

Department of **Communities**
safe, valued and empowered communities

2008 State Community Recovery Plan



Queensland Government
Department of **Communities**

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Section 1 – Disaster Management Arrangements

The *Disaster Management Act 2003* (the Act) provides the legislative basis for Queensland's disaster management arrangements.

The Act defines a disaster as a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. A serious disruption is defined as:

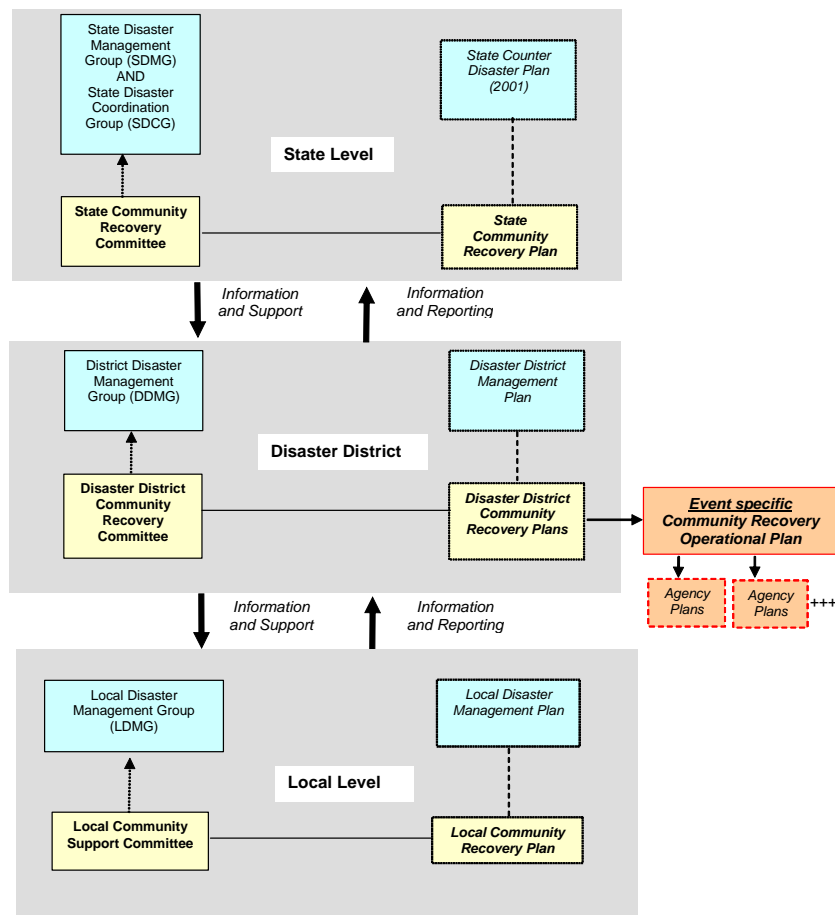
- Loss of human life, or illness or injury to humans; or
- Widespread or severe property loss or damage; or
- Widespread or severe damage to the environment.

The event may be natural or caused by human acts or omissions. Such events can include a pandemic or terrorist attack.

The Act requires the establishment of disaster management groups and committees for state, disaster districts and local government areas, and the writing and periodic review of plans and guidelines at state, disaster district, and local government levels.

The Queensland Disaster Management arrangements, including committee structures, lines of reporting and disaster management plans, are shown below.

Queensland Disaster Management Arrangements



Queensland's peak disaster management governing body is the State Disaster Management Group (SDMG).

Section 2 – Community Recovery

Disaster recovery is the coordinated process of supporting affected communities in the reconstruction of physical infrastructure and the restoration of emotional, social, economic and physical wellbeing. The following four elements of *disaster recovery* are highly inter-dependent:

- **Community Recovery** – includes recovery as it relates to the provision of personal support and information, psychological services, temporary accommodation (not evacuation centres), financial assistance to meet immediate individual needs and respond to uninsured household loss and damage, and assistance for communities severely affected by a natural disaster to restore social networks, functioning and community facilities.
- **Infrastructure Recovery** – includes recovery as it relates to government structures, transport, essential services and communications. A number of different agencies are responsible for Infrastructure Recovery in a disaster event.
- **Environmental Recovery** – includes recovery as it relates to parks, waterways and wildlife. The Department of Natural Resources/Environmental Protection Agency are key agencies for Environmental Recovery.
- **Economic Recovery** – includes recovery as it relates to business and industry impact and impact on employment and the availability of goods and services within the affected community. It also relates to reinstating the capacity for the export of goods and services from the region. The Department of Tourism, Regional Development and Industry is a key agency for Economic Recovery and works closely with the Department of Primary Industries and Fisheries.

To support operational needs a number of state agencies have been nominated as lead agencies for specific functional areas. The lead agency for the Community Recovery function is the Department of Communities.

Effective community recovery outcomes rely on the integration and coordination across all four elements of disaster recovery. In the absence of an agreed coordination mechanism the *2008 State Community Recovery Plan* details the agreed roles and responsibilities of key government and non-government partners for the coordinated delivery of community recovery services following a disaster.

The State Community Recovery Plan

The State Community Recovery Plan recognises that effective community recovery relies on a cooperative, multi-agency approach to supporting individuals and communities recover from a disaster.

Community recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community. The actual activities and services will vary across the six different phases as described below:

- Preparedness
- Alert/Stand-By
- Activation
- Immediate to Short-Term Recovery
- Medium to Long-Term Recovery
- Stand-Down/De-Brief

As the functional lead agency for Community Recovery the Department of Communities chairs the **State Community Recovery Committee**. The committee is responsible for developing the State Community Recovery Plan.

Section 3 – State Community Recovery Committee

Committee Membership and Key Functions

The State Community Recovery Committee brings together a range of government and non-government agencies with key roles to play in helping communities recover from disasters. The State Community Recovery Committee supports the Department of Communities to fulfil its functional lead agency responsibility for Community Recovery as described in the State Counter Disaster Plan 2001.

The State Community Recovery Committee:

- develops the State Community Recovery Plan and reviews it annually;
- monitors the implementation of the multi-agency Memorandum of Understanding for the Provision of Community Recovery Services in a Disaster;
- agrees on an annual workplan that is used to guide the committee's community recovery preparedness activities in non-disaster event times;
- monitors the preparedness of District Community Recovery Committees throughout the state;
- monitors the implementation of District Community Recovery Action Plans;
- supports and provides advice to the district recovery operations;
- develops and maintains plans and arrangements to support requests for additional community recovery assistance across the state;
- represents the views of their agency on community recovery matters;
- shares information and State Community Recovery Committee decisions with relevant portfolio agencies, regional and central office staff, and their representatives on District Community Recovery Committees;
- acts as an 'early warning' system for the Department of Communities on issues likely to impact on community recovery operations;
- resolves community recovery operational difficulties as required;
- liaises with other functional response and recovery organisations and committees; and
- provides advice and responds to requests from Emergency Management Queensland on community recovery issues.

In a disaster event District Community Recovery Committees respond to the need for recovery services, taking account of the scale, impact and location of the specific disaster and the capacity of local agencies to respond. The State Community Recovery Committee provides advice to district community recovery operations and works collaboratively to support requests for additional community recovery assistance across the state of Queensland.

The following table lists the community recovery functions of key organisations represented on the State Community Recovery Committee.

The State Community Recovery Committee recognises that the resources required of member organisations to respond to disasters will be governed by the size, type and the duration of a particular disaster event, including the number of people affected and the extent to which they are affected.

Organisation	Key Functions
Department of Communities (lead agent for community recovery)	<ul style="list-style-type: none"> • coordinates community recovery effort across government and non-government agencies • chairs the multi-agency State and District Community Recovery Committees • establishes and manages Community Recovery Centres (one-stop-shops) and Coordination Centres • distributes financial assistance to eligible individuals and families affected by natural disasters • establishes outreach service teams to visit households and determine their recovery needs
Department of Health	<ul style="list-style-type: none"> • acts as lead agent for psychological and counselling services • provides public health advice warnings • provides ongoing medical and health services needed during recovery
Department of Primary Industry and Fisheries	<ul style="list-style-type: none"> • responds to animal welfare matters • responds to plant disease outbreaks • responds to disease/biosecurity issues for aquaculture • provides farm financial counselling services • works with primary industries to recover from major emergencies • administers the Natural Disaster Relief and Recovery Arrangements (NDRRA) for primary producers in disaster declared areas
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • helps business and industry recover from disasters through a range of support services which may include client interviews, access to expertise, workshops and programs
Department of Public Works	<ul style="list-style-type: none"> • provides support through provision of comprehensive accommodation solutions for community recovery centres and other resourcing needs • provides support though damage assessment of impacted built infrastructure
Department of Education and the Arts	<ul style="list-style-type: none"> • works to minimise the disaster's impact on the community's education and training services
Department of Housing	<ul style="list-style-type: none"> • responds to the housing needs of residents in public housing affected by disaster • facilitates broader provision of emergency accommodation • works with other agencies to coordinate medium and longer-term housing strategies
Emergency Management Queensland	<ul style="list-style-type: none"> • activates and coordinates disaster relief measures under the Natural Disaster Relief and Recovery Arrangements (NDRRA) • manages recovery task force management groups
Local Government	<ul style="list-style-type: none"> • coordinates the provision of immediate to short-term welfare needs, including provision of evacuation centres as required
Lifeline Community Care Queensland	<ul style="list-style-type: none"> • provides workers to counsel and support individuals affected by disaster (psychological first aid) • provides specialist crisis counselling
Australian Red Cross	<ul style="list-style-type: none"> • provides a National Registration and Inquiry service to track the whereabouts of relatives in disaster situations • provides personal support and visits to affected community members checking on their wellbeing and making appropriate referrals to other agencies
St Vincent de Paul	<ul style="list-style-type: none"> • provides essential material items such as blankets, toiletries, mattresses, essential new clothing, food and water and children's and babies' necessities
Salvation Army	<ul style="list-style-type: none"> • provides catering for personnel involved in the disaster affected community

Organisation	Key Functions
Centrelink	<ul style="list-style-type: none"> • ensures existing clients receive their pensions, allowances and benefits • financially assists people whose normal means of livelihood have been disrupted by the disaster • provides personal support, counselling and/or referral to other available services
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> • leads and coordinates Australian Government community recovery assistance following major onshore or offshore disasters or critical events

Committee Contact Details

Contact details for members of the State Community Recovery Committee and other key agencies with an identified role in community recovery service delivery are provided at *Attachment 1*.

