

Local Disaster Management Recovery Plan

August 2025



Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, pays respect to Elders past, present and emerging, and extends that respect to all Aboriginal and Torres Strait Islander peoples in the City of Logan.



The smoking ceremony is an ancient custom among Indigenous Australians and is believed to ward off bad spirits.

Important information

Certain sections of the City of Logan Local Disaster Management Recovery Plan (a sub plan to the City of Logan Local Disaster Management Plan) are privileged and confidential and not available for distribution to the general public.

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Any party using the information for any purposes does so at their own risk and releases and indemnifies Logan City Council against all responsibility and liability (including negligence, negligent misstatement and pure economic loss) for all expenses, losses, damages and costs as a consequence of such use.

All requests for additional or clarifying information regarding this document are to be referred to:

The Crisis and Disaster Management Program Leader

Logan City Council

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Foreword

Effective recovery after a disaster is vital to ensure the wellbeing of individuals and our community. It's not just the replacement of what has been destroyed but it's a social and developmental process that involves all sections of the community working together to achieve 'business as usual' and/or a 'new normal' as soon as possible. Wherever possible this process should also enhance social networks, improve the natural and built environments, support the economy and increase resilience in the community.

The achievement of optimum community outcomes that match community need involves a collaborative, coordinated, adaptable and scalable approach where the responsibility for disaster recovery is shared between all sectors of the community. This includes individuals, families, community groups, businesses and all levels of government.

The complexity and timeframes of recovery demands sound planning, effective coordination and above all, community involvement. This plan addresses these aspects and articulates how Logan City Council will undertake recovery operations during and following a disaster. In doing so, this plan provides a framework for the management and coordination of recovery as well as guidance on the major considerations for recovery across the functional areas of human-social, infrastructure, economic and environment recovery.

Logan City Council has a robust disaster management response and recovery arrangements and an effective training and exercise capability framework that supports integration with key external stakeholders. Training and exercise programs are coordinated across, and involve many different agencies to build professional capability in key functional areas and address priority risks within the city.

The City of Logan Local Disaster Management Group recognises that the agencies have roles and responsibilities and that effective coordination relies on these being understood and documented to reflect legislation and/or technical capacity.

Recovery is fundamentally a creative process which starts with damage assessments and needs-analysis and then moves to solving complex, inter-related issues in innovative ways. This plan strives to provide a foundation upon which this can occur and complements the City of Logan Local Disaster Management Plan.

Endorsement

The City of Logan Local Disaster Management Recovery Plan has been prepared by Logan City Council in accordance with section 57(1) of the *Disaster Management Act 2003* (the *Act*), to provide for effective disaster management in the local government area.

The plan conforms to the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline.

The plan has been reviewed by the District Disaster Coordinator, Logan District Disaster Management Group, and approved in accordance with section 80(1)(b) of the *Act*.

Mayor Jon Raven

Chairperson

City of Logan Local Disaster Management Group

Melissa Adams

Chief Superintendent – Queensland Police Service

District Disaster Coordinator

Logan District Disaster Management Group

Daryl Reilly

Director Transport Services

Local Disaster Coordinator

City of Logan Local Disaster Management Group

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Document control

Amendments and version control

The City of Logan Local Disaster Management Recovery Plan is a controlled document. The controller of the document is the City of Logan Local Recovery Coordinator.

It's acknowledged that feedback from the city's residents, businesses, visitors and other stakeholders is essential.

Proposals for amendments or inclusions can be addressed in writing to:

Post: Crisis and Disaster Management Program Leader
City of Logan Local Disaster Management Group
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PO Box 3226
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Amendment register

Current Plan Version – City of Logan Disaster Recovery Plan v10.00

Amendment/ version	Issue Date	Comments
Version 1.00	2015	
Version 2.00	23/05/2018	Complete review and revision. Complete change to formatting, style and layout
Version 3.00	August 2019	Annual Review. Reordering of sections. Minor administrative amendments
Version 4.00	August 2020	Annual Review. Minor administrative amendments
Version 5.00	August 2021	Annual Review. Minor administrative amendments. Addition of section for Resilience, Sustainability and Economic Development
Version 6.00	August 2022	Annual Review, Minor administrative amendments
Version 7.00	August 2023	Annual Review, Minor administrative amendments
Version 8.00	August 2024	Annual Review, Minor administrative amendments
Version 9.00	November 2024	Administrative amendments for Machinery of Government changes
Version 10.00	August 2025	Annual Review, Minor administrative amendments

