RECOVERY PLAN

Sub-Plan to the Fraser Coast Disaster Management Plan

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Authority to Plan

This plan has been prepared by the Fraser Coast Local Disaster Management Group (LDMG) under the provisions of Section 57(1) of the Disaster Management Act 2003.

Approval

The preparation of this Recovery Sub Plan has been undertaken in accordance with the Disaster Management Act 2003 to provide for recovery from a disaster event in the Fraser Coast Regional Council local government area.

Endorsed by Fraser Coast Disaster Management Group

George Seymour

Chairman

Fraser Coast Disaster Management Group

Date: 29. 11. 23

Approved and adopted by Fraser Coast Regional Council

George Seymour

Mayor

Fraser Coast Regional Council

Date: 29. 11. 23

Amendments and Review

This sub plan will be reviewed as required by *Section 59 of the Disaster Management Act 2003*, with relevant amendments made and distributed.

Approved amendments to the sub plan will be circulated as per the distribution and contacts lists, which are maintained by the Fraser Coast Regional Council on behalf of the LDMG.

Document Control

Amendment Control and Version Register

The controller of the document is the Fraser Coast Local Disaster Coordinator (LDC). Any proposed amendments to this plan should be forwarded in writing to:

Fraser Coast Local Disaster Coordinator, Fraser Coast Regional Council, Po Box 1943, Hervey Bay Qld 4655

The LDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be approved and endorsed by the local government.

Amendment Register

Amendment		Plan Updated	
Version	**Issue Date**	**Author**	**Reason for Change**
#2060801	08/08/2011	Maureen Murphy	Revised and updated to reflect new templates issued by EMQ
#2297287	4/1/2013	Mal Churchill	Revised and updated
#2306370	29/7/2013	Mal Churchill	Revised and updated
#2306370v2	July 2016	Mal Churchill	Revised and updated
#2306370V2	January 2018	Lynn Bray	Revised and updated
#3840195	June 30, 2019	Warren Bridson Consulting	Revised content and structure to reflect current recovery planning practices
3840195	June 2020	Warren Bridson	Change of Chair
#4656473	October 2022	Tracey Genrich	Review and Re-write
	March 2023	Jane Shannon	Reformat and minor updates

Distribution

This sub plan is not publicly available and is not for distribution and/or release to persons or agencies other than those identified in the Fraser Coast Local Disaster Management Plan.

Abbreviations

DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DRG	District Recovery Group
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group

Legislation and Resources

- o Queensland Disaster Management Act 2003

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

- o Queensland Disaster Management Regulation 2014

- o Queensland Reconstruction Authority Act 2011 (Current as of 1 March 2023)

- o Community Recovery Handbook

- o Queensland Reconstruction Authority

- o Queensland Recovery Plan

- o Queensland Disaster Management Website

- o Prevention, Preparedness, Response and Recovery Disaster Management Guideline

1. Governance

1.1. Purpose

The purpose of this Fraser Coast Local Disaster Management Group Recovery Sub Plan is to:

- Establish the organisation and procedures for the coordination of recovery operations in the Fraser Coast local government area by the Fraser Coast Local Disaster Management Group

- Ensure recovery operations are integrated, locally led and appropriate to the scale of the disaster event.

- Describe the arrangements for transition from response to recovery.

- Articulate the roles and responsibilities of the Local Recovery Chairperson

- Clarify the roles and responsibilities of functional lead agencies in recovery.

- Enable optimum recovery outcomes for disaster-impacted communities.

1.2. Scope

Recovering from a disaster event includes the following:

- Providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing.

- Restoring essential services, lifelines, and infrastructure, including buildings, roads and transport

- Restoring the environment in areas affected by the event.

- Providing personal support to individuals including temporary hospital accommodation, emergency medical supplies, material assistance and counselling services

As part of Queensland's disaster management arrangements, local and district disaster management groups are responsible for disaster recovery operations in collaboration with identified functional lead agencies. The Fraser Coast Local Disaster Management Group will collaborate with the Maryborough District Disaster Management Group and functional lead agencies to establish Local Recovery Groups.

This recovery sub plan operationalises disaster recovery concepts, structures, and principles by recognising the fundamental components or 'pillars' of recovery as being:

- Human-Social
- Economic
- Environment
- Infrastructure

1.3. Fraser Coast Recovery Structure

State Agencies	District Recovery Coordinator (if appointed)	Chair District Recovery Group (if established)
FCRC Elected Representative	FCRC LDMG	Chair Local Recovery Group
FCRC Officer	Local Recovery Coordinator (LRC)	Member Recovery Sub Groups

Human and Social Sub Group Chair: EM - C&C	Economic Sub Group Chair: EM - TED&P	Infrastructure Sub Group Chair: EM to be advised	Environmental Sub Group Chair: EM to be advised
Suggested Membership	**Suggested Membership**	**Suggested Membership**	**Suggested Membership**
FCRC	FCRC	FCRC	FCRC
Dept of Communities Housing and Digital Economies	Dept of Inovation and Tourism Development	Dept of Transport and Main Roads	Dept of Environment and Science
QLD Health	Dept of Environment and Science	Roadtek	QFES (Hazmet)
Red Cross	Dept of Employment Small business and Training	State Development Manufacturing Infrastructure and Planning	RSPCA
Human Services	Dept of Local Government	QRail	
Community Organisations	QRA	Dept of Energy and Public Works (QBuild)	
Insurance Council of Australia	LGAQ		
	Chamber of Commerce	**Support Agencies**	**Support Agencies**
Support Agencies			
		Utility Operators	Environment Interest Groups
St Vincent de Paul	**Support Agencies**	Dept of Environment and Science	
Lifeline	Tourism		
Salvation Army			

1.4. Activation

Initial activation of the Recovery Sub Plan is at the discretion of the Chairperson LDMG or their delegate.

Alternatively, the Sub Plan may also be activated upon request by the District Disaster Coordinator.

1.5. Transition from Response

The above Diagram shows the correlation between disaster response and recovery phases, levels of activation and stages of operations during a disaster operation –Queensland Prevention, Preparedness and Recovery Disaster Management Guideline

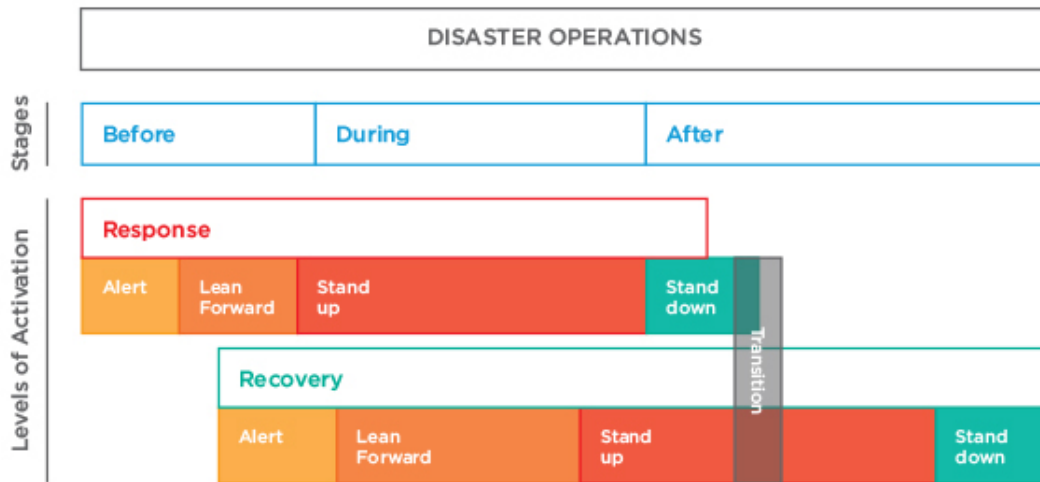This sub plan reflects that recovery extends beyond just restoring physical assets or providing welfare services. Recovery activities should commence immediately following the impact of an event whilst response activities are still in progress. Key decision and activities undertaken during response may directly influence and shape the recovery process.