Members of the Community Recovery Committee who have access to these contact details, including after-hours contact information, are obliged to protect the information from unauthorised access, use and disclosure.

SECTION 4 – State Risk Profile

Queensland Profile

Queensland has a diverse range of natural and human features that influence the risks that need to be considered in planning for community recovery. Detailed profiling of disaster districts and their risk profiles are found in the 23 individual Disaster District Community Recovery Plans. The following general characteristics of the state of Queensland should be considered as needed in planning for community recovery.

Geography and Environment

Queensland's total land area is 172.8 million hectares comprising four main landscape regions:

- the eastern highlands;
- the western plains;
- the northwestern uplands; and
- the coastal plain

The mainland coastline extends about 6000 km, and features 1165 offshore islands and cays. The Great Barrier Reef, the most significant feature of the state's coastal zone, consists of 3400 separate coral reefs, shoals and other formations and extends more than 2300 km from Bramble Cay to Lady Elliot Island.

Much of the eastern coastline consists of long, sandy beaches with sand dunes and high sand deposits. Almost the entire eastern coastline is overlooked by the Great Dividing Range, which rises in places to over 1000m. By contrast, the Gulf of Carpentaria is surrounded by low-lying plains: during the wet season, sea and land may be difficult to demarcate.

The state's vegetation can be grouped into broad categories of forests, arid shrub lands, grasslands, heathlands and wetlands; the distribution of which is determined by soil type, rainfall and temperature. Native forests are found on approximately 28% of the state, and native grasses on 86%. The coastal zone has over 2 million ha of seagrass, 447 000 ha of saltmarsh and 190 000 ha of mangroves. Of Queensland's 71 000 km² of wetlands, 69% are seasonally or intermittently inundated, while 14% are tidal wetlands.

Climate and weather

Most of the state north of a line linking Rockhampton, Longreach and Cloncurry (approximately 54%) has a tropical climate with a summer monsoon and a mild, dry winter with clear skies. The region to the south is subtropical with a warm, humid summer and a comparatively dry winter. The inland region west of Longreach and Charleville is subtropical and arid and experiences temperature and rainfall extremes.

Rainfall varies highly both annually and seasonally with most of the state's rainfall occurring in the summer months. The Wet Tropics area has the highest rainfall in Australia with more than 90% of its annual rainfall occurring between November and April. In contrast, Birdsville has the lowest annual average rainfall nationwide, receiving about 200 mm a year.

Demographic profile

As at 30 June 2006 Queensland's population was more than 4.09 million. The state's Aboriginal and Torres Strait Islander population was approximately 146,400, or 3.6% of the total state population. Queensland's Indigenous population represents approximately 28% of Australia's total Indigenous population.

At the time of the 2006 census there were 164,220 one-parent families, representing 15.9 % of all families. In addition, there were 117,792 families in Queensland earning less than \$500 per week.

17.9% of the population identify as being born overseas, with considerable regional variation. Approximately 13.6% speak a language other than English at home. Over 150 languages were

identified as being spoken with the major languages being Italian, Mandarin, Cantonese, Vietnamese, German and Greek. Regional centres are starting to see more visible immigrant and refugee communities, with Toowoomba, Townsville and Cairns having the most significant refugee settlement programs outside Southeast Queensland.

Industry

The environment provides the natural resources upon which a large proportion of Queensland's economy is based. Beef cattle and sheep graze about 85% of the state; crops account for about 2%. Protected areas including national parks occupy about 4%, while managed forests and timber reserves occupy about 2.5%. The remainder of the land is used for services, housing, industry and mining activities.

Queensland has a strong economy comprised of a varied industrial base that capitalises on the state's natural and social environment including:

- Manufacturing
- Aquaculture
- Primary Industries
- Aviation and Aerospace
- Marine
- Biotechnology and Nanotechnology
- Mining
- Creative Industries
- Tourism
- Electronics
- Environmental Industry
- Forest and Wood Products
- Wine
- Pharmaceuticals and Nutraceuticals
- Processed Foods
- Information, Communication and Technology

Vulnerability

Queensland's diverse social, economic, cultural and environmental features contribute to the variable impact of disasters across the state. Community recovery is determined by a combination of location and event-specific factors including the nature of the event, and the vulnerability of economic, social and cultural features within the affected area.

For example, coastal communities are vulnerable to inundation by such events as storm surges, tsunami and cyclones. The coastline also contains many of the state's most valuable features including the Great Barrier Reef. As such, an event that impacts on the coastline has the potential for significant economic, social, environmental and cultural impact .

Queensland is susceptible to extreme climatic conditions, including severe droughts and flooding, frosts, tropical cyclones and violent thunderstorms with damaging winds and hail. Climatic variability has a significant influence on Queensland's waters, coastal systems, vegetation and biodiversity and often exacerbates human induced pressures. Climate projections indicate:

- Increasing temperatures
- Less rainfall
- Increase in cyclone intensity
- Rise in sea levels
- Increased risk in storm surges along the coast line

Climate change has implications for the Queensland economy. Queensland is subject to particular economic vulnerability in relation to natural disasters due to the role that the natural environment and resources play in the economy. For example, primary production, forest and wood products, aquaculture, processed foods and tourism are dependent upon the natural environmental resources. Floods, cyclones, droughts, bushfires and other severe events can wipe out an industry sector and its supply chain, causing economic impacts that can extend beyond the affected region.

Section 5 – Community Recovery Services

Delivery of Community Recovery Services

Community Recovery Services assist individuals, families and communities to regain a proper level of functioning following a disaster, as well as to participate in the management of their own recovery. Community Recovery Services include:

Information provision

- registration and inquiry services for persons evacuated, or affected by the disaster, to help with the location and reuniting of family members (in support of the Local Government arrangements as required).
- practical recovery information, including information on services available to individuals and communities affected by disaster. This can be delivered in person through Community Recovery Centres, Evacuation Centres and outreach visits as well as through radio, television, public meetings, websites, email alerts and print media including pamphlets, fact sheets and newsletters.
- advisory information that assists individuals and communities to manage specific elements of their recovery.
- disaster event information that assists recovery agencies to effectively plan, operationalise and report on disaster recovery issues and service delivery priorities.
- counselling referrals (specialist and general) for individuals and families experiencing the impacts of the disaster.

Catering

- provision of catering services at Evacuation Centres (where no Local Disaster Management Arrangements in place) and at Community Recovery Centres for individuals affected by disaster as well as recovery workers and volunteers.

Accommodation

- accommodation ranging from short term private and public accommodation (where no Local Disaster Management arrangements in place) to medium and long-term accommodation options.

Personal Support

Personal support services include:

- the provision of care and comfort, information, referral, interpersonal help and other measures to help individuals recover from the disaster. These services can be provided in a number of settings including Community Recovery Centres and Evacuation Centres (under arrangements with the Local Disaster Management Group), at formal and informal community meetings and as a component of outreach services.
- clothing and personal items, eg. toiletries, pharmaceuticals, clothing etc.
- interpreter services/cultural liaison staff.
- child care.

Counselling services/Psychological First Aid

Counselling services help mitigate the possible effects of the disaster on individuals and the community and reduce the potential for development of post traumatic stress disorders. Counselling services include:

- Provision of immediate counselling (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.

Specialist services

Specialist services assist those suffering emotional and other more serious effects of the disaster. They can include:

- Crisis counselling and support designed for community members suffering emotional reactions to the effects of disaster. Members of a Crisis Counselling Team may be deployed at Evacuation Centres and Community Recovery Centres. Crisis counselling can also be provided through a telephone counselling service.
- Psychological counselling.
- Referral to specialist mental health services.

Outreach Services

- an outreach service is one where a team of interviewers or visitors call on residences in the disaster affected area to ensure all residents are aware of available recovery services; to allow residents the opportunity to relate their experiences; and to identify those residents in need of additional services. In most instances the outreach team does not take on responsibility for delivery of the needed services, but rather makes existing recovery agencies aware of residents' needs. Department of Communities' staff will, however, assess Natural Disaster Relief and Recovery Arrangements (NDRRA) Essential Household Contents and Structural Assistance Grant applications during outreach visits.

Financial Assistance

- State Disaster Relief Assistance (SDRA) refers to financial assistance provided by the State Government to assist disaster affected individuals and communities in cases where NDRRA does not apply. State Disaster Relief Assistance may be activated by the Minister for Emergency Services when either the impact of the disaster event is not of the scale that would trigger NDRRA or where the impact is not the result of a natural disaster.
- NDRRA is a financial cost sharing arrangement agreed between Federal and State Governments to provide financial assistance to individuals and communities following the impact of eligible natural disasters (bushfire, earthquake, flood, storm, cyclone, storm surge, landslide, tsunami, meteorite strike or tornado). Emergency Management Australia (EMA) administers the NDRRA on behalf of the Australian Government. In Queensland the NDRRA arrangements are activated by the Minister for Emergency Services. NDRRA includes Emergent Assistance Grants for immediate essential items, Essential Household Contents Grants and Structural Assistance Grants.
- Disaster Recovery Payments are payable by Centrelink where disasters are declared 'major' by the Commonwealth Government.
- In large events, Community Appeals may also be activated to support affected communities.