Distribution

The controlled master copy of this plan is held and maintained by Council's Crisis and Disaster Management Program Leader. Copies of this plan, excluding confidential annexures and supporting documents, is available for public viewing online at logan.qld.gov.au in a PDF format. Alternatively, a hard copy can be viewed at:

Council Administration Building,
 150 Wembley Rd, Logan Central

Printed copies are available for purchase, at a fee determined by Council at Council's Customer Service Centres.

It's the responsibility of each individual or agency in receipt of this plan to ensure the current plan is maintained.

PART 1:

Administration and governance



Purpose

The purpose of the City of Logan Disaster Management Recovery Plan (the Plan) is to provide guidance and direction on the preparation for, and conduct of, disaster recovery in the City of Logan to enable optimum recovery outcomes when the city has been impacted by a disaster. The plan focuses on Council's roles and responsibilities, recognising the lead agency role of various State agencies, and it takes a cooperative, multi-agency approach to community recovery, ensuring recovery operations are integrated, locally led and appropriate to the scale of the disaster event. It outlines recovery requirements for operations, planning and arrangements, and drives a collaborative and coordinated approach across all functions of recovery whilst articulating roles and responsibilities of the functional roles in disaster recovery.

Authority

This plan has been prepared by the Logan City Council for the City of Logan in accordance with Sections 30, 57 and 63 of the Act. The plan conforms to the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline and the Office of the Inspector-General Emergency Management (IGEM) Emergency Management Assurance Framework.

Objective

The objective of this Plan is to provide a comprehensive framework for the implementation of effective disaster recovery strategies and arrangements within the City of Logan. This is achieved by:

- Describing the Queensland disaster recovery structure and lead agency responsibilities
- Identifying the roles and responsibilities of the Local Recovery Group (LRG) and Sub-Groups, if required
- Establishing the local context for human-social, infrastructure, environmental and economic impacts
- Identifying recovery activities and operational processes
- Providing practical information for the delivery of recovery services to the community
- Ensure community participation and a community-led recovery process
- Promoting and supporting the enhancement of resilience through recovery.

Activation

This Plan will be activated by the Chairperson of the City of Logan Local Disaster Management Group (LDMG) or the Local Disaster Coordinator (LDC) when the LDMG is activated and there is a need for a coordinated approach to assist with the recovery of the community. The activation of this Plan does not replace the actions of individual agencies with regards to recovery, rather it supports these operations with a coordinated effort.

Recovery may occur as a natural part of business as usual. Dependent on the scale and scope of the event, this Plan may not always be activated while recovery is occurring.

Purpose of Local Recovery Group

The City of Logan LRG is established to assist the City of Logan (LDMG) to:

- Mitigate the potential adverse effects of a disaster event
- Prepare for managing the effects of a disaster event
- Effectively respond to, and recover from, a disaster event.

During a disaster event the LRG will be responsible for ensuring 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 infrastructure in the area or areas affected by the event
- Effectively responding to impacts on the environment and public health in the areas affected by the event
- Providing personal support to individuals affected by the event, including temporary accommodation, emergency medical supplies, material assistance and counselling services
- Supporting financial, business and industry recovery
- Supporting community development activities to restore capacity and resilience.

Local Recovery Coordinator

Logan City Council has a senior Council Officer who, in addition to their Council position, fills the role of Local Recovery Coordinator (LRC). The LRC is responsible for managing and coordinating the business of the LRG to ensure the LRG performs its functions in accordance with this Plan and the Recovery Action Plan during a disaster event.