Agencies responsible for recovery will be in the 'alert' level of activation when an event is imminent.

In the initial activation of response, recovery agencies will move to 'lean forward' level of activation of recovery and begin to gather information about the event.

When information has been received that requires agencies involved in recovery to provide resources to an individual or community, recovery transitions to the 'stand up' level of activation of recovery.

During the 'stand up' level of activation of recovery, three broad stages exist, including:

▪ Immediate/short-term recovery

▪ Medium-term recovery

▪ Long-term recovery

1.6. Recovery Context

Recovery is the process of supporting disaster-affected individuals, families and communities towards the restoration of emotional, social, economic, and physical well-being and the restoration of infrastructure and essential services following a disaster event. The services and actions involved typically include provision of information, payment of financial support, provision of personal and psychological support, reconstruction of infrastructure, remediation of the environment, and re-establishment of commercial activity.

All elements of recovery must proceed in parallel in a coordinated manner for a community to be returned to full functionality. This can be achieved by establishing a Local Recovery Group and Recovery Subgroups.

1.7. Psychosocial Effects of Disasters on Community and Staff

Regardless of the scale of the event and the number of people affected, the nature of the emotional response of the individuals involved is likely to be similar. There is certain predictability about the reactions of communities and individuals to disaster events. At the community level it is not uncommon to witness the following phases:

Impact	2-3 Weeks	Months	Months-Years
Heroic	**Honeymoon**	**Disillusionment**	**Renewal & Reconstruction**
• Single Focus • Strong altruism • Desire to help	• Togetherness • Sense of shared survival • Anticipation of help • Highly active, task focused	• Anger • Resentment • Diminished sharing • Mood & level of activity swings • Scapegoating • Awareness of length of process	• Belief in self and community • Taking responsibility • Long term investment in process
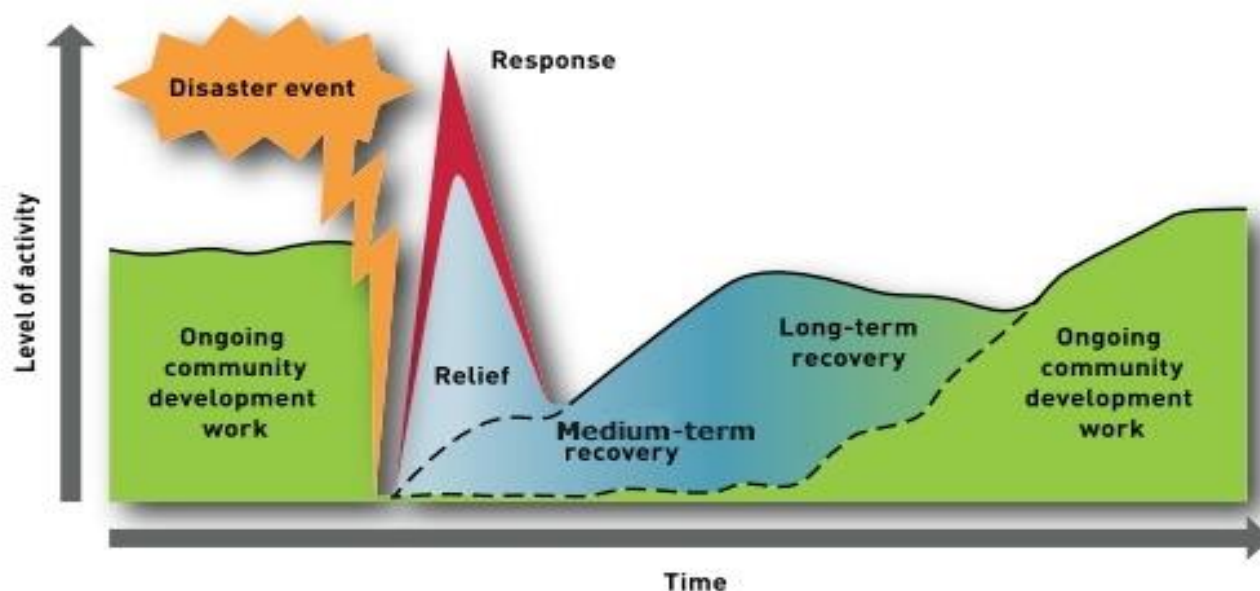
2. Recovery Principles

2.1. Local Recovery Principles

The Fraser Coast LDMG has adopted the National Disaster Recovery Principles which recognise that successful recovery relies on:

- Understanding the context
- Recognising complexity
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity

2.2. Understanding the context

Successful recovery is based on an understanding of the community context. Recovery should:

- Appreciate the risks faced by individuals and communities.
- Acknowledge existing strengths and capacity, including past experiences.
- Be culturally sensitive and free from discrimination.
- Recognise and respect differences.
- Support those who may be more vulnerable.

2.3. Recognising complexity

Successful recovery acknowledges the complex and dynamic nature of events and communities that are impacted by events.

Local Recovery should recognise that:

- Information on impacts is limited at first and changes over time.
- Affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly.
- Quick action to address immediate needs is both crucial and expected.
- Events lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies.
- Conflicting knowledge, values and priorities among individuals, communities and organisations may create tension.
- Events create stressful environments where grief or blame may also affect those involved.
- The achievement of recovery is often long and challenging.
- Existing community knowledge and values may challenge the assumptions of those outside the community.
- The four functions of recovery (Human/social, economic, Infrastructure and environment) often overlap, and recovery arrangements must consider the interrelationship between these functions.

2.4. Ensuring coordination of all activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
Recovery should:

- Be guided by those with experience, using skilled and trusted leadership.

- Reflect well-developed planning and information gathering.

- Demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption.

- Be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness.

- Be inclusive, using relationships created before and after the emergency.

- Have clearly articulated and shared goals based on desired outcomes.

- Have clear decision-making and reporting structures.

- Be flexible, consider changes in community needs or stakeholder expectations.

- Incorporate the planned introduction to and transition from recovery-specific actions and services.

- Focus on all dimensions; seeking to collaborate and reconcile different interests and time frames.

2.5. Employing effective communication

Successful recovery is built on effective communication with affected communities and other stakeholders.