Community Recovery Centres

- Community Recovery Centres can be established and run on a one-stop-shop principle where all recovery agencies are represented at the one location. Agency participation in Community Recovery Centres can include the provision of staff, as well as equipment and materials necessary for the effective functioning of the centres.

Community Development

- Community development includes processes to ensure community engagement in the recovery process through consultation, communications throughout the recovery process that give communities the opportunity to drive the recovery process and the staging of community events including events of a memorial/commemorative nature.

Business and Industry Recovery

- A fundamental part of community development and recovery is the return to work of people, the capacity of businesses to operate, and the stabilising of industries in the region. This requires industry recovery planning and implementation in conjunction with local governments, regional economic development organisations and industry bodies. It may involve facilitating access to funds for loans, cleanup, employer subsidies, facilitating linkages with job providers and employment agencies to source labour, re-establishment of supply chains and joint marketing activities. One-on-one business consultation and support for recovery planning is

also an important element of business and industry recovery. The Department of Tourism, Regional Development and Industry is the lead agency with responsibility for business and industry recovery.

In many instances multiple agencies may be involved in the delivery of specific community recovery services. This is particularly the case with more significant or complex disaster events. In providing community recovery services agencies can adopt either a lead agency role or a support role. Responsibilities for the delivery of specific community recovery services are summarised in the table below.

Community Recovery Services	Organisations involved
Information Provision	<ul style="list-style-type: none"> • Department of Communities • Department Health • Department of Housing • Department of Public Works • Department of Tourism, Regional Development and Industry • Department of Primary Industries and Fisheries • Australian Red Cross • Lifeline Community Care • Department of Families, Housing, Community Services and Indigenous Affairs • Centrelink
Catering	<ul style="list-style-type: none"> • Department of Public Works • Salvation Army
Material Aid	<ul style="list-style-type: none"> • St Vincent De Paul
Accommodation	<ul style="list-style-type: none"> • Emergency accommodation is the responsibility of Local Governments. • Short term accommodation is the responsibility of the Department of Housing as outlined in the State Community Recovery Plan. • Longer term accommodation - a specific accommodation taskforce/working group would need to be established to address longer term accommodation needs. • Financial assistance for accommodation purposes - Department of Housing and Centrelink - rent assistance or bond loans.
Personal Support	<ul style="list-style-type: none"> • Australian Red Cross • Department of Communities • Lifeline Community Care • Centrelink • Local community service providers
Counselling Services	<ul style="list-style-type: none"> • Lifeline Community Care • Centrelink • Department of Communities • Local generalist counselling services
Specialist Services	<ul style="list-style-type: none"> • Department of Health – Psychological/Mental Health services • Department of Primary Industries and Fisheries – Industry Specific Advisory Services • Queensland Building Services Authority
Outreach Services	<ul style="list-style-type: none"> • Department of Communities • Australian Red Cross • Lifeline Community Care • Centrelink
Financial Assistance	<ul style="list-style-type: none"> • Department of Communities • Centrelink • Department of Primary Industries and Fisheries • Department Premier and Cabinet – Public Appeals
Community Recovery Centres	<ul style="list-style-type: none"> • Department of Communities (Manage) • All other agencies provide staff as appropriate

Community Recovery Services	Organisations involved
Community Development	<ul style="list-style-type: none"> • Department of Communities (Lead)
Business and Industry Recovery	<ul style="list-style-type: none"> • Department of Tourism, Regional Development and Industry • Department of Primary Industries and Fisheries

Scale and Impact of Disaster Events

The scale, impact and duration of specific disaster events on individuals and communities has a direct bearing on the nature and scope of community recovery services provided by government and non-government agencies. It also informs relevant governance and administrative arrangements that will be required.

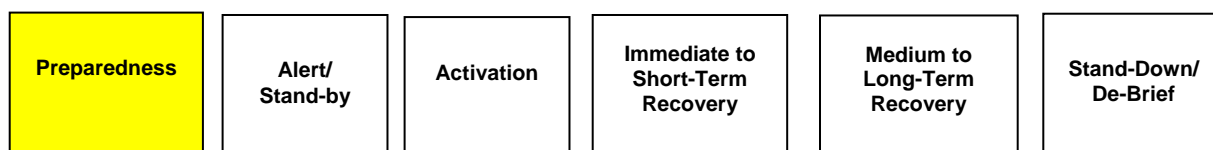
The following table provides a general guide on the different scales of disaster impact and the likely characteristics of the required community recovery response that may influence agency roles and responsibilities. This guide draws on experience to date with community recovery and is not intended to serve as a definitive profile of the scale and impact of disaster events.

Scale	Likely characteristics of required Community Recovery response
<p>Very Small</p> <ul style="list-style-type: none"> - under 100 people affected - one suburb/small town within one disaster district (usually) - staff sourced from within the region 	<p>Local and district resources are sufficient to meet community recovery needs.</p> <p>Initial community recovery response is managed through the Local Disaster Management Group (LDMG).</p> <p>If LDMG advise that hardship may exist in the affected area, the Department of Communities may undertake limited outreach to assess individual needs. Staff are encouraged to utilise local welfare agencies and emergency relief welfare agencies to assist affected persons in the first instance.</p> <p>If departmental staff identify personal hardship and local community services are unable to assist, the Director-General, Department of Communities may request that the Department of Emergency Services activate State Disaster Relief Assistance or Natural Disaster Relief and Recovery Arrangement assistance.</p> <p>Recovery services can include provision of information, personal support, financial assistance (including project management of repair to uninsured dwellings) and referrals to existing community services.</p>
<p>Small</p> <ul style="list-style-type: none"> - from 100 to 500 people affected - one disaster district within one region (usually) - staff generally sourced from within 1-3 regions 	<p>Local and district resources meet the majority of community recovery needs although staff may be sourced from neighbouring regions.</p> <p>A Community Recovery Coordination Centre would be established to manage the response including outreach services. Activation of State or Natural Disaster Relief and Recovery Arrangements funding can be sought if departmental staff identify personal financial hardship and local community services are unable to assist. Community Recovery Centres may be established and a range of government and non-government agencies are likely to be involved.</p> <p>Recovery services can include provision of information, personal support, financial assistance (including project management of repair to uninsured dwellings), referral to existing community services and individual case management. The SSQ Hotline would be activated.</p>

Scale	Likely characteristics of required Community Recovery response
<p>Medium</p> <ul style="list-style-type: none"> - from 500 to 5,000 people affected - may cover a number of disaster districts across more than one region - staff may be deployed from across all regions and central office and assistance may be sought from other state government agencies 	<p>Resources are required from across a number of regions due to the size or complex risk profile of the disaster.</p> <p>More than one Community Recovery Coordination Centre may be needed to manage the recovery response. Community Recovery Centre(s) will also be required. The SSQ Hotline would be activated.</p> <p>Natural Disaster Relief and Recovery Arrangements funding may be activated, and other government and non-government agencies are likely to be involved in the community recovery effort.</p> <p>Recovery services can include the provision of information and additional community services in the affected area, establishment of coordinated multi-agency outreach response team(s), community engagement activities and individual case management.</p>
<p>Large</p> <ul style="list-style-type: none"> - from 5,000 to 15,000 people affected - multiple districts affected within one or more regions - staff may be deployed from across all regions and central office, as well as from other state government agencies. Some inter-state state resources may be sought 	<p>Resources are required from across multiple regions due to the size or complex risk profile of the disaster.</p> <p>The community recovery response is characterised by the need to activate state-wide or national disaster recovery response plans.</p> <p>It is likely to involve the activation of the Freecall 1800 Hotline, establishment of multiple Community Recovery Coordination Centre(s), Community Recovery Centre(s) and coordinated multi-agency outreach teams.</p> <p>Natural Disaster Relief and Recovery Arrangements funding and other disaster recovery protocols may be activated.</p> <p>The community recovery response may require the provision of temporary accommodation, community engagement and development activities, provision of additional community services, a whole-of-government information strategy and individual case management.</p> <p>The response may involve the formation of a Taskforce to oversee the provision of all disaster recovery elements (community, infrastructure, economic and environment) as well as the distribution of Appeal funds and material goods.</p>
<p>Catastrophic</p> <ul style="list-style-type: none"> - more than 15,000 people affected - multiple districts and regions affected - central office, other state government agencies, inter-state and possible international support 	<p>Disaster events are significantly more complex in either size, risk profile or recovery resources required and may involve multiple disaster events or sites.</p> <p>They may typically require a multi-level whole of government response across Australia, requests for international support, activation of SSQ Hotline(s), establishment of a number of Community Recovery Coordination Centres and multiple Community Recovery Centres.</p> <p>Significant involvement of government and non-government agencies would be required including coordinated multi-agency outreach responses, centre-based and telephone service delivery, appeals, short, medium and long-term accommodation options and community recovery plans, and Taskforce coordination.</p>

Section 6 – Preparedness

Community Recovery Phases



The Preparedness phase is characterised by planning, including clarification of community recovery roles and responsibilities with government and non-government partner agencies, identification of suitable premises for *Community Recovery Centres* and *Coordination Centres*, development of communication plans, participation in community recovery training and exercises, and the provision of general information on community recovery services.

The following roles and responsibilities are in keeping with community recovery protocols and agreements made at the State level¹.

Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> • As Chair of the State Community Recovery Committee, the department works collaboratively with committee members and other key stakeholders to develop and review the State Community Recovery Plan, a functional sub-plan of the State Disaster Management Plan. • As Chair of the State Community Recovery Committee, the department facilitates the development of an annual work plan to enhance preparedness of community recovery agencies, and works with partners to undertake an annual review of District Disaster Community Recovery Plans. • Develops and maintains the memorandum of understanding with key recovery partners and ensures all Community Recovery Committee members are aware of each others roles and responsibilities following a disaster event. • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve as Department of Communities' liaison and decision making officer on the State Disaster Coordination Group (SDCG). • Ensures departmental staff awareness of the department's community recovery roles and responsibilities as well as those of partner organisations. • Conducts specialist community recovery training programs and exercises for departmental staff, and other agencies where possible, to ensure staff have the knowledge and skills to fulfil community recovery roles. • Establishes and maintains internal procedures and protocols that support coordination, communications and logistical readiness to underpin an effective community recovery response. • Develops, maintains and shares key information materials with key community recovery partners to support individual and community recovery, including reciprocal website links for the provision of information to the public. • Establishes and maintains internal departmental policies, procedures and protocols that enable effective coordination of regional and central office communications regarding community recovery responses.