PART 1: Administration and governance

The role of the LRC is to:

- Manage and coordinate the business of the LRG
- Ensure the LRG performs its functions
- Report regularly to the LDC and LDMG about the performance of the functions of the LRG
- Liaise with all stakeholders
- Coordinate the recovery strategy during disaster operations
- Provide status updates to elected representatives, senior management, Council's Corporate Communications Branch, Council's Customer Service and Information Branch and the LDMG.

Membership

Chair

The Chair of the LDMG appoints the Chair of the LRG.

The Chair of the LRG has the following functions:

- Manage and coordinate the business of the LRG
- Ensure, as far as practicable, that the LRG performs its functions
- Report regularly to the LDMG about the performance by the LRG of its functions.

Deputy Chair

A LRG Deputy Chair will be appointed at the time of activation by the LRC.



Members

Council appoints membership to the LRG for the purpose of ensuring that the LDMG is able to fulfil its functions.

Members are appointed on the basis of:

- Their ability to represent Council and commit their resources to contribute to the LRG's business
- Their expertise or experience in assisting with a comprehensive, all-hazards, all agencies approach to disaster management.

Members are identified by the LDMG Executive Team or recommended by their Branch/Department and approved by the Chair of the LRG.

Logan City Council recognises the following as members of the LRG:

- Local Recovery Coordinator (Chair)
- Chair of Economic Recovery Sub-Group (Council's Economic Development and City Planning Manager, or delegate)
- Deputy Chair of Economic Recovery Sub-Group
- Chair of Environment Recovery Sub-Group (Council's Health, Climate and Conservation Manager, or delegate)
- Deputy Chair of Environment Recovery Sub-Group
- Chair of Human-Social Recovery Sub-Group (Council's Community Development Program Leader or delegate)
- Deputy Chair of Human-Social Recovery Sub-Group
- Chair of Infrastructure Recovery Sub-Group (Council's Road Construction and Maintenance Manager, or delegate)
- Deputy Chair of Infrastructure Recovery Sub-Group
- Marketing and Media representatives (Council's Corporate Communication Manager, or delegate)
- Spontaneous Volunteer Coordinator (when required)
- Department of Families, Seniors, Disability Services and Child Safety
- Queensland Police Service
- Queensland Reconstruction Authority.

Local Recovery Group structure

The following diagram displays the recovery structure and outlines the suggested members and advisors of the Local Recovery Sub-Groups.

Annexure 1 provides further information on agency roles during recovery.

Some of the state government agencies may only provide representation at the District level. It is then the responsibility of the District Disaster Management Group (DDMG) representative to provide communication and consultation to the local level.

Members of the state-level functional recovery lead agencies are members of the DDMG, and advisors, when required, at the local level. Once the LRG is activated, the DDMG should facilitate communication and information sharing within the District and to the State Functional Recovery Groups.

PART 1: Administration and governance



Conduct of business

Meetings

The LRG and Sub-Groups should meet at least twice per year to ensure recovery strategies and coordination arrangements are practised, exercised, reviewed as required, and members are prepared.

During a disaster, members of the LRG will undertake specific roles supporting Council's response and recovery efforts. Initial meetings of the LRG will take place in the 'alert' level of activation, or as soon as practicable, to begin developing the Recovery Action Plan and functional Implementation Plans as required. The LRG will also identify:

- Arrangements for coordinating recovery across the four functions (roads and transport are included in Infrastructure)
- Potential triggers for transition from response to recovery
- Community engagement and communication strategies
- Exit strategies
- Other operational requirements.

The LRG and Sub-Groups will meet regularly, as required, throughout recovery operations to monitor and review arrangements and plans and make adjustments as required.

Documentation

As a sub-group of the LDMG, the secretariat of the LRG will maintain the following documents as records of the LRG meetings:

- Meeting schedules
- Meeting agendas
- Attendance registers
- Correspondence register
- Action register
- Meeting agendas.

The LRC is required to complete a quarterly report to the LDMG if the LRG has been activated. The LRC also attends the quarterly LDMG meetings and provides a verbal update to the group.

The Crisis and Disaster Management Program will provide executive support to the Group in the form of meeting coordination and necessary reporting requirements including member contact details.