Recovery should:

- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent.

- Recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time.

- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels.

- Establish mechanisms for coordinated and consistent communication with all organisations and individuals.

- Repeat key recovery messages because information is more likely to reach community members when they are receptive.

2.6. Acknowledge/build capacity

- Successful recovery recognises supports and builds on community and organisational capacity and should:

- Assess gaps between existing and required capability and capacity.

- Support the development of self-reliance.

- Acknowledge that existing resources will be stretched, and that additional resources may be required.

- Recognise that resources can be provided by a range of stakeholders.

- Understand when and how to disengage.

3. Recovery Functions

3.1. Local Arrangements

- ***Recovery Coordination and Management*** – The FCRC has nominated an elected member as the Local Recovery Chairperson and will nominate elected members or officers to chair the four Recovery Groups. Council has an expectation that the resourcing for recovery will include assistance from the Federal and State Governments.

    - *Human-Social Recovery* – includes personal support, psychological services, temporary accommodation, financial assistance, and repairs to dwellings. Council's Community & Culture Unit are the lead for local Human/Social Recovery.

    - Economic Recovery – includes recovery as it relates to business impact, industry impact and worker impact. Council's Economic Development Unit are the lead for economic recovery.

    - *Infrastructure Recovery* – includes buildings, government structures, essential services, communications, roads and transport functions including road, rail, sea and air. Council's Infrastructure Services are the lead for roads and transport recovery. Several separate State Government departments and non-government organisations will have key functional responsibilities for their respective element of Infrastructure recovery.

    - Environmental Recovery – includes recovery as it relates to parks, waterways, and wildlife. The Department of Environment and Science is the lead agency for environmental recovery.

3.2. Human-Social Recovery

Human-Social Recovery aims to assist individuals and communities to recover from the effects of disasters. Service providers include Commonwealth, State and Local Government agencies along with a selection of NGOs, community-based organisations and commercial welfare and support agencies.

The services required and duration of operations will be based on a needs assessment which will be reported to the Fraser Coast LDMG via the Local Recovery Chairperson. These will include:

- Community support and restoration of community support services and networks

- Supporting individuals and households

- Social impact needs assessment and monitoring

- Personal support and information

- Physical health and emotional support

- Psychological, spiritual, cultural and social wellbeing support

- Activities that ensure affected communities and interest groups are involved in the decision making process

- Temporary accommodation

- Financial assistance to meet immediate individual needs and uninsured household loss and damage

- The services are activated by the Local Recovery Chairperson and are coordinated in accordance with the recovery and welfare needs assessments and priorities set by the Fraser Coast LDMG.

The Local Recovery Chairperson may request the LDMG to seek assistance from the DDMG in providing State Agency officers to participate in the Local Human/Social Recovery Group.

3.3. Financial Assistance

Following a disaster event, QRA will consult with administrative agencies to seek initial expenditure estimates on eligible relief measures.

If expenditure estimates exceed the small disaster criterion, QRA will advise the Minister that it is appropriate to activate the Disaster Recovery Funding Arrangements (DRFA). For isolated disaster events that do not reach the required threshold, State Disaster Relief Arrangements (SDRA) may apply to relief measures for community response and assistance to individuals.

There are a variety of personal and community financial assistance arrangements that may be activated including the Personal Hardship Assistance Scheme (PHAS), the Essential Services Safety and Reconnection Scheme (ESSR), the Natural Disaster Assistance Concessional Loan, Grant Packages for Non-Profit Organisations, and the Community Recovery Fund.

The [National Emergency Management Agency (NEMA)](#) is Australia's National Disaster Management Organisation. NEMA manages the Australian Government Disaster Response Plan under which states and territories may seek Australian Government assistance when the scale of an emergency or disaster exceeds or exhausts the jurisdiction's response capacity and capabilities, or where resources cannot be mobilised in sufficient time.

3.4. Material Aid

Material aid involves the provision of basic personal and household items where such items have been lost or made inaccessible/unusable because of a disaster event. Typically, there is a need for clothing, bedding, toiletries, basic furniture, cooking equipment, toys and specialised goods for the care of infants and the aged.

3.5. Food and Meals

Meals and refreshments may need to be provided to people impacted by the event, and to staff and volunteers engaged in recovery tasks. The Local Recovery Chairperson will monitor the requirement and direct the mobilisation of additional catering resources as required.

3.6. Personal Support Services

Personal Support Services are most often provided on a one-to-one basis and comprise the full range of immediate needs following the provision of shelter, food and clothing. The range of services that might be provided at evacuation and recovery centres include:

- Child/Aged Care
- Transportation
- Practical assistance
- Tracing relatives and friends

3.7. Crisis Counselling and Support

Crisis counselling and support services will be available to community members suffering emotional reactions to the effects of the event.

The services are to be provided by local service providers until local capacity has been reached. At this point these services may be delivered at recovery hubs or through outreach teams coordinated by the Department of Communities, Housing & Digital Economy and other agencies as required.

3.8. Critical Incident and Stress Management (CISM)

CISM aims to relieve immediate stress and to minimise the long-term effect of disaster events. The service may be needed by community members and by staff delivering other recovery services.

Counselling services include provision of immediate counselling (psychological first aid) for individuals affected by the disaster event who have been overwhelmed by the experience and are unable to commence the process of recovery.

3.9. Information Services

Management of recovery information requires timely, accurate information, and a process to prepare and disseminate messages through multiple communication channels. The types of information may include:

- Registration and enquiry services for persons evacuated or affected by the disaster event to help the location of and reuniting of family members.

- Practical recovery information, including information on services available to individuals and communities affected by the disaster event.

- 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 the disaster recovery issues and service delivery priorities.

- Counselling referrals (specialist and general) for individuals and families experiencing the impacts of the event.

3.10. Outreach Services

An outreach service will be established, and a team of interviewers call on residences in the disaster affected areas. The aim of the program is to:

- Ensure all residents are aware of the services available

- Allow residents the opportunity to relate their experiences

- Identify and assess those residents in need of additional services

The outreach team is not responsible for delivering services, but rather makes existing service providers aware of residents' needs.

3.11. Mid and Longer-Term Accommodation

Mid and longer-term accommodation may be required by persons displaced by the disaster event. Assistance provided may include emergency and medium to long term housing to address the immediate and longer-term accommodation needs of disaster affected persons.

3.12. Re-establishing Resilience after an Event

Effective recovery arrangements will help re-establish resilience within individuals and communities as soon as possible.

The objectives of building community resilience are to:

- Minimise loss of life and injury

- Minimise economic losses

- Minimise any reduction of quality of life through enhancing resilience of the community infrastructure to perform during and after the event

- Emergency response and strategies that effectively cope with and contain losses

- Recovery strategies that enable communities to return to levels of pre-disaster functioning as rapidly as possible

- Better position the community to cope with any future disasters

Successful recovery should emphasise:

- Putting in place the strategies and arrangements described in this sub plan as soon as possible to ensure a rapid recovery, and to re-establish resilience

- Working with leaders and their networks to understand what could be improved after an event, to increase an individual's and a community's resilience for the next event

3.13. Economic Recovery

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

Recognising that council has limited existing capacity to assist with economic recovery, the immediate priorities will be focused on restoration of lifelines and essential services necessary for a viable community, such as food outlets, power, fuel and banking facilities

An assessment will seek to determine the impacts at individual, family, and whole-of-community level. There may be regional implications. The assessment will also ask:

- What impact will the disaster event have on job security in the community?