¹ Memorandum of Understanding between key Government and Non-Government Signatories for the provision of Community Recovery Services in a Disaster.

Organisation	Roles and Responsibilities
	<ul style="list-style-type: none"> • Coordinates and delivers relevant community recovery information sessions for State and District Community Recovery Committees. • Disseminates clear and consistent community recovery information through Department of Communities' regional structures.
Department of Health	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Department of Health's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.
Department of Primary Industries and Fisheries	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Department of Primary Industries and Fisheries' disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities. • Ensures Emergency Management Australia training for Department Primary Industries and Fisheries staff. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.
Department of Housing	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Department of Housing disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.

Organisation	Roles and Responsibilities
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Department of Tourism, Regional Development and Industry's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public. • Facilitates business, industry and economic recovery through a range of activities using Department of Tourism, Regional Development and Industry products and services, which will vary according to the scale, impact and consequences of the event. • Maintains awareness within the department's Internal Disaster Management Group (IDMG), of recovery role and activity for the State Community Recovery Committee and the Department of Tourism, Regional Development and Industry. • Undertakes review of processes, support services, programs and recovery frameworks. • Participates in training and exercises.
Department of Education, Training and the Arts	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Department of Education, Training and the Arts disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.
Department of Public Works	<ul style="list-style-type: none"> • Provides an experienced officer (and an alternate), with appropriate agency knowledge and authority to initiate requests and to serve on the State Community Recovery Committee. • Assists in the identification of premises suitable for use as Community Recovery Centres or Community Recovery Coordination Centres. • Maintains suitable inspecting officers (building and electrical officers) for each disaster district who would form QBuild Inspection Teams to undertake Private Residence Damage Assessment inspections as requested by the Department of Communities. • Ensures relevant staff are aware of the Department of Public Works' recovery roles and responsibilities to the Department of Communities. • Assists the Department of Communities in preparing public information material that explains how to apply for Structural Assistance Grants.

Organisation	Roles and Responsibilities
Emergency Management Queensland	<ul style="list-style-type: none"> • Coordinates development of effective disaster recovery strategies in line with the State Disaster Management Group's strategic policy framework. • Coordinates whole-of-government recovery exercises and training programs. • Coordinates assessment of capability and capacity of the Queensland disaster recovery system. • Ensures disaster response and recovery plans are developed / reviewed / tested / evaluated and are current.
Lifeline Community Care	<ul style="list-style-type: none"> • Commits to the participation of a senior officer (and an alternate), with appropriate delegations, to serve as a sitting member on the State Community Recovery Committee. • Develops, maintains and shares information materials to support individual and community recovery, including reciprocal website links for the provision of information to the public. • Includes awareness of Lifeline's community recovery roles and responsibilities, as well as those of partner organisations, in organisational induction and training programs for relevant staff. • Commits to the participation of senior officers from Lifeline Community Care Queensland in disaster community recovery briefing sessions to ensure a shared understanding of their role in planning and preparation for disaster recovery including the expectations that will be placed on their State Community Recovery representative and their organisation during disaster recovery operations. • Establishes and maintains internal organisational protocols that enable effective coordination of regional and central office communications regarding community recovery responses. • Provides information regarding the psychological impact of disasters on victims and strategies that may be used to assist those victims in the process of recovery.
Australian Red Cross	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of the Australian Red Cross' disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that agency staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public. • Provides community recovery information and education initiatives aimed at helping households and communities to prepare for, respond to and recover from emergencies and disasters more effectively.
Salvation Army	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with the delegation level necessary to commit organisational resources to disaster recovery, to serve on the State Community Recovery Committee. • Ensures approved training, including specific Disaster Recovery training, is provided to Salvation Army volunteers and employees at all levels in the

Organisation	Roles and Responsibilities
	<p>organisational structure.</p> <ul style="list-style-type: none"> • Includes awareness of disaster recovery roles and responsibilities of partner organisations in organisational induction programs and training activities. • Develops, maintains and shares key disaster recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public. • Develops plans for the management of catering services for individuals affected by disaster, recovery workers and volunteers. • Ensures the Salvation Army has a plan to access catering supplies that may be required during a disaster. • Maintains lists of trained Catering Team Leader contacts across Queensland's Disaster Districts. • Ensures nominated Catering Team Leaders disseminate information to team members and supporting organisations within their area to ensure a state of readiness to provide disaster recovery services.
St Vincent de Paul	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of St Vincent de Paul's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that organisational staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities. • Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.
Centrelink	<ul style="list-style-type: none"> • Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. • Includes awareness of Centrelink's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs. • Ensures that Centrelink staff who may be involved in the delivery of disaster community recovery service delivery in Queensland are appropriately trained to undertake these activities. • Develops, maintains and shares key disaster recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> • Participates in the State Community Recovery Committee as required. • Participates in the development of information sharing protocols with the Department of Communities, to support effective disaster recovery service delivery and disaster event reporting. • Maintains and shares relevant disaster recovery information with Department of Communities to support individual and community recovery.

Community Recovery Centre/s (one-stop-shops)

Community Recovery Centre/s may be established to provide information or services that help people affected by a disaster resume a normal life as quickly as possible. These centres can offer a range of services from the one location, including registration of individuals affected by disasters, provision of financial assistance to those in need, provision of information, material goods, personal support, accommodation assistance, counselling and referrals to other services. Because of the range of services they provide Community Recovery Centres are often referred to as 'one-stop-shops'. Each of the 23 Disaster District Community Recovery Plans includes practical information to enable the prompt establishment of suitable premises to serve as a community recovery one-stop-shop.

Community Recovery Coordination Centre/s

Community Recovery Coordination Centres are established by the Department of Communities to coordinate:

- community recovery operations; planning; logistics and communications;
- administration within the region responding to the disaster;
- delivery of Outreach Services; and
- multi-agency situational awareness.

Community Recovery Coordination Centre/s	
Address	Department of Communities Conference Room Level 11 111 George Street Brisbane Q 4000
Contact Details	Telephone : 3239 3305 or 0439 732 149

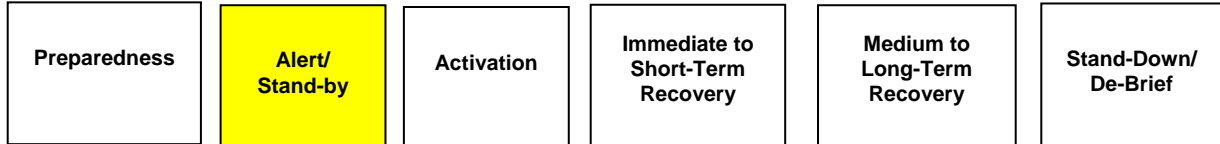
Additional Service Providers

Each Disaster District Community Recovery Plan outlines services that may be needed by individuals and communities to help them recover from a disaster event, as well as possible providers and contact details. This information will be available to the State Community Recovery Committee.

During the Alert/Stand-by, Activation, Immediate/Short-Term and Medium/Long-Term phases of community recovery this list will be updated to reflect the services available for the specific disaster event within identified locations.

Section 7 – Alert/Standby

Community Recovery Phases



The **Alert/Stand-by** phase covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby.

Alert/Stand By

The responsible agency issues alert/stand-by advice to the Department of Communities' Community Recovery Unit and/or the District Disaster Coordinator, Queensland Police Service or Department of Emergency Services may advise the relevant Regional Executive Director (as functional community recovery lead agency on the DDMG) to be on alert/stand-by to coordinate the delivery of community recovery arrangements.

The specific roles and responsibilities of State Community Recovery Committee members in the alert/stand-by phase are listed below.

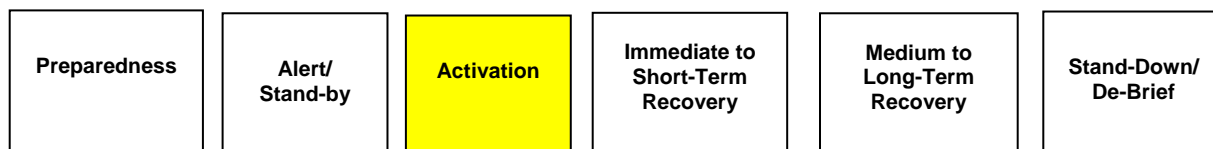
Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> • The Chair of the State Community Recovery Committee advises senior officers of the event status. • As Chair of the State Community Recovery Committee, the department advises committee members of 'alert' and 'standby' status, as well as the Chair/s of relevant District Community Recovery Committees. • Updates register of available departmental staff for community recovery operations (depending on anticipated scale/impact of disaster event). • Ensures staff who may be deployed are placed on standby and are briefed on their roles and responsibilities as well as those of their partner agencies. • Departmental staff that may be deployed ensure they have made the necessary arrangements (work and home) to enable their deployment at short notice. • Chair, State Community Recovery Committee, alerts Smart Services Queensland and liaises between region(s), Emergency Management Queensland, other relevant members of the State Community Recovery Committee and Smart Services Queensland to review and update the SSQ script to the particular event requirements. • At the State level, ensures readiness through the activation of logistical and communication functions: <ul style="list-style-type: none"> ▪ State Community Recovery Coordination Centre. ▪ Community Recovery 1800 hotline. ▪ Data Recording and Reporting Database (if relevant). ▪ HR procedures including staff rosters, orientation and briefing kits and staff deployment and backfill processes to support liaison role at the State Disaster Coordination Centre.

