offer Arrangement (SOA) with the Australian Red Cross to provide disaster recovery services. For more information see the State Human and Social Recovery Plan.

Service delivery partners (Cont.)	
Uniting Care Lifeline	<p>UnitingCare (Lifeline) provides^[AM21]:</p> <ul style="list-style-type: none"> • Our highly trained and experienced Crisis Support Officers are equipped with the necessary skills to provide psychological first aid and counselling support to individuals and communities affected by disasters by focusing on their emotional and psychosocial wellbeing. • Support is provided to those directly impacted by the event, as well as those indirectly affected such as extended families, business operators and personnel from other emergency services. • Collaboration with local communities to re-establish key community networks and social support structures, as well as telephone-based call-back service for focused support and follow-up, building resilience. • Lifeline (supported by Uniting Care) is also able to provide financial counselling, case management, community education, community engagement and community recovery and development by request or as required. • Uniting Care and the Department of Communities, Disability Services and Seniors have a current Standing Offer Arrangement in place to provide the above mentioned services.
Anglicare Central Queensland	<ul style="list-style-type: none"> • Anglicare Central Queensland provides support to families, individuals and the community through the distribution of Emergency Relief funds, also offering advice, referrals and community information. • Anglicare assists the Department of Housing and Public Works to identify housing options for people affected by disasters.
St Vincent de Paul Society	<ul style="list-style-type: none"> • The St Vincent de Paul Society provides personal support, financial and material assistance, and transitional and crisis accommodation to disaster impacted people. • Financial assistance and/or crisis accommodation is based on the assessment of the individual's living environment, and material assistance is provided to relieve immediate needs. Essential material items include bedding, mattresses, clothing, food and water in addition to white goods if their home is structurally sound.

Service delivery partners (Cont.)	
The Salvation Army	<ul style="list-style-type: none"> • The Salvation Army aims to provide physical, emotional and spiritual support to all members of the Australian community, meeting them at their point of need. • The Salvation Army will seek to support disaster-affected people and emergency service workers during times of crisis with the provision of emergency catering through Salvation Army Emergency Services. • Following a disaster, The Salvation Army will seek to support communities through the recovery process by providing holistic support that will promote the recovery of those communities.
GIVIT	<ul style="list-style-type: none"> • GIVIT manages all offers of donated goods and services following Queensland natural disasters and matches them with requests received via local government agencies and front-line services for those in need.

Appendix 2 details further information on services that may be provided during Human and Social Recovery,

Building recovery

The role of this sub-group is to coordinate planning and implementation of housing, commercial and industrial buildings and structures; and physical infrastructure (including power, water, transport and telecommunications) recovery across the Shire.

Lead Functional Agency	Department of Housing and Public Works
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Key considerations
<ul style="list-style-type: none"> • Ensure agencies and partners are prepared for disaster recovery operations. • Assess damage to buildings across the impacted areas to obtain information describing the extent and severity of damage and insurance losses to assist recovery efforts and monitor recovery progress. • Facilitate immediate, short-term and longer-term temporary accommodation solutions for displaced community members and incoming relief/recovery workforce. • Assess damage and coordinate the demolition, securing, clean up, repair and restoration of state owned buildings and facilities (public schools, government buildings, government employee housing, public housing) • Provide information and advice to impacted homeowners and community members regarding how to clean up, move back-in and organise the assessment, repair or rebuilding of their homes / properties. • Provide advice and support regarding timely safety inspections and reconnection of utilities by providers as required. • Provide advice and coordinate the clean up and disposal of hazardous building material and debris from public areas as required. • Provide information and assistance to local and district recovery groups and councils regarding building reconstruction and recovery steps, activities and funding arrangements.

- Facilitate longer-term temporary accommodation solutions for community members who have been permanently displaced from their usual accommodation and do not have the means to re-establish their own housing needs without significant assistance.
- Provide information and advice to the building industry supply-chain (contractors, subcontractors and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/ rectification and rebuilding work.
- Monitor building/residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery.
- Provide information regarding how to improve the resilience of a building to future impacts from Department of Housing and Public

Economic Recovery

The role of this Sub-Group is to coordinate planning and implementation of economic and financial recovery in the Barcoo Shire local government area.

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

Roads and transport recovery

The role of this sub-group is to coordinate planning and implementation of restoration of transport systems and infrastructure in the Barcoo Shire local government area.

Lead Functional Agency	Department of Transport and Main Roads
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Key considerations
<ul style="list-style-type: none">• Coordinating the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities
<ul style="list-style-type: none">• Engaging directly with industry and the community on the recovery and reconstruction phases following the natural disaster• Ensure agencies and partners are prepared for disaster recovery operations

Environmental recovery

The role of this sub-group is to coordinate planning and implementation of waste collection, transportation and disposal related to the recovery across the Region and recovery of the natural environment.