Supporting documentation

The City of Logan Local Disaster Recovery Plan is consistent with the following documents:

- *Disaster Management Act 2003*
- Queensland State Disaster Management Plan
- Queensland Recovery Plan
- Inspector-General Emergency Management Emergency Management Assurance Framework
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline
- Queensland Strategy for Disaster Resilience 2022–2027
- Resilient Queensland 2018–21
- Queensland Disaster Management Strategic Policy Statement.

This Plan:

- Is a sub plan to the City of Logan Disaster Management Plan
- Takes an all-hazards approach to disaster events
- Is a key guidance document for disaster recovery in Logan to enable better recovery outcomes for impacted communities
- Is supported by a series of confidential annexures, standard operating procedures, reports and studies, and supporting documents.



PART 2: Disaster recovery



Introduction

Disaster recovery is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination)¹.

A community that is prepared for disasters by having necessary arrangements in place to deal with the potential impacts will be a more resilient community and one that will return to the pre-disaster state, or adapt to a 'new normal' more quickly than a community that is not prepared.

Being 'recovered' is being able to lead a life that individuals and communities value living, even if it is different to the life they were leading before the disaster event².

The recovery phase and strategies of disaster management may involve:

- Priority to life and human-social needs to persons affected by, or responding to a disaster
- Provision of immediate temporary housing, shelter, financial assistance and emergency food supplies and material aid
- Restoration of lifelines and essential services
- Repair and reconstruction of the physical infrastructure
- Rehabilitation and regeneration of the environment
- Assistance with the clean-up of residential and commercial properties
- Public awareness programs to inform the community of available recovery assistance
- Counselling of emotionally affected persons and mental health services
- A review of the City of Logan Local Disaster Management Plan and associated sub plans in light of the disaster.

Any event provides opportunities to make communities more resilient for future events. Recovery at any level should be viewed as an opportunity to enhance disaster resilience.

Effective recovery requires a range of services operating in a coordinated and streamlined way. The integration of government agencies, non-government organisations, government-owned corporations, industry groups, the private sector and whole-of-community is the foundation of recovery.

Building our resilience, sustainability and economic development

The Queensland Strategy for Disaster Resilience, 2022–2027 provides guidance to build resilience across all sectors and communities. Disaster recovery in Queensland will align with the goals of this strategy, using community engagement, event analysis and research to inform decision making and the prioritisation of resilience building initiatives during recovery operations.

A shared responsibility approach within the guidelines promotes building resilience, by engaging individuals, community groups, business and local governments in developing locally owned and managed initiatives for disaster risk reduction and resilience.

In order to achieve this, Logan City Council has integrated a number of strategies to ensure its community has enhanced resilience, sustainability and economic development opportunities and support.



¹ Queensland Recovery Plan (sub plan to the Queensland State Disaster Management Plan) – [qra.qld.gov.au/recovery/recovery-governance/queensland-recovery-plan](https://www.qld.gov.au/recovery/recovery-governance/queensland-recovery-plan)

² Australian Institute for Disaster Resilience – knowledge.aidr.org.au/resources/handbook-2-community-recovery

Resilience

Logan City Council has prepared and implemented numerous projects to assist in building resilience in our community. In partnership with key internal and external stakeholders we deliver:

- Education and preparedness initiatives
- Vulnerable communities' engagement
- Communication of risk
- Community wellbeing
- Resilient infrastructure.

Numerous education and preparedness campaigns are developed and delivered in partnership with relevant stakeholders. Campaigns include but not limited to:

- An annual Disaster Management All Hazards campaign covering severe weather, floods, storms, bushfire and heatwaves to raise awareness of the local risks and encourage and empower the community to take action to prepare. Through this campaign Council aims to increase the community's resilience by providing community engagement and education, easily accessible information and tools, and highlighting Council's contribution to planning for, mitigating, managing and recovering from disaster events through the City of Logan Local Disaster Management Plan
- Bushfire preparedness activities in partnership with Queensland Fire Department, including targeted education to priority locations across the city
- Prescribed Burns Information in partnership with Queensland Fire Department, Parks Branch and South Coast Area Fire Management Group in line with Operation Sesbania
- Home Fire Safety education in partnership with Queensland Fire Department and Council's Development Assessment Branch, including targeted education to priority locations across the city
- Diverse community engagement with Culturally and Linguistically Diverse communities and through Council's Disability Action Plan for people living with disability, their families and carers, service providers, and ensuring our content is accessible and inclusive for everyone in Logan