Organisation	Roles and Responsibilities
	<ul style="list-style-type: none"> • Review of community recovery plans, tools and resource availability and capability (including business continuity plans and arrangements across the department). • Communication channels and reporting processes confirmed between region(s), partners, senior officers and the Chair, SCRC.
Department of Health	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensures any staff that are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations. <p>Provides advice to:</p> <ul style="list-style-type: none"> ▪ Director-General, Department of Health ▪ Chief Health Officer, Department of Health ▪ Director - Mental Health, Department of Health
Department of Primary Industries and Fisheries	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Housing	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensure any staff placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Education and the Arts	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Public Works	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.
Emergency Management Queensland	<ul style="list-style-type: none"> • Puts the disaster recovery system on alert / standby. • Activates the State Disaster Coordination Centre. • Coordinates public information and media liaison in regard to emergency response.

Organisation	Roles and Responsibilities
Lifeline Community Care	<ul style="list-style-type: none"> As a member of the State Community Recovery Committee, Lifeline Community Care Queensland advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. Ensures staff who are placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Australian Red Cross	<ul style="list-style-type: none"> As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Salvation Army	<ul style="list-style-type: none"> As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. Ensures any staff who are to be deployed in disaster recovery operations have a clear understanding of their roles and responsibilities, as well as those of partner organisations. At the request of the Chair of the State Community Recovery Committee prepares to activate catering plans according to the anticipated scale, impact and location of the threatened disaster event.
St Vincent de Paul	<ul style="list-style-type: none"> As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Centrelink	<ul style="list-style-type: none"> As a member of the State Community Recovery Committee, advises national and Queensland regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> Participates in the State Community Recovery Committee as required. The responsible officer involved would undertake to resolve any issues arising under this MOU in a timely manner. Participates in the development of information sharing with the Department of Communities, to support effective disaster recovery service delivery and disaster event reporting. Maintains and shares relevant disaster recovery information with Department of Communities to support individual and community recovery.

Section 8 – Activation of Community Recovery

Community Recovery Phases



Disaster Recovery Committees can be activated under the Disaster Management Act 2003 if:

- A disaster event is declared; or
- Emergency relief for the event is approved by the Minister for Emergency Services; or
- The disaster management infrastructure is employed to provide a whole-of-government response to an event that may not be a recognised disaster event.

The Activation phase covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, the deployment of staff and community recovery service provision.

Activation Mechanisms

Local Government (*Councils, local service providers*)

The Local Disaster Management Group (LDMG) may be activated to respond to a disaster event within their local area. The agreed processes and procedures for how activation decisions are managed may differ across Local Disaster Management Groups.

Once activated the Local Disaster Management Group may stand-up their Community Support Committee. This committee provides the LDMG with advice on whether local resources are sufficient to manage the social impacts following the disaster and whether government personal hardship financial assistance may be required. The LDMG may establish a Local Disaster Coordination Centre to manage the disaster response.

If the LDMG believes local resources are not sufficient, the LDMG Chair contacts the Disaster District Management Group (DDMG) Chair to request district level assistance.

Disaster District (*Emergency Management Queensland, Dept. of Communities, partner agencies*)

The District Disaster Management Group (DDMG) may be activated to respond to a disaster within their disaster district. As part of their activation the District Disaster Management Group Coordinator may stand up the District Disaster Community Recovery Committee.

The Chair of the District Community Recovery Committee (Department of Communities Regional Executive Director) determines the nature of personal hardship and whether there are uninsured losses that may trigger either State Disaster Relief Arrangements, or in the case of natural disasters, the Natural Disaster Relief and Recovery Arrangements.

In determining the nature and extent of personal hardship the Chair may liaise with other committee members to solicit their input on the nature and scope of the disaster and its implications for community recovery service delivery.

The specific roles and responsibilities of State Community Recovery Committee members in the activation phase are listed below.

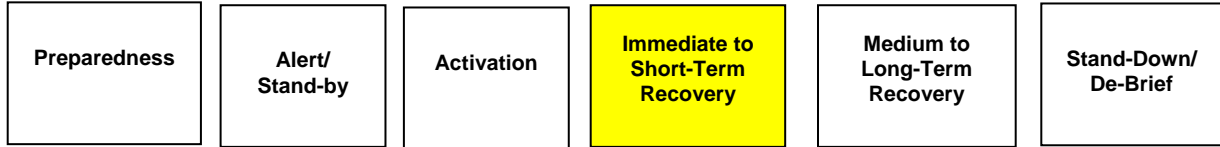
Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> • Identifies whether individuals or families are suffering personal hardship and may be eligible for assistance. • The Minister for Communities sends formal advice to the Minister for Emergency Services requesting activation. • The Chair of the State Community Recovery Committee advises senior officers within the department of the activation status and level of activation within the system. • The Chair utilises the Activation contact list to advise committee members of 'activation' status and level of activation within the disaster management system. • Liaison officers are deployed to the State and District Disaster Coordination Centres as required • In determining the nature and extent of personal hardship the Chair, SCRC (or officer with appropriate delegation) may liaise with the Department of Communities region or the State Disaster Coordination Centre and / or with other committee members to solicit their input on the nature and scope of the disaster and its implications for state wide community recovery planning, coordination and service delivery. • Regional and State level Liaison Officers prepare a combined event briefing / situational report for distribution to senior officers, State and District Recovery Committees, State and District Disaster Coordination Centre • State Community Recovery Committee is convened for an operational briefing and to consider the need for additional support and advice to the affected district(s). The Committee to determine a schedule of meetings and reporting/briefing requirements of member agencies. • Smart Services Queensland 1800 Hotline is activated if required. • State Community Recovery Coordination Centre(s) are operational (if required). • Cost Centre for NDRRA or SDRA established (if required). • Business continuity plans and arrangements are implemented.
Department of Health	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Primary Industries and Fisheries	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.

Organisation	Roles and Responsibilities
Department of Housing	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations. • Alerts Internal Disaster Management Group and State Development Centre (SDC) Director/s in the impact zone to the potential event. • Commences preparation activities to support the Department of Tourism, Regional Development and Industry's response and recovery. • Maintains flow of information (situation reports) to the IDMG and SDC Directors, as information comes in from State Disaster Coordination Group and the regions. • Commences profiling and development of maps of potential impact region.
Department of Public Works	<ul style="list-style-type: none"> • Appoint a Building and Engineering Services Liaison Officer to work with the Department of Communities in coordinating damage assessment inspections.
Emergency Management Queensland	<ul style="list-style-type: none"> • Activates the State Disaster Recovery Arrangements. • Provides logistical, communication and operational coordination across all key functional agencies to support local response and recovery efforts. • Ensures information about the event, response to it and recovery from it, is communicated to all who need to be involved.
Department of Education and the Arts	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.
Lifeline Community Care	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, Lifeline Community Care Queensland advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Australian Red Cross	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee. • Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Salvation Army	<ul style="list-style-type: none"> • As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.

Organisation	Roles and Responsibilities
	<ul style="list-style-type: none"> Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
St Vincent de Paul	<ul style="list-style-type: none"> As a member of the <i>State Community Recovery Committee</i>, advises regional counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>. Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Centrelink	<ul style="list-style-type: none"> As a member of the <i>State Community Recovery Committee</i>, advises regional counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>. Ensures any staff placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> As a member of the <i>State Community Recovery Committee</i>, advises national counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>.

Section 9 – Immediate/Short-Term Recovery

Community Recovery Phases



The Immediate to Short-Term Recovery phase covers immediate community recovery service provision to meet identified individual and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process.

The specific roles and responsibilities of State Community Recovery Committee members in the Immediate to Short-Term Recovery phase are listed below.

Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> As Chair of the State Community Recovery Committee advises committee members of ongoing activation and operational status. <p><u>Coordination</u></p> <ul style="list-style-type: none"> Establishes and manages a multi-agency State Community Recovery Coordination Centre as required. Provides a liaison officer/s to the state and district level disaster management groups to gather/disseminate situational awareness information and provide advice as required. Coordinates regular situational briefings and reporting requirements for senior officers and partner agencies. Provides community recovery planning support and advice through the Department of Communities' regional structure. Reviews and reports on quality of the <i>district community recovery event specific plan and strategies</i>, monitors and reports on the performance and interface with other whole of disaster management response and recovery strategies. Coordinates human, physical and financial resources to support the recovery event specific plan – including multi-agency outreach teams, multi agency community recovery centres and local community development / recovery committees. Resolves issues at the state level as identified by regions that relate to agreements between and across the MOU partner agencies. Provides advice in relation to administering and or recoupment of expenditure under the Natural Disaster Relief and Recovery Arrangements (NDRRA). Provides additional logistical, communication, planning and service delivery advice, supports and resources to the district recovery operations as required. Reviews business continuity arrangements within the region and the community recovery structure.