- What mechanisms and resources will be required to assist and ensure the economic recovery of the community?

- Who needs to be involved in re-establishing economic viability in the community?

Longer term economic recovery will almost certainly involve specific programs and support beyond those available from the local government. However, council has an important advocacy role for the local community.

3.14. Infrastructure Recovery

Infrastructure recovery focuses on the buildings, facilities, installations and utilities necessary for the proper functioning of the community. These include power supply, water supply, sewerage services and communications.

With the high dependence of modern-day communities on physical infrastructure, large-scale disruption to these lifelines may cause severe hardships for the community.

Infrastructure recovery also includes roads and transport avenues and transport facilities necessary for the proper functioning of the community. These include roads, rail, sea and air transport services.

With the high dependence of communities on transport infrastructure, large-scale disruption to these services may cause severe hardships for the community. The loss may also significantly affect the management and delivery of a broad range of recovery services.

3.15. Fraser Coast LDMG Priorities

The provision of essential services and infrastructure related services are provided across several council departments and council has identified the following broad priorities for restoration of essential services:

- Restoration of living conditions and housing security

- Restoration of essential services

- Community infrastructure, including fuel, telecommunications, garbage, sewerage and parks

- Safe handling and disposal of asbestos

3.16. Environmental Recovery

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

The major environmental considerations will depend on the nature and scale of the disaster and its consequences. Some inevitable environmental damage is long lasting and not always immediately obvious.

At the earliest possible time, consistent with safety and the availability of suitable personnel, council will arrange for an environmental assessment and will report the results to the Local Disaster Management Group.

4. Recovery Roles and Responsibilities

4.1. Fraser Coast Local Disaster Management Group

The role of LDMG is to ensure that recovery arrangements are prepared for, planned for and implemented to support the local government area. This may be based on a range of factors taken into consideration by the LDMG, including:

- Scale of the disaster event

- Issues and impacts that require a coordinated multi-agency approach

- The community's capability to recover independently is overwhelmed

- Ability of communities to return to their properties in the long term

- Reconstruction and/or impacts require a long-term recovery plan.

The LDMG Recovery Sub Plan has identified agencies to lead recovery operations across each functional recovery area; human and social, economic, infrastructure and environment.

The role of the District Disaster Management Group and State agencies is to provide support and resources as requested by the LDMG.

4.2. Local Recovery Chairperson

The Fraser Coast LDMG has appointed a Local Recovery Chairperson (LRC) to manage recovery at the local level. **See Annexure 3.**

During the response and recovery phases the LRC is to attend Local Disaster Management Group meetings and where necessary, District Disaster Management Group meetings.

4.3. Local Recovery Coordinator

The Fraser Coast LDMG may determine that it is necessary to appoint a Local Recovery Coordinator to assist the Chairperson to coordinate recovery at the local level.

4.4. Local Recovery Groups

The Local Recovery Groups can be established at the discretion of the chair of the LDMG depending on the scale of the disaster, impact/needs assessments and anticipated recovery operations.

The Local Recovery Groups may form as one single recovery group or functional recovery sub-groups. Where the impacts are significant and across all functions of recovery, a Local Recovery Subgroup may be formed for each functional area – Human and Social, Economic, Infrastructure and Environment.

4.5. Roles of Local Recovery Groups

The Local Recovery Group/s are to meet during or after an event have occurred and provide:

- A forum for agencies to discuss the effect of the event on agency service provision and plan for a coordinated approach to the recovery process

- Community consultation to allow the community to be part of the recovery process

- Coordinate the recovery management and information management process at the local level

4.6. Local Recovery Group Membership

Government, non-government, private sector   and community agencies are on the Local Recovery Group/Subgroups. This ensures that those closest to the community are involved in identifying priorities for action.

Local Recovery Groups are chaired by a member of council, a local government officer, or as determined by the LDMG.

4.7. Proposed Composition of the Local Recovery Group/s

Organisation	Representative	Role
Fraser Coast Regional Council	Local Recovery Chairperson	Chair the Recovery Groups
Fraser Coast Regional Council	Local Disaster Coordinator	Sit on each Recovery Group
Fraser Coast Regional Council	Manager of Disaster Planning	Sit on each Recovery Group
Fraser Coast Regional Council	Council Officer	Chair of Infrastructure Group
Queensland Fire and Emergency Services	Emergency Management Coordinator	Provide advice and guidance to Local Recovery Chairperson
Fraser Coast Regional Council	Executive Manager – Community & Culture	Chair Human/Social Group
Fraser Coast Regional Council	Manager Community Development & Engagement	Day to Day operations of the Human/Social Group
Department of Communities, Housing & Digital Economies	Human / Social Group representative	Sits on Human/Social Group
Queensland Health	Human / Social Group representative	Sit on Human / Social Group
Red Cross	Human / Social Group representative	Sit on Human / Social Group
Services Australia	Human / Social Group representative	Sit on Human / Social Group
Insurance Council	Human / Social Group representative	Sit on Human / Social Group
Fraser Coast Regional Council	Executive Manager – Economic Development, Tourism & Partnerships	Chair Human/Social Group
Dept. Employment, Small Business & Training	Economic Group representative	Sit on Economic Group
Dept Tourism, Innovation & Sport	Economic Group representative	Sit on Economic Group
Dept of State Development, Infrastructure, Local Government and Planning	Economic Group representative	Sit on Economic Group

Chambers of Commerce	Economic Group representative	Sit on Economic Group
Fraser Coast Regional Council	Director Wide Bay Water & Waste	Chair Infrastructure Group
Dept. Transport & Main Roads	Infrastructure Group representative	Sit on Infrastructure Group
Dept. Energy & Public Works	Infrastructure Group representative	Sit on Infrastructure Group
Dept of State Development, Infrastructure, Local Government and Planning	Infrastructure Group representative	Sit on Infrastructure Group
Q Rail	Infrastructure Group representative	Sit on Infrastructure Group
Utility Operators	Infrastructure Group representative	Sit on Infrastructure Group
Fraser Coast Regional Council	Council Officer	Chair Environment Group
Dept. Environment & Science	Environmental Group representative	Sit on Environment Group
QFES (Hazmat)	Environmental Group representative	Sit on Environment Group
Environmental Interest Groups	Environmental Group representative	Sit on Environment Group
Key community and business group representatives	Representatives on various groups	Sit on Groups

5. Community Needs Analysis

5.1. Conduct a Needs Analysis

A Community Recovery Needs Analysis will pull together information into a single, consolidated report with information on the physical impacts of a disaster, the economic value of the damages and losses, the human impacts as experienced by the affected population, and the resulting medium and long-term recovery needs and priorities.