- Business preparedness and continuity planning with Council's Economic Development and City Planning & Logan Office of Economic Development partners
- Logan Early Warning service to help the community to become familiar with potential hazards and risks that may affect our city, and provides free warnings to allow community to plan, prepare for and respond to severe weather events before they happen
- Support local State Emergency Service (SES) recruitment campaign to increase volunteer capacity and capability
- Support the Queensland Reconstruction Authority's state-wide Get Ready Queensland campaign locally.

Sustainability

Logan City Council recognises that a variable and changing climate could potentially result in adverse consequences on the organisation and the Logan community. Council is committed to identifying and implementing mitigation, adaptation and resilience building actions to avoid and minimise climate-related risks.

Specifically, Council recognises current and emerging climate scenario modelling identified by the Intergovernmental Panel on Climate Change, Australian Government and Queensland Government. Assessments are undertaken to identify Council's exposure to climate-related risks.

Logan City Council's Principles of Sustainability are:

- Environment – Council delivers services and activities in a manner that avoids and reduces waste, energy consumption and carbon emissions; is water efficient; uses recycled or reusable goods wherever practical and protects and enhances our natural environment, while considering the social, economic and governance implications of decisions.

PART 2: Disaster recovery

- Community – Council ensures access to services, facilities and amenities that promote a community that is healthy and active; inclusive and connected and safe and resilient, while considering the environmental, economic and governance ramifications of decisions.
- Economy – Council promotes a prosperous local economy and develop local job opportunities while considering the environmental, social and governance ramifications of decisions.
- Governance – Council governs in an ethical and transparent manner, providing opportunities for community participation in decision making and make its decisions in the interests of the community while considering the environmental, social and economic ramifications of decisions.

Strategic planning and policy

Council's Strategic Planning and Policy and Statutory Planning and Policy considers:

- Delivery of a performance review of the mixed use zones, in the context of all employment land, and develop recommendations to improve Council's ability to respond to emerging needs.
- Development of an online solution where up to date information about actual growth/development (what, where, when) can be monitored and/or extracted to enable analysis of growth/ development data.
- Undertaking housing supply and demand study to identify any existing or future gaps and opportunities in the market.
- Regularly reviewing and updating Council's planning scheme with all with new risk and hazard information.

The Logan Planning Scheme helps manage population growth, plan for a sustainable future and guide the way land is used and developed in Logan.

Economic development

Logan Office of Economic Development is a division of Logan City Council, with the objective of growing the city's economy through working with investors, businesses and other stakeholders to promote positive economic outcomes.

Logan Office of Economic Development promotes and supports local businesses by offering services such as:

- One-on-one meetings/consultations
- Business information
- Business assistance and referrals
- Business workshops
- Linking business to local opportunities
- Assistance with Council requirements
- Property selection
- Relocation, expansion and redevelopment support
- Export assistance
- Assistance finding local staff.

The Think Local, Buy Logan is an initiative that aims to champion local spend and raise awareness of the benefits of keeping money in the local economy in order to build resilience within the community.

Council also provides a range of community grants to community organisations and individuals to:

- encourage a vibrant, engaged and resilient community
- build on the strengths in the local community
- value local collaboration and partnerships
- encourage participation in community life and foster social cohesion
- promote and encourage environmental protection and sustainability
- support our city vision of 'A green city full of pride, opportunity and culture'
- support Council's Corporate Plan priorities.

Grants such as the EnviroGrant provides support to the community to help deliver environmental projects to enhance and protect the natural environment and encourages environmental sustainable practices in Logan.