Lead Functional Agency	Department of Environment and Heritage Protection
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Key considerations
<ul style="list-style-type: none">• Ensure agencies and partners are prepared for disaster recovery operations• Identify and monitor actual and potential impacts on the environment from natural and man-made disasters and the associated recovery operations, and provide strategic advice to inform recovery efforts• Advise the QRA on key environment recovery metrics and the status of recovery plan implementation, as determined by the SRC• Coordinate and prioritise the rehabilitation of impacted (or at risk) terrestrial, aquatic and marine ecosystems, wildlife, natural resources, cultural heritage values and built heritage places to maximise efficiency of resource allocation• Identify, advocate and pursue cross-sector recovery solutions that will achieve multiple objectives, including reducing future impacts on the environment, through the use of natural safeguards and environmentally resilient design• Facilitate and exchange information relevant to sustainable and resilient environmental recovery• Support the efficient and effective planning and implementation of event-specific environment recovery activities, including:<ul style="list-style-type: none">○ Coordinating and prioritising rehabilitation of riparian and coastal land○ Monitoring and providing advice on current and potential water quality issues○ Monitoring and providing advice on other public health matters, including food safety issues, communicable diseases management and mosquito control○ Ensuring the recovery actions for mining and industry are environmentally safe○ Supporting industry recovery through fee relief, temporary emissions licences and other forms of regulatory support○ Supporting the expeditious repair of water and sewage infrastructure○ Work to mitigate the impacts of disaster-generated waste and hazardous materials released into the environment○ Facilitating resolution of waste management issues

<ul style="list-style-type: none"> ○ Conducting ecological assessment and recovery actions for impacted wildlife and species
<ul style="list-style-type: none"> ○ Restoring damaged infrastructure on state owned and managed land ○ Assessing impacts to environmental infrastructure on private land ○ Assessing event impacts on built heritage and cultural heritage sites ○ Ensuring communities, Aboriginal and Torres Strait Islander people, Natural Resource Management bodies and local government are effectively engaged in the consultation and decision making processes

Concepts of operation^[AM22]

Recovery is a progressive set of activities where timeframes for each stage is dependent upon the situation at the time. The following table details the main steps⁸:

Stage	Description	Comments
Prevention and preparedness	A stage prior to any event occurring where participants are able to plan, train, exercise, engage with community groups and network	Ongoing activities under the direction of the LDMG, LRG, DDMG and local community groups
Activation	<ul style="list-style-type: none"> ● Initial information on event ● Identification of representatives to be included in LRG ● Develop situational awareness within LRG through interactions with local disaster coordination centre (LDCC) and response agencies ● Work with response agencies in LDCC to influence operational decisions that have a recovery implication ● Coordinate the provision of ongoing relief services to impacted communities 	<ul style="list-style-type: none"> ● Information sharing continues ● Situational Reporting ● Recovery must be included in response decision-making processes
Impact needs analysis	Undertake analyses of community need across the four pillars of recovery and/or by sectors. Engage widely across the community to ensure analysis is as comprehensive as practicable.	

⁸ Information primarily sourced from South Burnett Recovery Plan

Stage	Description	Comments
Establish recovery framework	<ul style="list-style-type: none"> • Finalise membership of LRG. • Establish Working Groups and Local Advisory Groups as dictated by needs analysis. 	<ul style="list-style-type: none"> • These stages are often undertaken concurrently. • They are undertaken during the 'Lean Forward' stage of activation
Event Specific Recovery Plans	<ul style="list-style-type: none"> • Document and distribute the operational plan for the recovery. • Maintain plan throughout recovery process. • Sub-groups develop plans for their functions (where appropriate) 	
Recovery & reconstruction (Medium-term recovery)	<ul style="list-style-type: none"> • Continue to deliver recovery services as outlined in the Recovery Operational Plan and as detailed in Working Group Action Plans. • Maintain and update the Recovery Operational Plan and Working Group Action Plans as recovery progresses. 	<ul style="list-style-type: none"> • This process may go for many weeks or months. • The LRG must strive to sustain effort in accordance with priorities.
Transition (Long-term recovery)	<ul style="list-style-type: none"> • Progressively stand down: <ul style="list-style-type: none"> ○ Local Advisory Groups ○ Working Groups ○ LRG • Debrief/Review/Evaluation of the recovery effort. 	<ul style="list-style-type: none"> • Must have transitional arrangements in place. • Suitable alternate process must be in place to support long term recovery needs. • Update plans.

Correlation between phases of response and recovery

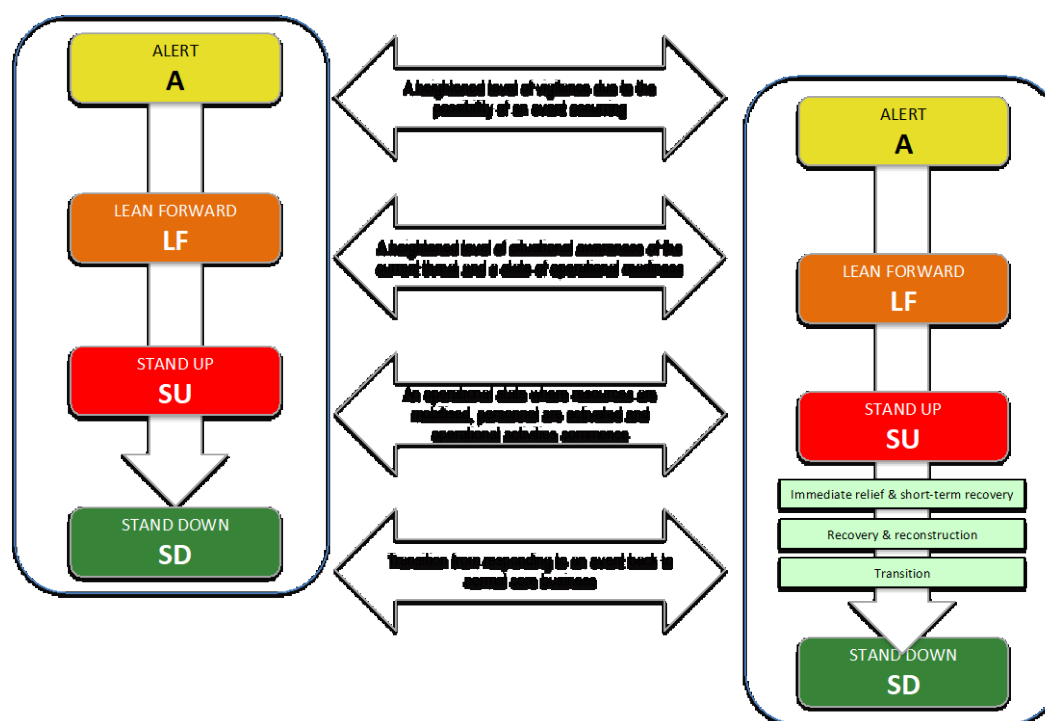
There are four phases of response, namely:

1. Alert
2. Lean forward
3. Stand up and
4. Stand down

For operational purposes, recovery⁹ utilises the same activation levels and commences almost as soon as response. Within the Stand Up phase there are three (3) sub-phases, namely:

1. Post-event relief and early recovery
2. Recovery and reconstruction
3. Transition

The following diagram illustrates the correlation between response and recovery:



Authority to activate

- Activation of this plan is vested in the chairperson of the LDMG.
- If not already appointed, the chairperson, in consultation with the LDMG, will appoint a chairperson of the LRG
- The chairperson or the LDMG and chairperson of the LRG will appoint a Local Recovery Coordinator to coordinate all recovery operations during an event.
- The Local Recovery Coordinator should not be the Local Disaster Coordinator.
- The Local Recovery Coordinator will activate the Barcoo Shire Local Recovery Group.

⁹ In relation to the response – recovery time continuum, response can be quite short in duration, however recovery is a long, often complex and dynamic phase that can last for months and in some disaster events, years.

Activation enables:

- Recovery planning and operations to commence
- The establishment of actual resource commitments from member agencies to meet the specific needs of a disaster event
- The development of recovery-specific operational plans (e.g. Human & Social, Economic etc.)
- The delivery of recovery services¹⁰

The LRG will develop and implement a *Recovery Action Plan* that provides a coordinated approach to all aspects of recovery services. Dependant on the extent of the disaster impact, the LRG will appoint people responsible for establishing and managing recovery teams for each of the functions, as required.

Recovery action plans^[AM24]

A *Local Recovery Action Plan* should be developed as soon as possible (ideally during the Lean Forward phase) by the recovery group (in the event of more than one group, by all groups) to ensure an effective and timely response to recovering the community. These plans should provide recovery objectives and actions, relevant to their functional area that will be undertaken to affect recovery and build resilience across all sectors of the community. They should identify lead and supporting agencies responsible for the delivery of the recovery actions and anticipated delivery timings. The following information comprises the core elements of recovery action plans:

- Identify key agencies, organisations and community groups and members responsible for delivery of recovery outcomes
- Obtain community views and input to develop and overall recovery vision and objectives and ensure the community is kept up to date throughout the recovery process
- Use impact assessments to inform identification of issues and breaking them into relevant functional groupings
- Identify and prioritise projects (short, medium or long-term)
- Develop:
 - Project costs and funding priorities
 - Project timeframes
 - Funding sources and strategies
 - Priorities for implementation of Action Plan
 - Debriefing and evaluating strategies
- Advertise and disseminate public information about the Action Plan

Appendix 5 provides further information on an Action Plan template.

¹⁰ Due to resource shortages, it may be necessary to combine with the Disaster District to ensure an effective recovery effort.

Activation levels^[AM25]

Recovery operations are based on the four activation levels, namely, Alert, Lean Forward, Stand Up and Stand Down. The following table details indicative actions for each of the four levels of operations for both response and recovery operations.

RESPONSE	RECOVERY	DESCRIPTION	TRIGGERS	ACTION
A				
LF	A	<ul style="list-style-type: none"> A heightened level of vigilance due to possibility of an event. The situation will be closely monitored but no further action required 	<ul style="list-style-type: none"> Response phase at 'lean forward' level of activation 	<ul style="list-style-type: none"> Information sharing commences LRC and LDC discussions Potential risks and actions identified Initial advice to all recovery stakeholders
SU	LF	<ul style="list-style-type: none"> A heightened level of situational awareness of disaster event (either current or impending) and a state of operational readiness. Local Recovery group is on standby but not activated 	<ul style="list-style-type: none"> Response phase is at 'Stand Up' level. Immediate relief arrangements are required during response phase. 	<ul style="list-style-type: none"> 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.
SD	SU	<ul style="list-style-type: none"> An operational state where resources are mobilised, personnel are activated and operational activities commenced Community Recovery Hubs are activated 	<ul style="list-style-type: none"> Immediate relief arrangements continue. Response phase moves to 'Stand Down'. Recovery and reconstruction (Medium-term recovery) commences 	<ul style="list-style-type: none"> Local recovery group activated. Recovery plan activated. Deployments for immediate relief response continue Recovery Action Plans activated as required Community communications strategy initiated Recovery stakeholders participate in response debrief Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC
	SD	<ul style="list-style-type: none"> Recovery operations have been finalised and the social and economic wellbeing, environment and infrastructure has been restored. Transition from recovery operations for the event back to agency core business. 	<ul style="list-style-type: none"> Local Recovery Group arrangements are finalised Community returns to 'normal' activities with ongoing support as required. 	<ul style="list-style-type: none"> Financial records are consolidated. Reporting requirements are finalised. Participate in post-event debrief. Post-event review and evaluation conducted. Long-term recovery arrangements transferred to functional lead agencies. Return to 'core business'.