Community needs analysis underpins the development of the Recovery Action Plan. Ongoing needs analyses throughout the recovery process will inform the evolution of this plan through the three levels of recovery (short/medium/long term).

The Local Disaster Coordinator is responsible for ensuring that a damage assessment and a preliminary community needs analysis is undertaken prior to the establishment of the Local Recovery Group/s and the Local Disaster Coordinator and the Local Recovery Chairperson are responsible thereafter to ensure that ongoing needs analysis are undertaken to inform the transition between the three levels of recovery.

Community needs analysis relies on the experience and local knowledge of the members of the LDMG, and the Local Recovery Group/s combining to identify all aspects of community need throughout the recovery effort.

Impact Assessments and Damage Assessments undertaken to support disaster response operations are a foundation for the Community Needs Analysis.

5.2. Undertaking Needs Analysis by Sector

Community Sectors may also undertake a Needs Analysis. The table below details the community sectors that may be considered when undertaking Community Needs Analysis using a sector-based approach. The Local Recovery Chairperson may need to engage with representatives from these sectors when undertaking the needs analysis.

5.3. The community driven recovery process
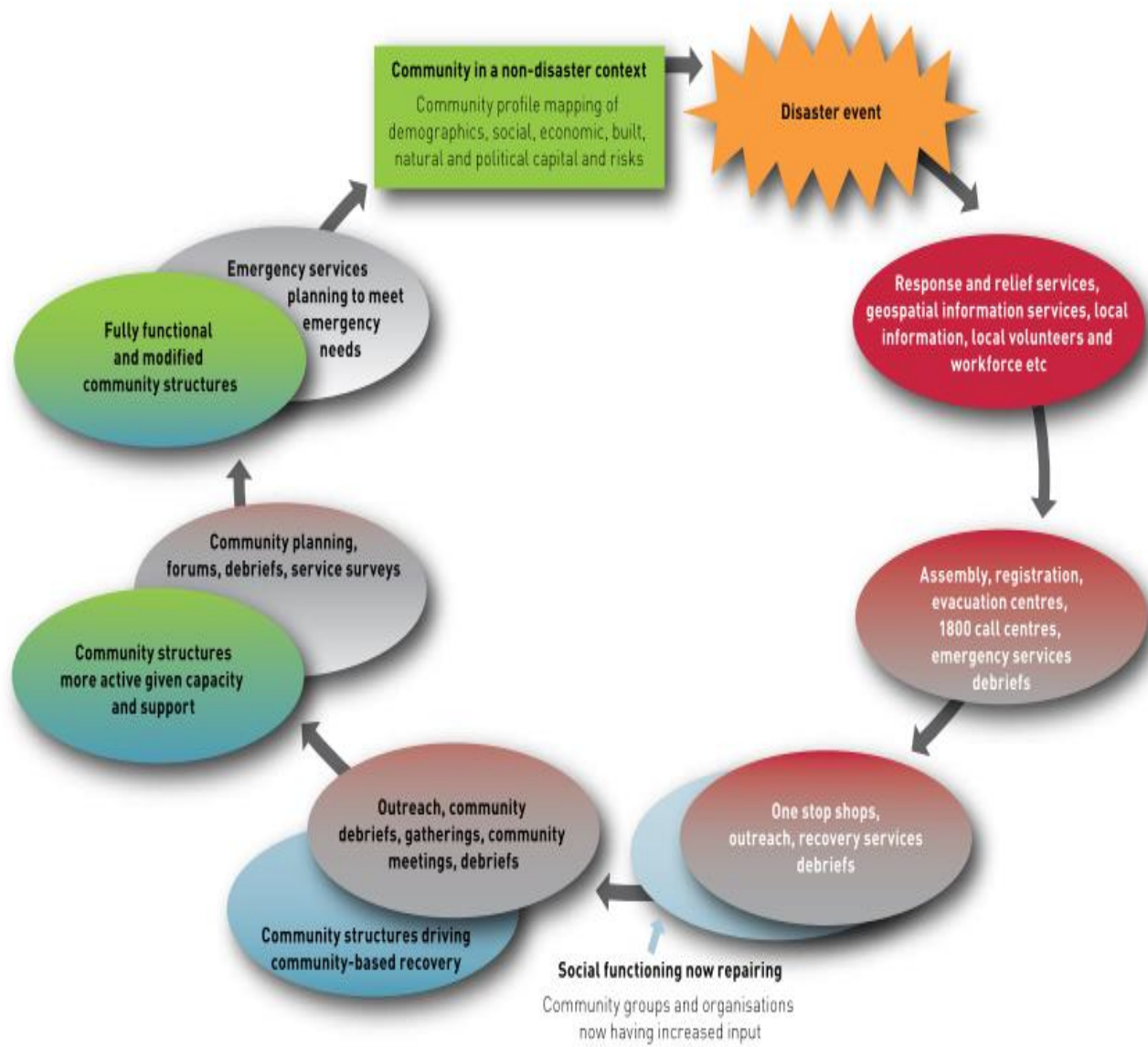
Community driven Recovery Process
(AEMI Community Recovery Handbook 2)

6. Stages of Recovery

6.1. Immediate/Short-Term Recovery (Relief)

Immediate/short-term recovery (relief) aims to address and support the immediate needs of individuals and the community affected by an event.

An initial impact assessment can provide information regarding the degree of disruption experienced, as well as the services and needs required by individuals and communities. This includes providing services such as:

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

The transition to this immediate/short term recovery stage will be carefully managed and will be based on a combination of the following criteria:

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

6.2. Medium-Term Recovery

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

Potential indicators for transition from immediate/short-term recovery to medium-term recovery may include:
- The immediate needs of affected individuals have been met
- Recovery structures are in place
- Recovery plans for medium and long-term arrangements have been developed.

The recovery and resilience building activities of this stage will assist the affected community to return to a state of normality although the community is likely to experience changes resulting from the event.

6.3. Long-Term Recovery

It is important that functional lead agencies and the Local Recovery Groups have arrangements in place to continue to address individual and community recovery needs as well as building community resilience.
Some subgroups, by the nature of their area of focus, will necessarily continue longer than others.
Functional lead agencies should identify appropriate exit strategies for those agencies supporting the function during medium-term recovery and should ensure arrangements are in place to sufficiently manage long-term recovery. These arrangements for long-term recovery should be included in the Subgroup Action Plans for the event.

The Local Recovery Groups are to ensure operations can be completed, while still ensuring the longer-term recovery needs of individuals and communities are addressed.

Considerations will include:

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

It is important that functional lead agencies put in place arrangements to ensure recovery continues until individuals and communities have returned to a normal state.

6.4. Stand Down

The transition from formal recovery structures is part of the planning process and is staged and conducted in conjunction with an appropriate public information strategy.

Organisational arrangements are wound down at this time and responsibility for completing outstanding tasks and actions should be assigned to the relevant agency or authority and formally acknowledged.

The Recovery Group/s should identify, during discussions throughout recovery operations, triggers for commencing stand-down. These discussions should be informed by the review of the reports from the Subgroups.