Organisation	Roles and Responsibilities
	<p><u>Information provision</u></p> <ul style="list-style-type: none"> Alerts Smart Services Queensland (SSQ) to activate the 1800 Hotline, under a negotiated agreement between the Department of Communities and Smart Services Queensland. Provides practical recovery information to disaster affected individuals through a variety of on-line departmental fact sheets. Gathers and disseminates social impact/consequence information and recovery planning and arrangements to relevant agencies in the disaster management system at the state level. In conjunction with the region and partner agencies provides relevant community recovery information to the Public Information Steering Committee (PISC) as part of a coordinated communications strategy. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> Supports regions in the identification, establishment and coordinated management of <i>community recovery centres</i>. <p><u>Financial Assistance</u></p> <ul style="list-style-type: none"> Requests activation of the Natural Disaster Relief and Recovery Arrangements (NDRRA) and State Disaster Relief Arrangements (SDRA) if required. Establishes a cost centre for the event. Establishes Local Community Recovery Fund Committee/s (if required). Supports regional implementation of procurement and contractual processes for NGO tasking and reimbursement under NDRRA. <p><u>Outreach Services</u></p> <ul style="list-style-type: none"> Coordinates the orientation/ training of multi – agency <i>Outreach Services Teams</i>. Participates in <i>Outreach Services Teams</i>. <p><u>Personal Support</u></p> <ul style="list-style-type: none"> As appropriate, makes staff with specialist skills available to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers, Multicultural liaison. <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> As appropriate, provides trained staff for psychological first aid and counselling. <p><u>Case Management and Project Management</u></p> <ul style="list-style-type: none"> As appropriate, provides trained staff for individual case management and/ or project management of repairs, demolitions and rebuild of households. <p><u>Community Engagement</u></p> <ul style="list-style-type: none"> As appropriate, leads and coordinates community engagement through a mix of existing and new structures and mechanisms. <p><u>Community Development</u></p> <ul style="list-style-type: none"> As appropriate, coordinates the procurement of community development workers to assist the community in planning and staging its own recovery. <p><u>Reception Services</u></p> <ul style="list-style-type: none"> Coordinates and provides recovery reception services at International Airports.

Organisation	Roles and Responsibilities
Department of Health	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • Participates in the operation of <i>community recovery centres</i>. <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> • Provides psychological and counselling services by: <ul style="list-style-type: none"> ▪ triage ▪ defusing ▪ psychological support ▪ outreach visitation ▪ crisis counselling ▪ psychological debriefing ▪ long term counselling ▪ withdrawal strategies
Department of Primary Industries and Fisheries	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • DPI&F's Strategic Communication and Marketing area coordinates relevant and timely information through appropriate media. • Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities. <p><u>Financial Services</u></p> <ul style="list-style-type: none"> • Administers the Natural Disaster Relief and Recovery Arrangement financial assistance measures relating to freight subsidies for Primary Producers. Freight subsidy schemes are tailored to address specific needs or deficiencies that may exist during and following a natural disaster event that includes primary producers. Concessions of up to 50% (capped at \$5,000) may be approved for the movement of essential items including food, building materials, stock, fodder, eater, machinery or fuels. • Depending on the natural disaster event and resulting damage, primary producers may be able to access low interest Natural Disaster loans which are administered by Queensland Rural Adjustment Authority (QRAA). • Primary producers impacted by local disaster events that do not result in a natural disaster declaration may apply for an Individually Disaster Stricken Property (IDSP) declaration through the Department of Primary Industries and Fisheries, which provides access to the above freight subsidies. <p><u>Counselling Services (Farm Financial Counselling)</u></p> <ul style="list-style-type: none"> • Provides information on the range of Australian and Queensland Government assistance measures. • Provides referrals to Government and Non-Government providers of social services and welfare support. <p><u>Personal Support</u></p> <ul style="list-style-type: none"> • Provides staff with training and support to respond appropriately to victims of the disaster event. • While not core business for the Department of Primary Industries and Fisheries, Department of Primary Industries and Fisheries staff trained to provide referral to functional network of professional service providers.

Organisation	Roles and Responsibilities
	<p><u>Specialist Services</u></p> <ul style="list-style-type: none"> • Liaises with industry and primary producers to assess needs and the requirement for specific services. • Provides services to help producers resolve technical problems such as damage to crops, trees, livestock and farm infrastructure. • Activate Primary Industry Cyclone Recovery Advice Service (PICRAS). • Activate Operational Farm Clear Strategy. • Depending on the natural disaster event, activation of tailored emergency advisory services.
Department of Housing	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities. • Develops appropriate fact sheets relating to housing referral and options where appropriate. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • Participates in the operation of Community Recovery Centres. <p><u>Outreach Services</u></p> <ul style="list-style-type: none"> • Assesses the immediate accommodation needs of social housing tenants in partnership with community housing providers. <p><u>Accommodation</u></p> <ul style="list-style-type: none"> • Arranges for additional staff to be deployed to the disaster region as required. • Facilitates the provision of emergency accommodation for displaced households in motels and caravan parks where available and appropriate. • Develops options for the provision of temporary accommodation in consultation with local governments where available and appropriate. • Ensures a coordinated approach to the housing related strategies in partnership with other agencies and, where appropriate, insurance industry representatives.
Department of Tourism, Regional Development and Industry	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Coordinates activity for response and preparation for recovery through the IDMG. If SDC is non-functional, facilitates alternative operational arrangements to support activity in impact region. • Maintains internal and external communication flow. • Completes impact zone regional profile and preliminary impact assessment. • Liaises with the State Community Recovery Committee with a draft of the impact area profile to share with other agencies, and gathers further information regarding impact. • Liaises with Business Information Services unit to ensure website and hotline have all the information required to inform clients of assistance available. • Liaises with the State Community Recovery Committee and other relevant agencies regarding action planning for business and industry recovery.

Organisation	Roles and Responsibilities
	<p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • May attend one-stop-shop or provide business information for dissemination through one-stop-shop and/or Community Recovery Centres, if required. <p><u>Outreach Services</u></p> <ul style="list-style-type: none"> • Back up staffing briefed and deployed, if required. <p><u>Client Support</u></p> <ul style="list-style-type: none"> • Contacts clients and responds to client inquiries (face-to-face, phone, email, and referrals from Business Information Services hotline). • Implements appropriate recovery activities from a selection of departmental activities that address specific recovery needs. <p><u>Secondary and Tertiary immediate and short term recovery</u></p> <ul style="list-style-type: none"> • Implements the Secondary and Tertiary industry recovery framework. This framework is to engage with key local stakeholder business and industry representatives to develop a secondary and tertiary industry recovery plan. This would be to address immediate and short term recovery needs. <p><u>Regional Support</u></p> <ul style="list-style-type: none"> • Participates in regional-based recovery meetings to capture local information of activities being undertaken by other agencies and to communicate business and industry issues to these inter-agency meetings. • If established, participates in a Whole-of-Government taskforce. • Participates in locally established recovery group to contribute to recovery planning and organisation and represent business and industry issues and needs. <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> • Refer clients requiring counselling to appropriate agencies.
Department of Public Works	<ul style="list-style-type: none"> • Assists the Department of Communities establish Community Recovery Centres, including the acquisition and installation of required resources eg power generators, furnishings, connection of essential utilities, cleaning and security services. • Assists with the acquisition and installation of temporary communications systems backbone including satellite, mobile, data and radio communications for the effective operation of Community Recovery Centres, Community Recovery Coordination Centres or Outreach Teams and liaise with communications service providers for the provision of priority services. Note: procurement and installation of IT devices — such as PCs, servers, routers — and applications are the responsibility of the requesting/host agency through their Information Services. • Provides food and or catering services (<i>excluding the resupply of isolated communities. This is the responsibility of the Department of Emergency Services in accordance with the “Resupplying Isolated Communities Policy and Procedures”</i>). <p>Under the <i>State Disaster Management Plan</i> the Department of Public Works has functional role responsibility in the provision of Emergency Supply (which includes food and or catering services). The Department of Public Works would work in collaboration and consultation with the Salvation Army to deliver the required services to the community (noting the Salvation Army’s role in the provision of catering services as reflected in this document and in the <i>Memorandum of Understanding between key Government and Non-Government Signatories for the provision of Community Recovery Services following a disaster.</i>)</p>

Organisation	Roles and Responsibilities
Emergency Management Queensland	<ul style="list-style-type: none"> • Coordinates rapid impact assessments caused by the disaster. • Ensures that recovery activities are provided in a coordinated manner. • Assists in coordination of the SES. • Coordinates requests for assistance according to the state and national disaster management arrangements. • Coordinates public information and media liaison.
Department of Education and the Arts	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on Queensland school communities.
Lifeline Community Care	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Provides locally derived information to assist appropriate referrals for disaster affected individuals and families. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • Provides staff or volunteers to participate in Community Recovery Centre operations. <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> • Provides workers to counsel and support individuals affected by disaster. • Provides immediate counselling (psychological first aid) to victims of disasters who have been overwhelmed by their experience and who are unable to commence the process of recovery. <p><u>Specialist Services</u></p> <ul style="list-style-type: none"> • Provides training for Lifeline personnel in specialist crisis counselling (psychological first aid). • Assesses and makes appropriate referrals of those victims requiring longer term or more specialised counselling to assist them in the process of recovery, including referrals to mental health specialist services. • Where appropriate, provides critical incident stress de-briefing within the context of appropriate critical incident stress management principles. <p><u>Outreach Services</u></p> <ul style="list-style-type: none"> • Trains and participates in Outreach Service Teams.
Australian Red Cross	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Takes responsibility for Registration at the disaster site e.g. Evacuation Centre and hospital, and supports the Police at the State Inquiry Centre with handling Inquiries from relatives and friends of those affected by the disaster. • Provides information to the public on what assistance is available from Australian Red Cross (ARC) and how and where to access it. • Provides community members and other agencies with copies of the Australian Red Cross publication '<i>Coping with a Major Personal Crisis</i>'. • Provides community information on recovering from emergencies and disasters. • Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities.