LEGEND: **A** ALERT **LF** LEAN FORWARD **SU** STAND UP **SD** STAND DOWN

Transitioning between recovery phases

Post-event relief & early recovery to recovery & reconstruction

(Short-term recovery/relief to mid-term recovery)

- Completion of a community needs analysis across the four pillars of recovery that defines the community's recovery needs and which establishes priorities for the recovery effort and the resources required. This needs analysis will continue to be updated throughout the recovery process.
- Full membership of the Local Recovery Group is finalised as are reporting requirements to the District and SRG.
- Membership and terms of reference for each Working Group are confirmed.
- Recovery Operational Plan outlining the Aim, Objectives and Strategies for the recovery effort is finalised.
- The community engagement strategy is finalised and detailed in the Recovery Operational Plan.
- Working Group Action Plans are well developed and outline relevant recovery programs and activities.

Recovery & reconstruction to Transition phase

(Mid-term to long-term recovery)

Long-term recovery requires functional lead agencies, council and the community to have put in place systems and processes that ensure the ongoing provision of recovery support to those who need it after the departure of recovery workers from the disaster area. These arrangements should be included in the Operational and Action plans for the event.

Community needs analysis^[AM26]

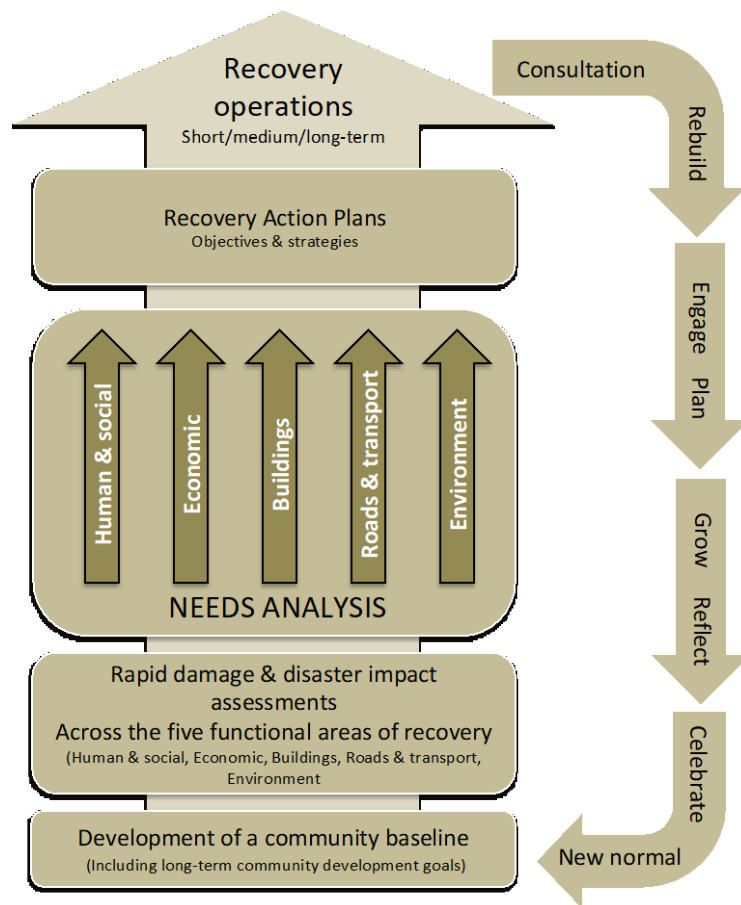
Community impact and subsequent needs are the drivers for all recovery operations. It is essential that an impact assessment be conducted to identify community need. This is an ongoing issue and is continually reviewed to ensure recovery operations are correctly focused, resourced and on track.

The LRC and the LRG are responsible for ensuring that a full community needs analysis is undertaken during the Lean Forward stage of recovery activation and that ongoing need analysis is undertaken to inform the transition between the three levels of recovery.

Key outcomes of a community needs analysis:

- Information gathering of the physical, social, economic and environmental impact
- Identification of priorities for medium and long-term recovery activities and development of recovery action plans for each of the five functional areas
- Identification of schedules of works and activities to assist the affected community to reach a "new normal"
- Identification of longer-term resilience-building programs

Ongoing needs analyses throughout the recovery process will inform the evolution of this plan through the three levels of recovery (short/medium/long term). The following diagram illustrates the community needs analysis process.



Community Needs Analysis relies on the experience and local knowledge of the members of the LRG, Working Groups and Local Community Advisory Groups combining to identify all aspects of community need throughout the recovery effort. Those undertaking needs analysis must have sound situational awareness emphasizing the need for early activation of recovery during the response phase and effective communications throughout recovery.

Impact assessments and Rapid Damage Assessments undertaken to support disaster response operations are a foundation of Community Needs Analysis.