6.5. Debrief

Recovery operation debriefs can be conducted through two forms:

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

Post Event debrief
Held days or weeks after an operation when participants have had an opportunity to take a considered view of the effectiveness of the operation.

Recovery operation debriefs should occur in conjunction with an overall debrief of the disaster management operations for the event. These 'event' debriefs should consider the success of the transition between response operations and recovery operations.

7. Recovery Financial Arrangements

7.1. Disaster Recovery Funding Arrangements

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

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

7.2. State Disaster Relief Arrangements

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

8 Action Plans

8.1. Plan Templates

The Local Recovery Groups will use the Recovery Action Plan template to develop an event specific Recovery Action Plan.

The Recovery Action Plans will list the tasks to be performed by each Group, agencies or individuals responsible for the tasks and timeframes for completion.

At each meeting of the Local Recovery Group/s, the Recovery Action Plan will be reviewed and updated with new information. The revised Implementation Plan should consider:

- Emerging issues
- Additional actions that may be required
- Roles and responsibilities
- Arrangements for ongoing coordination across the functions
- Progress against the original requirements

Copies of completed Recovery Action Plan should then be submitted to the LDMG.

The Local Recovery Group/s should consider the following:

- Issues identified from information gathered by impact assessments
- How to allocate actions and responsibilities across the five recovery functions to inform the development of Action Plan
- Arrangements for overall coordination of recovery operations
- Identifying the main short, medium and long-term priorities
- Developing project timeframes, costs, funding priorities and funding strategies
- Advertising and disseminating public information about the Action Plan
- Determining appropriate community engagement and communication strategies
- Transitional and exit strategies; and strategies for conducting a debrief and evaluation of recovery operations

8.2. Action Plan Check Lists

Annexure 1 provides check lists to confirm that the required actions have been completed for establishing the recovery process and conducting the recovery activities.

Introduction to Recovery Plan

Local Environment

(Insert a brief description of the event that has impacted the Fraser Coast Regional Council Area and give a brief description of the effects of the event).

Background

(Insert a brief overview of the event here. This can be kept for statistical purposes and for historical reference).

(Insert a brief overview of the operations that have been conducted so far and the areas affected and the extent of the damage).

Transition from Response to Recovery

A transitional phase from response to recovery commenced on (date).

Current situation - Immediate Recovery

(Provide a summary of (a) impact assessment to date, (b) recovery completed/undertaken to date for each functional area of recovery (human-social, economic, infrastructure, environment) and (c) tactical issues to be considered.

Recovery Arrangements

Governance Structure

The Local Recovery Group/s will be comprised of:

- Local Recovery Chairperson
- QRA Recovery Advisor
- Human/Social Recovery Group
- Economic Recovery Group
- Infrastructure Recovery Group
- Environment Recovery Group

Meetings

Meetings of the Group/s and decisions made by the Group/s shall be through a core structure comprising the Local Recovery Chairperson, Local Recovery Coordinator, QFES advisor and the Chair of each of the four Functional Groups.

Actions	Responsible Dept./Officer	Date Commenced	Date Completed	✔
Use the impact assessment of the event to inform identification of issues and breaking them into the four major groups (human-social, economic, infrastructure environment).				
Identify key short, medium and long term priorities.				
Obtain community views, vision and input.				
Set up informed vision, goals and projected outcomes.				
Identify and prioritise projects.				
Develop project costs and funding priorities and timeframes.				
Develop funding sources and strategies.				
Advertise and disseminate public information about the Recovery Action Plan.				
Distribute Executive Summary of the Recovery Action Plan and other relevant material.				
Develop priorities for implementation.				
Keep community informed on the progress of the Recovery Action Plan				
Develop exit strategy and transition to line agency business as usual.				
Develop debriefing and evaluating strategies.				

Human/Social Recovery Group Action Plan Check List

Role: This Group is to coordinate planning and implementation of recovery in the areas of safety and well-being, physical and psychological health, and social aspects.

Actions	Responsible Dept./Officer	Date Commenced	Date Completed	✔
Assess the impact of the event on human and social aspects.				
Manage financial and welfare support.				
Coordinate information provision and personal support.				
Coordinate psychological and counselling services.				
Coordinate ongoing medical and health services.				
Coordinate public health advice warnings and directions to combatants and the community.				
Coordinate temporary accommodation.				
Coordinate short term accommodation and repairs to dwellings.				
Provide specialist and outreach services.				
Coordinate case management, community development, support and referral to assist affected people, families and groups.				
Coordinate One Stop Shops / Recovery Centres.				
Coordinate re-opening of education facilities.				
Work with community leadership groups to enable learning from their experiences to better prepare for the future adverse events.				

Role: This group is to coordinate planning and implementation of economic and financial recovery.

Actions	Responsible Dept./Officer	Date Commenced	Date Completed	✔
Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments.				
Assess impact on key economic assets (large employers e.g. mining, agriculture).				
Assess employment issues and capacity of local business to operate.				
Develop industry and business recovery plan and implementation strategies in conjunction with relevant State Government agencies, regional economic development organisations and industry bodies.				
Facilitate financial assistance, access to funds and loans and employer subsidies.				
Monitor the impacts on the economic viability and develop strategies to minimise the effects on individuals and businesses.				
Facilitate linkages with employment agencies to source labour, to re-establish supply chains and joint marketing activities.				
Develop a strategy to maximize use of local resources during reconstruction activities.				
Support small to medium enterprise (e.g. referral, business assistance).				
Coordinate support to farmers and rural landholders.				
Identify options for improvement or adjustment from agriculture, where required.				
Assist with contract arrangements where required.				
Ensure involvement of local business and industry representatives in decision making.				

Infrastructure Recovery Group Action Plan Check List

Role: This group is to coordinate planning and implementation of housing, commercial and industrial buildings and structures, physical infrastructure (power, water, telecommunications) roads and transport infrastructure (including rail, sea, air transport) recovery.

Actions	Responsible Dept./Officer	Date Commenced	Date Completed	✔
Work with the insurance sector to ensure adequacy and speedy process of insurance cover.				
Assess damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities.				
Assess damage to all roads, including state-controlled roads, council controlled roads and access roads to rural properties, rail lines, infrastructure and rail facilities				
Assess damage to seaports and airports including connections to other transport links				
Coordinate building safety inspection services and secure damaged buildings and structures.				
Coordinate demolition of unsafe buildings and structures.				
Coordinate repair and rebuilding matters of housing stock.				
Develop options for temporary accommodation.				
Ensure coordination of housing related strategies with relevant organisations.				
Coordinate disposal of hazardous material, debris etc.				
Coordinate recovery of infrastructure, which is normally undertaken by infrastructure owners and operators (e.g. Telstra, Ergon).				
Coordinate restoration of sporting facilities and public playgrounds.				

Ensure relevant owners/operators are involved in the decision making process.				
Ensure community consultation and involvement in the decision making process.				31
Ensure risk reduction is considered in planning of rebuilding and reconstruction.				

Environment Recovery Group Action Plan Check List

Role: This sub-group is to coordinate recovery of the natural environment.