Organisation	Roles and Responsibilities
	<p><u>Outreach Services</u></p> <ul style="list-style-type: none"> • Has multiple teams available to check on the wellbeing of affected community members, provides information on recovery services and refers to other agencies as required. <p><u>Personal Support</u></p> <ul style="list-style-type: none"> • Provides 'Care & Comfort' at Evacuation Centres (as tasked under Local Government Authority arrangements), and at Community Recovery Centres and in affected community member's homes. • Disseminates recovery information available from ARC and other agencies. • Makes referrals to other agencies. <p><u>Accommodation</u></p> <ul style="list-style-type: none"> • Takes responsibility for managing evacuation centres as per agreement with Local Government Authorities.
Salvation Army	<ul style="list-style-type: none"> • At the request of the Chair of the State Community Recovery Committee activates catering plans according to the scale, impact and location of the specific disaster event. • Ensures nominated Catering Team Leaders disseminate information to team members and supporting organisations within their area. • Provides Situation Reports, as required, to the Chair of the State Community Recovery Committee. • Presents Certified Accounts to the Chair of the State Community Recovery Committee for goods purchased and services obtained at the Department of Communities' request. <p><u>Catering</u></p> <ul style="list-style-type: none"> • Establishes catering facilities, including mobile feeding centres as necessary • Purchases necessary provisions and equipment. • Provides Catering Team Leaders and/or teams to nominated Community Recovery Centres to manage catering services to individuals affected by disaster, recovery workers and volunteers. • Ensures catering volunteers and employees are briefed and de-briefed during disaster recovery operations. • Arranges for a roster of volunteers and employees to provide catering services over an extended period. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • Commits to providing a nominated person from the Salvation Army to liaise with the relevant Community Recovery Centre Manager.
St Vincent de Paul	<p><u>Information provision</u></p> <ul style="list-style-type: none"> • Provides information to disaster affected individuals and communities on St Vincent de Paul's disaster community recovery services. • Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> • May participate in services delivered through Community Recovery Centres/One-Stop Shops, if required.

Organisation	Roles and Responsibilities
Centrelink	<p><u>Personal Support</u></p> <ul style="list-style-type: none"> Provides essential material items, such as blankets; toiletries; mattresses; essential new clothing; food and water and children's and babies' necessities <p><u>Information provision</u></p> <ul style="list-style-type: none"> Provides information to disaster affected individuals and communities on Centrelink services. Provides information on Centrelink services to members of the <i>State Community Recovery Committee</i>. Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities. <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> Participates in the operation of <i>Community Recovery Centres</i>. <p><u>Outreach Services</u></p> <ul style="list-style-type: none"> Contributes to the training of <i>Outreach Services Teams</i>. Participates in <i>Outreach Services Teams</i>. <p><u>Financial Services</u></p> <ul style="list-style-type: none"> Administers financial entitlements including Australian Government <i>Disaster Recovery Payment, Special Benefit</i> and <i>Crisis Payment</i> and other payments as appropriate to individual circumstances. <p><u>Personal Support</u></p> <ul style="list-style-type: none"> As appropriate, has staff available with specialist skills to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers, Interpreters. <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> Provides counselling workers. <p><u>Reception Services</u></p> <ul style="list-style-type: none"> Participates in the provision of reception services at International Airports.
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> Participates in the State Community Recovery Committee as required. The responsible officer involved would undertake to resolve any issues arising under this MOU in a timely manner. FaHCSIA will contribute relevant information, following the Australian Government Disaster Recovery Committee (AGDRC) meetings, to the Department of Communities. Ensures that timely and relevant information is fed through to the AGDRC from the State Community Recovery Committee meetings.

Section 10 – Medium/Long-Term Recovery

Community Recovery Phases



The Medium to Long-Term Recovery phase includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities.

The specific roles and responsibilities of community recovery committee members in the Medium to Long-Term Recovery phase are listed below.

Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> Chair of the State Community Recovery Committee advises the members of the ongoing activation, operational and planning status. The Chair in collaboration with the members of the State Community Recovery Committee is responsible for timely resolution of cross agency issues. Advises senior offices of operational and forward planning status. Provides ongoing support and advice to the district as required. Provides a Liaison Officer to the State Disaster Coordination Centre. Consults the region and provides advice to senior officers regarding requirement for a longer-term departmental community recovery staff structure in the affected region(s). Provides support and advice to the region and other lead functional recovery element agencies to develop an integrated medium to long term community engagement and recovery operational strategy/plan which may involve: <ul style="list-style-type: none"> • In collaboration with the region and whole government communication team develop medium and long term communication messages and strategies. • In collaboration with Queensland Health and Lifeline (and other relevant agencies and industry partners) transition to individual case management and ongoing counselling/psychosocial arrangements. • In collaboration with whole-of -government, non-government, community representatives and industry partners identify and support the re-establishment of social and cultural activities and gatherings. • In collaboration with the Department of Public Works (QBuild), Department of Housing, Local Government, Queensland Building Services Authority and other relevant agencies project manage repairs, demolitions and reconstruction to private dwellings. Support the region in collaboration with other district agencies to develop a suitable exit strategy including a communications plan, a gradual reduction of

Organisation	Roles and Responsibilities
	<p>a 'discreet' recovery service model and the transition to existing local service providers and groups.</p> <ul style="list-style-type: none"> • Internally, support the region in the development of a staff transition strategy – career planning, return to work planning, debriefing, logistical and HR requirements.
Department of Health	<p>Consistent with the Department of Health's lead agency responsibility, the State-wide Mental Health Network through the Office of the Director Mental Health, Division of the Chief Health Officer has responsibility for provision of psychological and counselling services for affected persons of the general community, emergency workers and recovery workers. This includes a number of activities:</p> <ul style="list-style-type: none"> • Provides psychological and counselling services for disaster affected persons of the general community, emergency workers and recovery workers. • Maintains core mental health services during an incident, disaster or terrorism event to both new and existing recipients. • Provides consultation and assistance with crisis counselling services for affected persons, emergency personnel and recovery workers. • Provides mental health expertise at a site and in State and District Disaster Co-ordination Centres in the event of a prolonged health event. • Provides advice and support with Disaster Victim Identification and the mental health aspects of handling relatives and friends of the deceased in consultation with the Senior Counsellor - John Tonge Centre. • Provides advice and support services in the event of evacuation of a community (within the State, nationally or overseas) as the result of an event. • Ensures awareness of individuals affected by the hazard event who may have special needs (children, youth, aged, non English speaking). • Develops public information material for utilisation by psychological and counselling services for affected persons of the general community, emergency workers and recovery workers.
Department of Primary Industries and Fisheries	<p><u>Community Recovery</u></p> <ul style="list-style-type: none"> • Assists primary producers with the removal of debris from farms impacted by natural disasters to facilitate the re-establishment of essential property infrastructure and restoration of profitable operations. • Activates the Dialogue for Action Forums with industry. <p><u>Counselling Services (Farm Financial Counselling)</u></p> <p>A free and confidential service which assists primary producers by:</p> <ul style="list-style-type: none"> ▪ Assessing the impact that a loss of production is likely to have on the future viability of affected farm businesses. ▪ Identifying future carry-on finance requirements to bring the farm business back into pre-disaster production. ▪ Assessing how much additional debt from banks and NDRRA loans the farm business can afford to carry until a return to normal income is achieved. ▪ Restructuring finances. ▪ Identifying options for improvement or adjustment from agriculture.

Organisation	Roles and Responsibilities
	<ul style="list-style-type: none"> ▪ Accessing assistance measures such as NDRRA. ▪ Assisting in negotiations with financial institutions. ▪ Providing referrals to a functional network of professional service providers for advice on legal, accounting, agronomic and social and welfare matters. • Continuing the roll out of Operation Farm Clear
Department of Housing	<p><u>Accommodation</u></p> <ul style="list-style-type: none"> • Assesses and arranges repairs to all damaged social housing properties. • Provides accommodation for social housing tenants during the repair/rebuilding of their properties. • Considers options to provide medium-term accommodation for eligible residents who are unable to return to their homes.
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • Undertakes an initial de-brief to assess implications for long term recovery planning relating to resources needs, impact and consequences. • Facilitates business, industry and regional economic recovery and renewal through a range of mechanisms depending upon the scale, impact and consequences of the event. This could include implementation of the long term business and economic recovery and renewal framework to guide consultation and compilation of a recovery Strategy, implementation of a Worker Assistance Program and other relevant programs. Actions developed to articulate with State Community Recovery planning and local recovery. • The recovery framework provides a mechanism to engage with whole-of-government agencies involved in recovery activities and regional and industry stakeholders to develop a tailor-made strategy to support long term recovery and renewal. The Department and other agencies may be involved in the implementation of some actions and projects. • Monitors implementation of the recovery actions implemented.
Department of Public Works	<ul style="list-style-type: none"> • At the request of the Department of Communities, undertakes inspections of private residences damaged by the disaster, completes and provides <i>Private Residence Damage Assessment Reports, Scope of Works/Inspection Report and Estimate of Costs</i>, and advises of any issues that arise as a result of these inspections. • At the request of the Department of Communities, undertakes inspections of facilities owned by non-profit organisations or other buildings damaged by the disaster and provides a report and associated estimates to the Department of Communities. • Organises Engineering Inspections and Electrical Inspections of damaged properties as required. • Organises additional Inspections as required e.g. Gas, Solar. • Where an owner/occupier is unable to organise quotations for approved repair work and subject to the Department of Public Works <i>Regional Disaster Management Plan – Exceptional Circumstances</i> criteria, the Department of Communities may request QBuild to obtain the appropriate quotations on their behalf. • Where contractors are not available to undertake repairs to private residences, or cannot carry them out in an acceptable timeframe, subject to the Department of Public Works <i>Regional Disaster Management Plan – Exceptional Circumstances</i> criteria, the Department of Communities may formally request QBuild to undertake these repair works on behalf of the