Recovery hubs [AM27]

The Department of Communities, Disability Services and Seniors may establish community recovery hubs in partnership with the Barcoo Local Recovery Group to enable delivery of recovery services by multiple agencies from a single location.

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

Services may include:

- Government and non-government information and referral services

- Disaster-specific advice (e.g. safe clean up, managing health concerns, how to cope and insurance advice)
- Psychological and emotional support (e.g. psychological first aid, personal support, counselling and mental health services)
- Financial support (e.g. personal financial hardship assistance, financial counselling or Centrelink – income support)
- Offers of assistance (e.g. referrals to material goods and donations)
- Practical support services (e.g. access to advocacy, translation services)
- Resources to assist vulnerable individuals and groups (e.g. young children and adolescents, domestic and family violence)

These facilities 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.

Resourcing

Resources to deliver recovery services will be obtained from several sources including, but not limited to:

- Funding packages allocated by Australian and Queensland Governments under the Disaster Recovery Funding Arrangements (DRFA) as well as State funding under State Disaster Relief Arrangements (SDRA). Refer Annexure 2.
- Contributions and offers of assistance from individuals and not-for-profit organisations (e.g. GIVIT <http://www.givit.org.au>)
- Insurance payments for the loss of property and business interruptions, including individuals and private businesses
- Donations and offers of assistance

Disaster operations (response and recovery) can have major financial implications for local government as well as the community. The costs associated with recovering from a natural disaster event may be able to be recovered through arrangements managed by the Queensland Reconstruction Authority (QRA). To ensure that this occurs, all entities involved in operations should ensure that they keep and retain financial records of expenditure in accordance with local government financial management procedures.

There is a range of financial support packages available to local government and the community as a result of a disaster.

- State Disaster relief Arrangements (SDRA)
- Disaster Recovery Funding Arrangements

State disaster relief arrangements (SDRA)

The State Disaster Relief Arrangements (SDRA) is an all hazards relief program that is 100 per cent State funded and covers natural and non-natural disasters.

The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the DRFA is not activated.

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural). Being State funded it is therefore not subject to the Australian government imposed event eligibility provisions or activation threshold. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

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

- **Personal hardship assistance scheme**
Provides financial assistance to individuals and families directly **affected the disaster and are unable to provide for their own recovery. This assistance may be in the form of grants to assist with addressing immediate needs, replacing essential household contents and repairing dwellings.**
- **Counter disaster operations**
Provides financial assistance for activities undertaken by state and local governments to alleviate personal hardship and distress, address the immediate emergency needs of individuals and for the protection of the general public, immediately before, during and immediately after the disaster.

As a personal hardship program the SDRA may be activated when advice is received from the Department of Communities, Disability Services and Seniors, as the administering authority, to activate the Personal Hardship Assistance Scheme. The advice must stipulate that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

Disaster recovery funding arrangements (DRFA)

The Disaster Recovery Funding Arrangements 2018 will apply from **1 November 2018** in respect of eligible events that occur on or after that date. All eligible events occurring up to and including 31 October 2018 will be governed by the Natural Disaster Relief and Recovery Arrangements (NDRRA) Determination 2017.

Under the joint Australian Government-State Disaster Recovery Funding Arrangements 2018, assistance is provided to alleviate the financial burden on states and territories. It also supports the provision of urgent financial assistance to disaster-affected communities.

Under these arrangements, the state or territory government determines which areas receive assistance and what assistance is available to individuals and communities.

Where the arrangements have been activated, the relief measures that may be made available are:

Personal Hardship Assistance Scheme:

To alleviate personal hardship and distress:

- Emergency Hardship Assistance Grant – provides assistance as a contribution to support people directly impacted by an eligible disaster to meet their immediate essential needs for food, clothing, medical supplies or temporary accommodation.
- Essential Services Hardship Assistance – provides assistance for people directly impacted by an eligible disaster to meet their immediate needs where they have experienced the loss of 1 or more essential services for more than 5 days.
- Essential Household Contents Grant – provides a contribution towards replacing or repairing essential household contents, such as beds, linen and whitegoods that have been lost or damaged by an eligible disaster.
- Structural Assistance Grant – provides a contribution towards repairs or replacement of a dwelling damaged by an eligible disaster, to return it to a safe, habitable and secure condition.
- personal and financial counselling aimed at alleviating personal hardship and distress arising as a direct result of the eligible disaster

Counter Disaster Operations:

To assist local governments and state agencies to undertake activities that alleviate personal hardship and distress, address the immediate needs of individuals and protect the general public, immediately prior to, during or immediately after an eligible disaster.

Essential Services Safety and Reconnection Scheme

To assist residents with the inspection and reconnection of essential services that have been damaged by an eligible disaster. The scheme provides financial assistance to individuals and families as a contribution towards safety inspections of and repairs to residential essential services (i.e. electricity, gas, water and sewerage) damaged by an eligible disaster.

Reconstruction of Essential Public Assets

1. Emergency Works to temporarily repair essential public assets
Reimbursement of the actual eligible costs incurred undertaking eligible emergency works to temporarily repair eligible essential public assets damaged by an eligible disaster, completed within the defined time limit.
2. Immediate Reconstruction Works to permanently reconstruct essential public assets
Reimbursement of the actual eligible costs incurred undertaking immediate reconstruction works to permanently reconstruct eligible essential public assets

damaged by the eligible disaster to their pre-disaster function, completed within the defined time limit.