Actions	Responsible Dept./Officer	Date Commenced	Date Completed	✔
Coordinate assessment of damage to natural environment (e.g. water quality, ecological impact, pollution).				
Provide advice on potential environmental issues (e.g. water quality).				
Coordinate rehabilitation of natural environment including parks, waterways and wildlife.				
Coordinate preservation of community assets (e.g. reserves and parks).				
Consider mitigation strategies to reduce future impacts on natural environment where appropriate.				
Monitor issues of pollution.				
Coordinate waste management and disposals.				
Ensure there is effective consultation and communication with the community and relevant organisations.				
Ensure environmental bodies and interest groups are involved in the decision making process.				
Monitor and assess the environmental consequences of clean-up operations.				
Monitor and assess animal welfare issues.				

Annexure 1 – Recovery Action Plan

Fraser Coast Regional Council
Date
Event

Recovery Action Plan

The aim of this template is to assist council to prepare a Recovery Action Plan.

A Recovery Action Plan informs the development of an event specific Recovery Plans by demonstrating the links between the impacts on the community and actions required to address community needs.
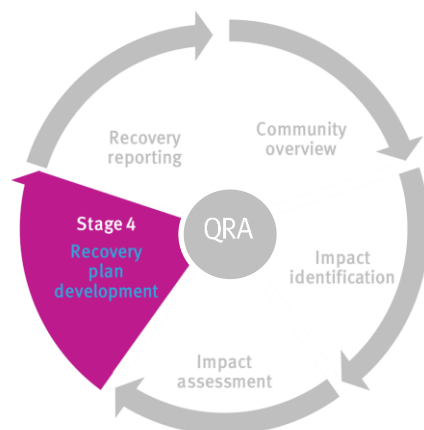
The Recovery Action Plan is part of **Stage 4 – Recovery plan development** in the **Recovery Information and Reporting Cycle.**

Once completed, this Recovery Action Plan can be attached to an event specific Recovery Plan as an action list that details:
- impacts and associated recovery activities
- anticipated timeframes and responsible agencies for recovery activities
- objectives of the identified recovery activities.

To prompt thinking on recovery activities, this template outlines mid-level and high-level outcomes for recovery activities.

For more information about developing a Recovery Action Plan please contact the QRA Recovery team phone (07) 3035 6901 or email recoveryteam@qra.qld.gov.au.

Human & Social

Location affected	Impact consequence	Recovery activity	Timing	Responsible agency	Operational outcome	Mid-level outcome	High level outcome

Social recovery outcomes
Monitoring and Evaluation Framework for Disaster Recovery Programs

High-level outcomes	Mid-level outcomes
Sustainability	
Adequate housing is available to community members at appropriate times in the recovery process.	• Community members have access to appropriate and affordable housing in a timely manner.
Community members have access and can meet health needs (including mental health) arising from the disaster.	• Community health levels are appropriate for the community profile. • Existing health clients receive continuity of their care e.g. pharmaceutical supplies. • Community members have the knowledge, skills, and resources for dealing with health issues related to the disaster experience. • Community members can access appropriate services to deal with health needs. • The community is not experiencing excessive stress and hardship arising from the disaster. • The community has access to clean drinking water and basic food supplies.
Community members have access to psychosocial support.	• Community members have social networks to support each other. • Cultural and racial diversity is respected. • The community can express its diverse spiritual composition. • The community has opportunities for creative expression that help the community recover from disasters. • Leisure, sport and artistic activities are part of the fabric of the community.
Households, families, and individuals can act autonomously to contribute to the recovery process.	• Households, families, and individuals have the information needed to make decisions. • Households, families, and individuals are enabled to affect their own recovery through appropriate income sources.
Community members have access to education services.	• Community members receive continuity in the education services they need.
Community members have access to appropriate and coordinated social services.	• Community members receive appropriate social services. • Displaced populations are reconnected with essential health and social services.
Community members feel sufficiently safe and secure following a disaster to engage in social activities and interactions with other members of the community.	• Possibilities for crime and social disorder because of the disaster are minimized. • Community members can manage their own safety.
Resilience	
The community has improved capacity and capability to respond to future disasters.	• Community members are aware of each other's potential needs from future disasters through formal and informal networks and plans (i.e. social connectedness). • Community members can respond to their own needs and to support the other members of the community. • Mutual assistance systems, social networks and support mechanisms can adapt to emergencies when these occur. • Community members have the knowledge, skills, and resources, for dealing with disaster related health risks (e.g. hygiene, sanitation, nutrition, water treatment).

Economic Recovery Outcomes
Monitoring and Evaluation Framework for Disaster Recovery Programs

High-level outcomes	Mid-level outcomes
Sustainability	
Economy.	• Local business networks foster growth. • Economic activity is appropriately diverse. • Key industry sectors for the community are restored.
Community members can meet their material and service needs and participate in the economy.	• Households have access to an adequate range of goods and services. • Individuals and households have sufficient financial security to allow them to take advantage of economic opportunities. • Community members have access to banking and financial services. • Vulnerable groups are not further disadvantaged by the impact of the disaster, in terms of their ability to participate in the economic system (e.g. employment prospects, accessing credit).

Businesses and industries in the local economy can operate and trade in line with broader economic trends.	• Consumer and business confidence levels support business operations (both within and outside of the community).
	    • Business models are appropriately adaptive to market conditions and fluctuations.
	    • Local businesses have information they need to continue recovering from the disaster.
	    • Early-stage and small businesses have the capacity to continue operation.
	    • Businesses and not for profits can access or attract appropriately skilled workers.
	    • Business and not for profit's have access to critical banking and financial services.
	    • Not-for-profit community service organisations can continue to provide regular services.
	• Businesses have secured and stable access to supply chains and networks (including markets, physical infrastructure and assets, as well as telecommunication networks).

Resilience	
Business and not for profits have in place adequate mitigation practices for risks and threats.	Businesses and not-for-profit's have business continuity plans and dynamic organisational resilience practices that address relevant risks and threats. • Business insurance is accessible where viable. • Businesses and not-for-profits know and understand the risks and threats of operating in the area.
The economy is sufficiently flexible and adaptable to shocks.	Economic activity is appropriately diverse. • The workforce has transferable skills.

Roads and Transport Environment Recovery Outcomes

Monitoring and Evaluation Framework for Disaster Recovery Programs

High-level outcomes	Mid-level outcomes
Sustainability	
Infrastructure – roads and transport – supports the delivery of essential services to the community.	• Provide infrastructure that delivers essential services to the community. • Infrastructure is built in accord with changing recovery needs. • Local infrastructure is appropriately integrated with wider state and Commonwealth infrastructure. • Infrastructure is built in accord with changing recovery needs.
Resilience	
Infrastructure is rebuilt to reduce to a reasonable degree the impact of future disasters on communities.	• Infrastructure is built regarding local disaster risks. • Infrastructure is built in accordance with current knowledge and practices for mitigating disaster impact.