Responsibilities at local, district and state levels

Local Disaster Management Group responsibilities

The Local Disaster Management Group (LDMG) ensures that recovery arrangements are prepared for, planned for and implemented to support their applicable local government area. Under section 30(e) of the *Disaster Management Act 2003*, the responsibility for coordinating the disaster recovery effort remains with the LDMG. The City of Logan LDMG has identified personnel able to lead recovery operations across each functional area and ensured they are trained and prepared for their role.

The Local Recovery Group (LRG) will be activated when required during disaster response operations to ensure recovery operations are implemented effectively. To facilitate this, LRG members will have a presence in the LDCC during response operations to allow for a smooth transition of tasks to recovery staff. The roles of the recovery groups at the local and district levels are not mandatory under the *Disaster Management Act 2003*. These groups are established at the discretion of the chairs of the LDMG or District Disaster Management Group (DDMG) depending on the scale of the disaster, impact and needs assessments, and anticipated recovery operations. The City of Logan LRG will be supported and assisted, if required, by the Logan DDMG.

District Disaster Management Group and district arrangements

The DDMG ensures that recovery arrangements are prepared for, planned for and implemented to support LDMGs in their district. The DDMG coordinates provision of resources to the local level when required, based on impact assessments and agreed service delivery arrangements, ensuring required resources are available and prioritised accordingly.

Representatives of each of the state government functional lead agencies for recovery should be members of the DDMG to ensure that recovery operations are included in overall disaster management activities at district level.

Functional lead agencies maintain arrangements at the district level that achieve their functional responsibilities for recovery at the local/district level, such as specific recovery plans and standing committees (e.g. District Human and Social Recovery Committee chaired by the Department of Families, Seniors, Disability Services and Child Safety).

When LRG's are established, the DDMG facilitates communication and information sharing within the district and to the state.

State government recovery responsibilities

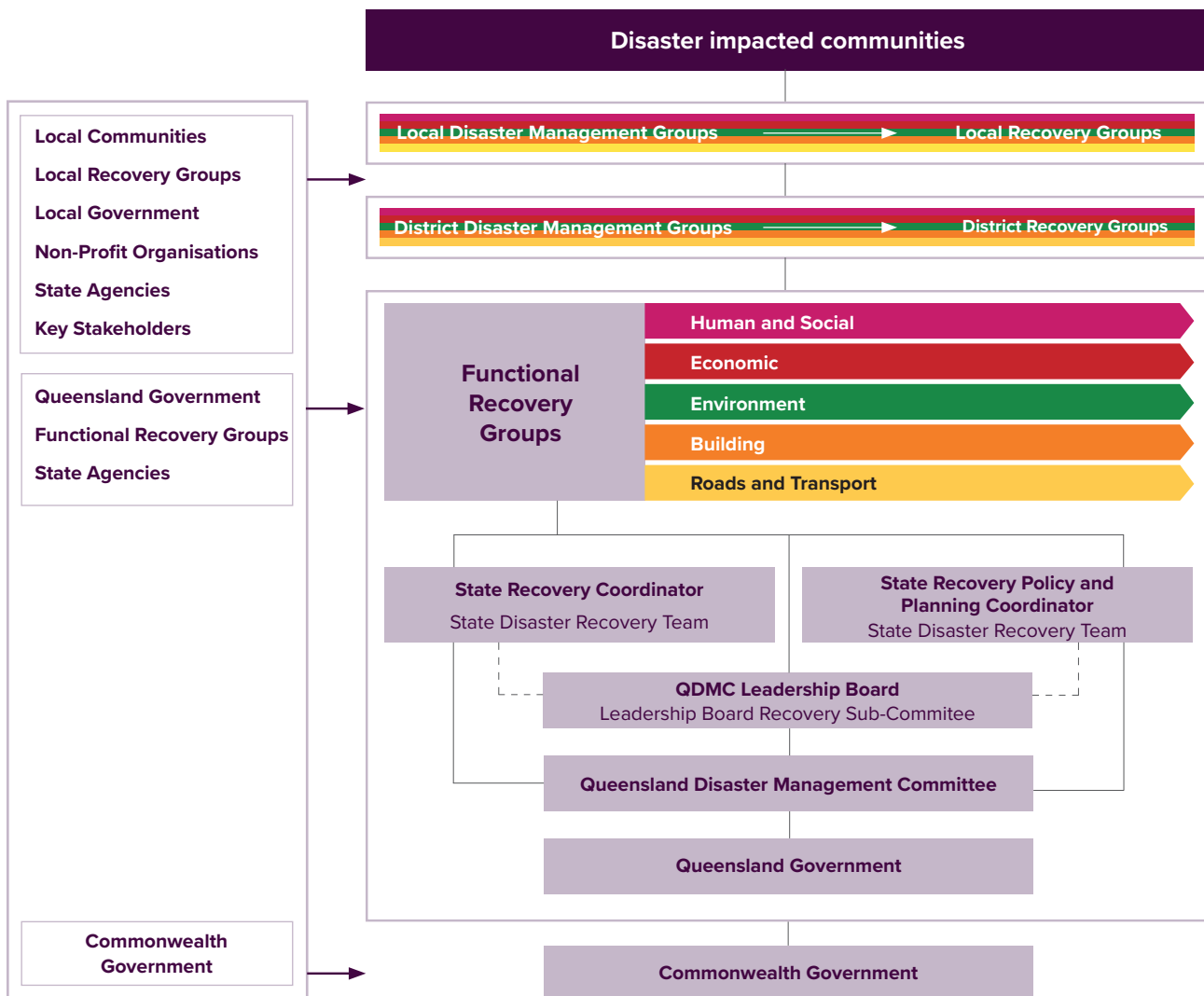
The Queensland Recovery Plan outlines the state government recovery responsibilities. At the state level, the Queensland Disaster Management Committee oversees all phases of disaster management, those being: prevention, preparedness, response and recovery. The state Functional Recovery Groups will support the LRG in their operations through membership on the DDMG or LRG, if required.