3. **Reconstruction of Essential Public Assets to permanently reconstruct essential public assets**

Reimbursement of the actual eligible costs incurred undertaking restoration works to permanently reconstruct eligible essential public assets

Disaster Assistance Loans for Not-for-Profit Organisations, Small Businesses and Primary Producers

Concessional interest rate loans to assist not-for-profit organisations, small businesses and primary producers whose assets have been significantly damaged as a direct result of an eligible disaster, and who are unable to repair or replace the damaged assets from their own resources.

Disaster Assistance (Essential Working Capital) Loans Scheme for Not-for-profit Organisations, Small Businesses and Primary Producers

Concessional interest rate loans to assist not-for-profit organisations, small businesses and primary producers that have suffered a significant loss of income as a result of an eligible disaster by providing the essential working capital required to continue business operations

Freight Subsidies for Primary Producers

To assist primary producers impacted by an eligible disaster with the transport of livestock, fodder or water for livestock, building, fencing equipment or machinery to the primary producer's home property.

Category C

A Category C measure is a community recovery package that is intended to support a holistic approach to the recovery of regions, communities or sectors severely affected by an eligible disaster, and may comprise of one or more of the following:

- A **community recovery fund** in circumstances where a community is severely affected and needs to restore social networks, community functioning and community facilities. Expenditure from the fund is aimed at community recovery, community development and community capacity building, and is administered by the state in close collaboration with local government or other community bodies.
- **Recovery grants for small businesses and not-for-profit organisations** where the business sector is severely affected and the community risks losing essential businesses. Grants are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.
- **Recovery grants for primary producers** where the farming sector is severely affected, with threats to viability and disruption of production likely to extend beyond the current season. Grants are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.

Category D

A Category D measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances, which are, in the opinion of the Commonwealth, exceptional.

Assistance provided under Category D is to alleviate distress or damage caused as a direct result of an eligible disaster and is not provided for new state or local government infrastructure that did not exist prior to the eligible disaster.

For further details on the *Disaster Recovery Funding Arrangements 2018* refer to: www.qra.qld.gov.au website.

Disaster recovery payment (DRP)

When a major disaster has had such a significant impact on individuals and families that assistance over and above the measures available under DRFA is needed, the Australian Government may provide the Disaster Recovery Payment, which is a one-off recovery payment.

The Disaster Recovery Payment (DRP) is a non-means tested payment of \$1000 for eligible adults and \$400 for eligible children who have been adversely affected by a major disaster either in Australia or overseas.

Where the Australian Government has made disaster recovery payments available, the Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category Visa Holders.

The Department of Human Services administers the DRP. For further information refer to: www.disasterassist.gov.au website for payment information.

Disaster recovery allowance (DRA)

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

The Department of Human Services administers the DRA. For further information refer to: www.disasterassist.gov.au website for payment information.

General

Offers of assistance may be spontaneous or may be solicited by disaster management groups, NGOs or the state government. It is not mandatory to accept offers of assistance.

The categories of offers of assistance are:

- Volunteers
- Financial donations
- Goods and services
- Corporate donations

Offers of assistance are not to be used to rebuild government owned infrastructure and should not be considered an alternative to appropriate levels of insurance.

Principles

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

Disaster Relief Appeals

In exceptional circumstances – where the scale of the disaster impact warrants significant assistance – the Queensland Government may activate a Disaster Relief Appeal. This must be tempered with the risks of:

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

This is a significant risk in Queensland, where multiple disasters can occur each year.

¹¹ Information primarily sourced from Queensland Prevention Preparedness, Response and Recovery Disaster Management Guideline, Offers of Assistance Guideline

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:

- Barcoo Shire LDMG may choose to outsource to a nominated service delivery entity. In such cases, that entity is then responsible for registrations of spontaneous volunteers for the purpose of matching and referring them to approved community recovery partners
- At times, volunteers may be redirected or declined when they are not needed

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 State and Commonwealth-funded assistance packages
- 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 Barcoo 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

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 may be self-managed by the 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. It is recommended that virtual warehousing be evaluated as an option in the first instance. **GIVIT** is an example of one such organisation (<http://www.givit.org.au>) that can manage donated goods and services.

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

Referral pathways

The referral pathways for the various types of assistance are summarised below.

Offer type	Partner organisation	Associated lead government agency
Financial	If the Department of the Premier and Cabinet has activated the Premier's Disaster Relief Appeal: Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768	Department of the Premier and Cabinet
	If the Department of the Premier and Cabinet has activated an appeal via donation to an NGO: Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768	
	In all other circumstances, donations should be directed towards a reputable NGO or charity.	
Volunteers	Contact Volunteering Queensland at https://volunteeringqld.org.au/services/emergency-volunteering	Department of Communities, Disability Services and Seniors
Goods and services	Contact GIVIT at http://www.givit.org.au/	Queensland Reconstruction Authority
Corporate offers	Refer based on the type of offer (financial, volunteers, goods and services)	

Introduction

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

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

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

- Assess operational performance undertaken including actions, decisions or processes
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use during the next event
- Assess capability and consider where additional planning, training and/or exercises may enhance capability

Types of debriefs

'Hot' debrief

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

'Periodic' debrief

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

The LRC and LRG will determine the nature and extent of periodic debriefs during the recovery process as part of ongoing continuous improvement. (E.g. a debrief of those involved in facilitating a public meeting should be conducted following the activity to determine how to improve for the future. Periodic debriefs of individual recovery programs and activities are encouraged and should be promoted by recovery entities.