Organisation	Roles and Responsibilities
	<p>Department of Communities.</p> <ul style="list-style-type: none"> Where a large number of private residences require repairs, following Department of Public Works <i>Regional Disaster Management Plan – Exceptional Circumstances</i> criteria, the Department of Communities may request Department of Public Works, in collaboration with other agencies, to assist with the project management of repairs, demolitions and reconstruction to private dwellings. Any work of this nature would normally proceed in close collaboration with the Queensland Building Services Authority, the Department of Housing, Local Government authorities, and other relevant agencies. This would be considered as a whole-of-government response and requires suitable high-level approval (Ministerial level).
Emergency Management Queensland	<ul style="list-style-type: none"> Coordinates the establishment of a structure for all elements of disaster recovery. Coordinates the development and implementation of activities for the disaster event across all elements of disaster recovery. Coordinates disaster impact assessments. Manages Operations Management Recovery Group should a Ministerial Recovery Taskforce be established. Coordinates whole-of-government NDRRA claims. Assists in the coordination of the SES. Coordinates public information and media liaison in regard to emergency response activities.
Department Education and the Arts	<ul style="list-style-type: none"> N/A
Lifeline Community Care	<p><u>Community Development</u></p> <ul style="list-style-type: none"> Undertakes appropriate activities including community needs analysis, assisting the Local Government Authority, as lead agency, in developing community profile, developing and delivering related projects or activities as required, undertaking appropriate research and evaluation of all related activities. Works with the Local Government Authority in developing appropriate Community Development initiatives to assist the community in the process of recovery.
Australian Red Cross	<p><u>Community Development</u></p> <ul style="list-style-type: none"> Partners the Department of Communities in providing community development programs as required.
Salvation Army	<ul style="list-style-type: none"> Manages the roster of volunteers and employees to provide catering services over an extended period.
St Vincent de Paul	
Centrelink	<ul style="list-style-type: none"> Continue to provide information to disaster affected individuals and communities on Centrelink services. Contributes information to the <i>State Community Recovery Committee</i> on the ongoing impacts of the disaster on individuals and Queensland communities. Administers financial entitlements including Australian Government <i>Disaster Recovery Payment, Special Benefit</i> and other payments as appropriate to individual circumstances.

Organisation	Roles and Responsibilities
	<ul style="list-style-type: none"> <li data-bbox="453 237 1407 297">• In collaboration with whole-of-government, non-government and community representatives support community development activities were appropriate.
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> <li data-bbox="453 322 1321 383">• Provides the Department of Communities information on the status of FaHCSIA's programs and services.

Section 11 – Stand-Down/De-Brief

Community Recovery Phases



The Stand-Down/De-Brief phase includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the collaborative identification of improved disaster community recovery procedures and protocols within community recovery partner organisations.

Organisation	Roles and Responsibilities
Department of Communities	<ul style="list-style-type: none"> Provides advice to internal senior officers of the status of activation, operational activities and the planned process and date for stand down. Closes the State Community Recovery Committee Coordination Centre (if still operational). Prepares a final situation report. Conducts operational de-briefs with community recovery committee members to identify elements of community recovery operations that worked effectively as well as those that did not. Commits to using this information in departmental reviews of policies and procedures to inform future community recovery operations. Facilitates the gathering and sharing of the community recovery strategies and outcomes to inform an event specific final report. Finalises asset dispersal / return and financial management records. Finalises Department of Communities' records for archiving.
Department of Health	<ul style="list-style-type: none"> Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations. Queensland Health as a lead agency conducts an assessment of the psychosocial response to the event.
Department of Primary Industries and Fisheries	<ul style="list-style-type: none"> Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations. Manager, Emergency Management – undertakes Lessons Learnt with Department of Primary Industries and Fisheries staff and Industry Liaison Officers.
Department of Housing	<ul style="list-style-type: none"> Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.

Organisation	Roles and Responsibilities
Department of Tourism, Regional Development and Industry	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations. • Reviews recovery strategy and other activities undertaken for recovery to guide withdrawal. • Trigger point for stand down will vary depending upon the event, but decision would be based on business and industry returning to normal operations and drop in request for assistance.
Department of Public Works	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant organisational reviews of policies and procedures to inform future community recovery operations.
Emergency Management Queensland	<ul style="list-style-type: none"> • Coordinates stand-down activities; • Coordinates whole-of-government debrief sessions; and • Coordinates lessons learnt from the disaster and reviews and implements associated changes.
Department of Education and the Arts	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.
Lifeline Community Care	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of community recovery operations that worked effectively and well as those that did not, and to utilise this information in agency reviews of policies and procedures that inform future community recovery operations
Australian Red Cross	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant organisational reviews of policies and procedures to inform future disaster community recovery operations.
Salvation Army	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of community recovery operations that worked effectively and well as those that did not, and to utilise this information in organisational reviews of policies and procedures that inform future community recovery operations. • Ensures catering volunteers and employees are effectively de-briefed after the disaster event.
St Vincent de Paul	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations
Centrelink	<ul style="list-style-type: none"> • Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant Centrelink reviews of policies and procedures to inform future Queensland disaster community recovery operations.

Organisation	Roles and Responsibilities
Department of Families, Housing, Community Services and Indigenous Affairs	<ul style="list-style-type: none"> <li data-bbox="456 241 1377 365">FaHCSIA will participate in the lessons learnt with the Department of Communities to help identify elements of the recovery operation that worked effectively , as well as those that did not, and procedures to inform future Queensland disaster community recovery operations

Section 12 – Assessing Community Recovery Capability

The State Community Recovery Committee will regularly assess their capability and capacity to collaboratively deliver agreed community recovery services in different disaster scenarios by considering:

- roles and responsibilities
- community recovery and disaster management training undertaken by staff
- resources in place, or available at short notice, to support community recovery activations
- systems established to coordinate and manage human, financial and physical resources

In collaboratively assessing its current community recovery capabilities the State Community Recovery Committee utilises a workplan, which it regularly reviews, to prioritise community recovery capability building activities.

Section 13 – Reviewing the Plan

The State Community Recovery Committee will review the effectiveness of their community recovery plan each year. This is in keeping with the *Disaster Management Act 2003* which requires local and district disaster management plans to be reviewed at least once a year.

Plan Amendments

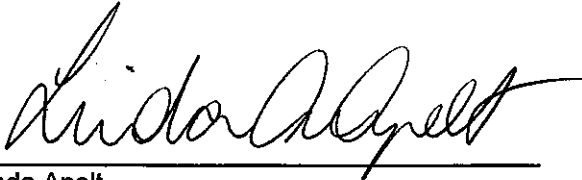
Interim amendments to the State Community Recovery Plan that are supported by the State Community Recovery Committee will be listed in the following Schedule of Amendments.

Schedule of Amendments

Amendment Number	Amendment Description	Date	Action Officer
<i>Insert number</i>	<i>Insert details</i>	<i>Insert date</i>	<i>Insert name</i>

Section 14 – Plan Endorsement

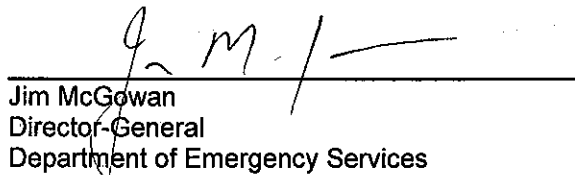
I, Linda Apelt, Director-General of the Department of Communities, confirm that the State Community Recovery Plan has been developed in collaboration with members of the State Community Recovery Committee and that it meets all the requirements of the community recovery function.



Linda Apelt
Director-General
Department of Communities

28/5/08
Date

I, Jim McGowan, Director-General, Department of Emergency Services, acknowledge receipt of the State Community Recovery Plan and endorse it for distribution by the State Disaster Management Group.



Jim McGowan
Director-General
Department of Emergency Services

26.6.08
Date

Section 15 – Plan Distribution and Storage

The State Community Recovery Committee agrees that the following organisations should receive a copy of the State Community Recovery Plan once it has been approved for distribution to the State Disaster Management Group (minus confidential Committee Contact Details provided at Attachment 1).

Distribution List

Organisation	Name and Position	Date Distributed
Australian Red Cross	Mr Greg Goebel, Executive Director Ms Carolyn Parsons, Group Manager, Volunteer & Member Operations	
Centrelink	Mr Jeff Whalan, Chief Executive Officer Marianne Evans, Area Business Manager, Customer Service Delivery Mr Paul McNamee, Area Manager	
Department of Education, Training and the Arts	Ms Rachel Hunter, Director-General Ms Sonia Godsave, Executive Director Mr Stephen Walker, Risk Management Coordinator	
Department of Families, Housing, Community Services and Indigenous Affairs	Ms Dianne Hawgood, Queensland State Manager	
Department of Health	Mr Michael Reid, Director-General Greg Eustace, Principal Advisor, Emergency Management Systems	
Department of Housing	Ms Natalie MacDonald, Director-General Christopher Powell, Executive Coordinator	
Lifeline	Mr Trevor Carlyon, Executive Director Paul Scully, General Manager, Lifeline North Queensland	
Department of Primary Industries and Fisheries	Mr Rob Setter, A/Director-General Ms Jackie Mooney, Manager, Emergency Management	
Salvation Army	Commissioner Les Strong, Territorial Commander, Australian Eastern Territory Major Lyle Reese, Director Emergency Services, ACT, NSW and Queensland	
St Vincent de Paul Society	Mr Peter Maher, Chief Executive Officer Mr David Worsnop, State Human Services Manager	
Department of Tourism, Regional Development and Industry	Mr Bob McCarthy, Director-General Ms Karen Spence	
Adventist Development and Relief Agency	Mr Chris Olafson, Manager, Emergency Management	
Local Government Association of Queensland (LGAQ)	Mr Greg Hallam, Executive Director Mr Michael Dickinson, Project Officer, Disaster Management Alliance	
Department of Emergency Services	Mr Jim McGowan, Director General Mr Bruce Grady, Executive Director	
Department of Public Works	Mr Mal Grierson, Director-General Mr Bradley Clarkson, Disaster Operations Coordinator	

All committee members will store their copy of the endorsed State Community Recovery Plan so that it is available to participating staff in the event of training, testing or activation of a community recovery response.

Section 16 – List of Attachments

The following attachments form part of this Community Recovery Plan.

Attachment 1 State Community Recovery Committee Contact Details (Confidential)

Attachment 1

**CONTACT DETAILS (Confidential)
State Community Recovery Committee**

Organisation	Contact	WORK	AFTER-HOURS	Alternate	WORK	AFTER HOURS