At the state level, five Functional Recovery Groups lead and coordinate the planning and implementation of whole-of government recovery from significant disaster events. Each state level Functional Recovery Group is led by the relevant state agency:

- Human and Social Recovery Group – Department of Families, Seniors, Disability Services and Child Safety
- Economic Recovery Group – Department of State Development, Infrastructure and Planning
- Environment Recovery Group – Department of Environment, Tourism, Science and Innovation
- Building Recovery Group – Department of Housing and Public Works
- Roads and Transport Recovery Group – Department of Transport and Main Roads.

At State level, the State Recovery Policy and Planning Coordinator fulfils the role of the standing State Recovery Coordinator. If required by the scale of the disaster a State Recovery Coordinator may be appointed to support recovery operations. Further details about the State response to recovery is available in the Queensland Recovery Plan.

PART 2: Disaster recovery



Phases of recovery

Recovery operations may not always occur in a planned and linear timeline, and may continue for a longer period than initially expected. It may be helpful to broadly categorise the stages of recovery for communities and the resourcing required over the duration; however, these stages should be used with caution as they might mask how phases overlap and how recovery proceeds differently for different social groups. Recognising that every emergency has different impacts on different communities, community recovery activities can generally be categorised into three broad stages.

It is important to remember that these distinctions are irrelevant for a disaster-affected community and are purely to provide a guide for recovery operations. Therefore, there needs to be close working relationships, communication and coordination between agencies for activities to appear seamless and achieve the best community outcomes.

Immediate/short-term recovery

Immediate relief such as food, water, shelter/accommodation and money, aims to address and support the immediate needs of individuals, businesses and communities affected by an event. Relief is provided by multiple agencies including state government agencies such as Department of Families, Seniors, Disability Services and Child Safety; not-for-profit/non-government organisations such as Lifeline, Salvation Army, Red Cross etc. This may occur whilst essential services are being restored to the level where response agencies are no longer required to maintain them. An example of immediate recovery could include the activation of an evacuation centre, or provision of essential services in the initial stages of recovery.

During this period the Recovery Action Plan is being drafted based on the impact and needs assessments. It is not unusual for relief and recovery efforts to be commencing whilst the Response phase is still occurring.