'Post-event' debrief

At the conclusion of recovery operations (usually within a couple of weeks) a formal review and evaluation process should be undertaken of the entire recovery effort. The most effective way of undertaking this overall review is through a series of debriefs of Local Community Advisory Groups, Functional Recovery Groups and the LRG upon Stand Down. Such debriefs should be conducted as close to the conclusion of recovery operations as possible.

Usually debriefs are conducted from the bottom up meaning that subordinate entities debrief first and their findings are included in debrief of the next higher group. On this basis, debriefs should, where possible, be conducted in the following priority order:

1. Local Advisory Groups
2. Functional Groups
3. Local Recovery Group
4. Local Disaster Management Group

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

After-activation Report (AAR)

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

Executive summary

The report should include an executive summary at the beginning of the document briefly outlining the event and the subsequent debriefing process followed by a summary of recommendations.

Section 1: Context

- Description of the local government area/region – including population bases, industry, transportation hubs
- Anything that would allow the reader to understand the 'context' of the event including photos, maps etc.

Section 2: The event

- The history of the event – date, time, location(s), conditions
- Severity & scale of impact and community consequences – human-social, infrastructure, economic, environment
- Recovery objectives
- Conduct of recovery operations
- Information management including media management
- Intel and planning processes
- Logistics
- Administration
- Political issues

Section 3: Event management

- Leadership/command structure
- Event management analysis
- Anything else that would enable the reader to understand the event management process.
- Recovery governance framework
- Community impact assessments
- Recovery action plans including tasks undertaken, outcomes, participating agencies etc.
- Review and evaluation (Including debrief frameworks, strategies etc.)
- Recovery resolutions (Including resilience-building strategies), responsible agencies, timeframes

Conclusion

There is no universally accepted debriefing process being used. Currently, operational debriefings focus on 'what happened' when perhaps they should be an interim step to identifying the lessons identified, learned and implemented.

Traditional problem diagnoses are frequently symptomatic and corrective measures are often ineffective or inadequate. There is a tendency to focus on resources and human error issues but very little on organisational, programmatic and cultural issues. Often, agencies need to "dig a little deeper" than the sharp end of their response they are comfortable dealing with.

Converting lessons "identified" in debriefings and reports to lessons "learned and implemented" is the key issue and should always be the desired outcome of any operational performance audit.

Appendix 1 – Distribution list

Organisation	Copies
Barcoo Shire Local Disaster Coordinator	Master copy
Barcoo Shire Local Recovery Coordinator	1
Barcoo Shire Council (On file)	1
Longreach Disaster District Functional Lead Agencies	5
Members of Local Recovery Group	
• (Member organisation)	1
• (Member organisation)	1
• (Member organisation)	1
• (Member organisation)	1
ADD EXTRAS AS REQUIRED	

Appendix 2 – Human and Social Recovery Services¹²

Human and social recovery services assist individuals, families and communities to adjust to and thrive in a ‘new normal’ following a disaster, and to participate in the management of their own recovery. The diagram below describes the various types of Human and social recovery services provided by the Department and its recovery partners. For more information see the State Human and Social Recovery Plan.

Service Type	Description	Providers
Information provision	Practical recovery information, including information on services available to individuals and communities in person, as well as through radio, television, public meetings, websites, email alerts and print media including pamphlets, fact sheets and newsletters.	<ul style="list-style-type: none"> • Department of Communities, Disability Services and Seniors • Council • Australian Red Cross • UnitingCare Queensland /Lifeline
Accommodation	Ranging from short-term (where no Local Disaster Management arrangements in place) private and public accommodation to medium and long-term accommodation options.	<ul style="list-style-type: none"> • Australian Red Cross (evacuation centres) • Council • Department of Housing and Public Works
Personal Support	Care and comfort services such as clothing and personal items (e.g. toiletries, pharmaceuticals, clothing), interpreter services/cultural liaison, and childcare. May also include spiritual care and support for vulnerable groups such as migrants.	<ul style="list-style-type: none"> • Australian Red Cross • St Vincent de Paul • Salvation Army • UnitingCare Queensland /Lifeline • Anglicare Central Queensland
Counselling Services /Psychological First Aid	Includes the provision of psychological first aid for individuals affected by the disaster who have been overwhelmed by their experience and who are unable to commence the process of recovery. This can reduce the development of post-traumatic stress disorders.	<ul style="list-style-type: none"> • Queensland Health • UnitingCare Queensland /Lifeline • Centacare • Division of GPs • Local psychologists • Insurance Council of Australia
Specialist services	Assistance for people suffering emotional and other serious effects of the disaster. It can include crisis counselling and support, psychological counselling, and specialist mental health services.	