Built environment recovery outcomes

Monitoring and Evaluation Framework for Disaster Recovery Programs

High-level outcomes	Mid-level outcomes
Sustainability	
Infrastructure that relates to the provision of services to the community by infrastructure owners/operators including water, sewerage, electricity and gas, transport, telecommunications.	• Provide infrastructure that delivers essential services to the community. • Infrastructure is built in accord with changing recovery needs. • Local infrastructure is appropriately integrated with wider state and Commonwealth infrastructure.
Infrastructure that relates to education, health, justice, welfare and any other community infrastructure/buildings that support the community (private or public owned assets).	• Infrastructure is built in accord with changing recovery needs.
Private infrastructure including residential, commercial/industrial and rural assets.	• Infrastructure is built in accord with changing recovery needs.
Resilience	
Infrastructure is rebuilt to reduce to a reasonable degree the impact of future disasters on communities.	• Infrastructure is built regarding local disaster risks. • Infrastructure is built in accordance with current knowledge and practices for mitigating disaster impact.

Environment Recovery Outcomes
Monitoring and Evaluation Framework for Disaster Recovery Programs

High-level outcomes	Mid-level outcomes
Sustainability	
The environment has returned to pre- disaster state, or to a state that is acceptable to the community.	• The community's exposure to environmental health risks and public health risks is minimized.
Resilience	
The risk of adverse impacts of future disaster on the environment is minimized.	• The impact of future disasters on biodiversity and ecosystem is minimized.

Annexure 2 - Report on Recovery Currently Underway
This is an example only to be used as a guide in the development of the report.

Human/Social Recovery

(a) Impact assessment available to date:

- Approximately xxx houses sustained inundation.

- Local caravan parks inundated/damaged and caravans damaged/destroyed.

- Department of Housing and Public Works staff have assessed approximately xxx people requiring mid-long term accommodation arrangements; this number is made up of families xx, couples xx and singles xx.

- Assessments of community members requiring temporary accommodation and personal hardship continues.

- As at (date) xxx applications for payments have been processed by Department of Communities, Disability Services and Seniors, totalling $xxx.

(b) Recovery progress to date

- Community Recovery Centre established in (name) with multi-support-agency representation. The Recovery Centre will close (date).

- Support agencies undertaking outreach services.

- Emergency assistant payments and grants to affected persons being made available (incl. local community and rural members).

- Available assistance communicated to community members by print and radio mediums.

- Isolated properties re-supply undertaken.

- Critical/ essential services operating (e.g. shops, schools, medical facilities)

- Debris clean-up undertaken by council (soiled goods, deceased animals etc.); approximately xxm3s has been collected; equivalent to xx truckloads.

- Risk minimisation strategies (i.e. removal of waste, trimming grass and vector control measures deployed) to reduce environmental and population health hazards.

- Integrity of water and sewerage supplies assessed.

- Local community appeal and support social events.

(c) Tactical issues

- Mid to long term accommodation solutions to be established.

- Transportation needs to be considered for individuals/ family groups that have loss vehicles.

- Ongoing identification of hardship cases – support agencies to continue with outreach services, in particular rural areas.

- Ongoing awareness of emerging mental health issues amongst community members.

- Debrief sessions with community and emergency response teams.

- Environmental Health – no impact on sewerage and water supplies.

Economic Recovery

(a) Impact assessment available to date

- Approximately xxx dwellings impacted.

- Rural operations impacted – extent still to be determined.

- Under/ non-insured community members identified.

- Damaged road infrastructure limiting xxx produce transported and available for sale.

- Employment effected by isolation of commercial oil/ gas operations, impacted rural operations and limited road transport access.

- Significant tourist events imminent.

(b) Recovery progress to date

- Focus to rectify damage at saleyards.

- Grants/ financial counselling available to rural property owners.

- Ongoing assessment of road infrastructure.

- Ongoing confirmation, via press and radio, of community/ tourist events.

(c) Tactical issues

- Ongoing identification of hardship cases/ persons temporarily unemployed due to effected businesses.

- Identification of affected businesses and determination of expected outages.

- Identification of alternate employment opportunities for employees affected by temporary business closure/ interruptions.

Infrastructure including Buildings, Roads and Transport Recovery

(a) Impact assessment available to date

- Extensive road/ bridge infrastructure damage on major arterials, including suspected damage to drainage network.

- Approximately xxx properties affected by event.

- Extensive fencing damage to rural properties.

- Damaged 'unsealed' roads.

(b) Recovery progress to date

- Re-establishment and repair of rail infrastructure expected by (date).

- Assessment of major arterials; load restrictions in place, and re-opening of xxxx Highway (date), and xxx Highway (date).

- Local road infrastructure assessed, and essential repairs undertaken.

- Concessional loans and revised 'payment due dates' by banks, utility providers and council.

(c) Tactical issues

- Rectification/ restoration of damaged plant and equipment.

- Availability of tradespersons to effect early restoration works.

- Transport of heavy machinery/ equipment to affected areas.

- Minimise disruption/ displacement during rectification/ restoration works.

Environment Recovery

(a) Impact assessment available to date

- Loss of pasture for grazing.

- Deceased stock losses.

- Overgrown lawns and parks.

- Stagnant water.

- Reports to date of contaminated waterways.

- Disposal of waste.

(b)Recovery progress to date

- Ongoing maintenance of lawns and parks.

- Vector control commenced.

- Immediate removal of refuse from towns.

- Precautions for limiting population health issues from environmental hazards communicated.

(c) Tactical issues

- Impact on rural operations caused by flood water.

- Monitoring of population health caused by environmental issues.

- Identification and notification to owners of deceased animals.

Annexure 3: Local Recovery Chairperson Roles & Responsibilities

The role with responsibility for enabling and providing support for the work of the Local Recovery Group/s in the identification and delivery of recovery actions is the Local Recovery Chairperson.

The Local Recovery Chairperson acts as Chair of the Local Recovery Group. The responsibilities of the Local Recovery Chairperson are:

- Lead preparatory planning work of the Local Recovery Group.

- Coordinate activation and establishment of the Group or Subgroups.

- Facilitate and oversee operation of the Group or Subgroups.

- Coordinate the whole-of-government and community recovery actions via the Group or Subgroup.

- Coordinate short to medium term recovery actions to address the immediate effects of the disaster and develop longer term action plans as appropriate.

- Ensure that recovery actions address all functional areas of recovery including human-social, economic, infrastructure and environment.

- Provide effective advice and leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities.

- Coordinate liaison and communication between the community and the government.

- Develop and implement effective strategies for community participation and partnership in the recovery process.

- Ensure that organisational arrangements are adaptable and able to respond to the changing priorities throughout the ongoing recovery process.

- Facilitate and coordinate the local operation of agencies and organisations involved in the recovery operations.

- Coordinate the ongoing government services aspects of community recovery.

- Coordinate the actions of peak community, business, and non-government organisations in their contribution to recovery to ensure the most effective use of skills and resources.

- Provide advice to government of the needs and responses of the affected individuals, communities, and other sectors.

- Identify areas where the Local Disaster Management Group needs to make decisions beyond existing policies and procedures and advise on recommended options.

- Provide regular reports on recovery operations to the Local Disaster Management Group as well as regular community and media information on recovery progress.

- Provide a final report at the conclusion of recovery operations