¹² Sourced from Longreach District Human and Social recovery Plan 2018-19

Outreach Services	Recovery workers visit homes within the affected area to identify needs and refer people to support services where appropriate. They may also assist people to apply for financial assistance if available.	<ul style="list-style-type: none"> • Department of Communities, Disability Services and Seniors • Australian Red Cross • UnitingCare Queensland • Council/s
Financial Assistance	Depending on the scale and nature of the event, financial assistance may be made available by Commonwealth Government, State Government, and other sources such as community appeals.	<ul style="list-style-type: none"> • Department of Communities, Disability Services and Seniors • Department of Human Services • Councils • Department of Agriculture and Fisheries/QRIDA • Salvation Army • UnitingCare Queensland /Lifeline
Community Recovery Referral and Information Centres (CRRICs)	Community Recovery Referral and Information Centres can be established to include a one-stop-shop arrangement with pertinent recovery agencies represented at the location.	<ul style="list-style-type: none"> • Department of Communities, Disability Services and Seniors • Department of Human Services (Centrelink) • Council/s • Department of Agriculture and Fisheries/QRIDA • Salvation Army • UnitingCare Queensland /Lifeline • St Vincent de Paul Society Queensland
Community Development	Includes processes to ensure communities are engaged and consulted in the recovery process, and community events including memorial/commemorative events.	<ul style="list-style-type: none"> • Department of Communities, Disability Services and Seniors • Council/s • Queensland Fire and Emergency Services Regional Community Engagement Officer
Business and Industry Recovery	Industry recovery activities may involve facilitating access to loans, clean-up, employer subsidies, facilitating linkages with job providers and employment agencies to source labour, re-establishment of supply chains and joint marketing activities.	<ul style="list-style-type: none"> • Department of State Development, Manufacturing, Infrastructure and Planning • Department of Agriculture and Fisheries/QRIDA • Council

Appendix 3 – Local recovery action plan template

PRELIMINARIES

Cover Page
Message from the Mayor/LDMG Chair
Table of Contents

SECTION 1 - INTRODUCTION

Aim	State the aim of the recovery plan.
Scope	State the scope of the recovery plan: <ul style="list-style-type: none">• Timing of plan• Audience• Exclusions Acknowledge that the recovery plan is dynamic and can be updated as required.
Disaster background	Provide a brief account of the development of the disaster Where relevant include meteorological information
Extent of known damage	Provide details of the damage and disruption to communities, businesses, environment and infrastructure.
Impacted regions	List the areas activated for Natural Disaster Relief and Recovery Arrangements/impacted by the disaster.

SECTION 2 - RECOVERY

Governance Framework	Include information on governance arrangements to deliver and coordinate recovery operations through the plan, including key positions, recovery groups established and the relationship with other recovery groups at different levels within the state.
Reporting	Document that recovery progress of key recovery tasks will be monitored against key metrics through regular recovery status reporting. Indicate the frequency of reporting and mechanism to release reports to the public and other disaster management groups.
Resourcing	Advise possible sources of funding to deliver recovery activities.
Concept of operations	Advise the broad timings for recovery operations

Assistance to communities

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

ANNEXES

Annex A

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

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

Appendix 4 – Recovery principles

1. Understanding the CONTEXT

Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics

Recovery should:

- Acknowledge existing strengths and capacity, including past experiences
- Appreciate the risks faced by individuals and communities
- Be respectful of and sensitive to the culture and diversity of the community
- Support those who may be facing vulnerability
- Recognise the importance of the environment to people and to their recovery
- Be acknowledged as requiring a long term sustained effort as needed by the community
- Acknowledge that the impact upon the community may extend beyond the geographically boundaries where the disaster occurred
- Be culturally sensitive and free from discrimination

2. Recognise COMPLEXITY

Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

Recovery should recognise that:

- Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long term benefits
- 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
- Responsive and flexible action is crucial to address immediate needs
- Existing community knowledge and values may challenge the assumptions of those outside the community
- Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions
- Emergencies create stressful environments where grief or blame may also affect those involved
- Overtime, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth

3. Use COMMUNITY-LED approaches

Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.

Recovery should:

- Assist and enable individuals, families and the community to actively participate in their own recovery
- Recognise that individuals and the community may need different levels of support at different times
- Be guided by the community's priorities
- Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience

- Build collaborative partnerships between the community and those involved in the recovery process
- Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority
- Recognise that different communities may choose different paths to recovery

4. COORDINATE all activities

Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.

Recovery should:

- Have clearly articulated and shared goals based on desired outcomes
- Be flexible, taking into account changes in community needs or stakeholder expectations
- Be guided by those with experience and expertise, using skilled, authentic and capable community leadership
- Be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames
- Reflect well-developed community planning and information gathering before, during and after a disaster
- Have clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community
- Demonstrate and understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption
- Be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness
- Be inclusive, availing of and building upon relationships created before, during and after the emergency

5. **COMMUNICATE effectively**

Successful recovery is built upon effective communication between the affected community and other partners.

Recovery should:

- Recognise that communication with a community should be two-way, and that input and feedback should be encouraged
- 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 networks
- Establish mechanisms for coordinated and consistent communication between all service providers, all organisations, individuals and the community
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity

6. **Recognise and build CAPACITY**

Successful recovery recognises and builds on individual, community and organisational capacity and resilience

Recovery should:

- Assess capability and capacity requirements before, during and after a disaster
- Support the development of self-reliance, preparation and disaster mitigation
- Quickly identify and mobilise community skills, strengths and resources
- Develop networks and partnerships to strengthen capacity, capability and resilience
- Provide opportunities to share, transfer and develop knowledge, skills and training
- Recognise that resources can be provided by a range of partners and from community networks
- Acknowledge that existing resources may be stretched and that additional resources may be sought
- Understand that additional resources may only be available for a limited period and that sustainability may need to be addressed
- Understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready
- Be evaluated to provide learning for future and improved resilience.