Although short-term recovery activities may be required to maintain the provision of relief services for some time, recovery goes beyond relief to begin to restore local livelihoods, stimulate economies, rebuild physical infrastructure, strengthen institutions and invest in the health, wellbeing and social capital of

disaster-affected communities.

Once disaster response activities have concluded and recovery operations have been assumed by relevant agencies, and are coordinated by the LRG, recovery transitions to the next stage.

Immediate/short term recovery may also be referred to as the Post Impact and Early Recovery Phase. It is important to consider milestones that will indicate and trigger the transition to the next stage and these should be documented in the Recovery Action Plan.

Medium-term recovery

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

During the transitional phase from immediate/short-term recovery to medium-term recovery, the Implementation Plans for the LRG Sub-Groups should continue to be reviewed in light of new information from ongoing needs assessments during disaster response and recovery operations.

During this phase, coordination of ongoing impact assessments, community engagement, communication and collaboration between functional and recovery groups at all levels continues. The LRC monitors progress across all areas of recovery and identifies overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained.

This stage ends when the progressive achievement of strategic milestones, as detailed in the Recovery Action Plan, is sufficiently advanced to enable the transition of responsibilities to the responsible agencies or service deliverers as a component of their business as usual processes.

This shifts the focus from emergency recovery to ongoing community development whilst ensuring that community services can continue to provide services for any ongoing needs of the affected people.

PART 2: Disaster recovery

Long-term recovery

Long-term recovery, also known as the Transition Phase, continues the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical well-being of those affected, utilising business as usual processes. This process can occur for months and years after the event.

It is important that functional lead agencies and the LRG have arrangements in place to continue to address individual and community recovery needs. These arrangements for long-term recovery, which are informed by the requirements of affected individuals and communities, should be reflected in the event specific Recovery Action Plans.

Transitioning from recovery to ongoing community activities and services requires a comprehensive strategy that integrates recovery services into mainstream service provision whilst maintaining the sense of community health and wellbeing. Ideally, many of the activities and services that are facilitated will be integrated into structures that may have existed prior to the emergency or may have emerged since, and this will require minimal transition.

Other terms used for recovery transition to mainstream services include exit strategy, closure and legacy issues. There may or may not be a difference between the terms used within an agency and the language chosen to communicate the process to the community, and communities may be more comfortable with transition rather than exit.

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

Recovery stand down

The recovery process can take several months, to years, from the time the disaster impacted to when the community is functioning at a 'new normal'.

The conclusion of the recovery phase will be determined by the LRG, in consultation with key stakeholders.

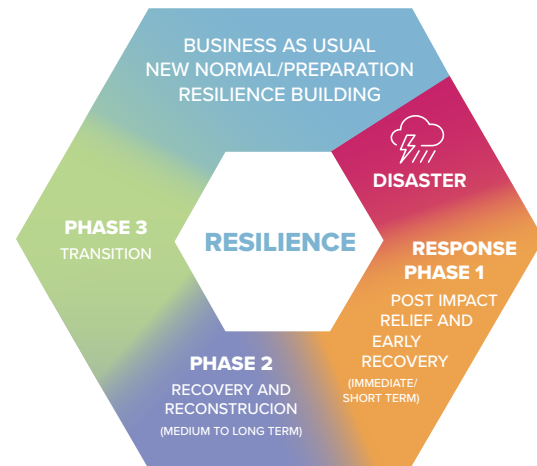


Figure 1: Queensland State Disaster Management Plan

Before standing down the recovery operation, consideration will include:

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

This phase sees a progressive handover of recovery and reconstruction responsibilities to agencies or organisations including state government, local government, community-based or industry-led sectors that would normally support the functional area. The transition should identify lessons and implement improvements to increase resilience as part of recovery.

The LRG will manage the recovery process for as long as whole of government recovery support is required, or until the Terms of Reference for the LRG have been achieved, and until government recovery agencies have the capacity to accept the management of the workload within core business processes.

Whilst the LRG or district groups may have moved to Stand Down, long-term recovery actions may still be occurring within the community, managed however through general business and not as a stand-alone response.

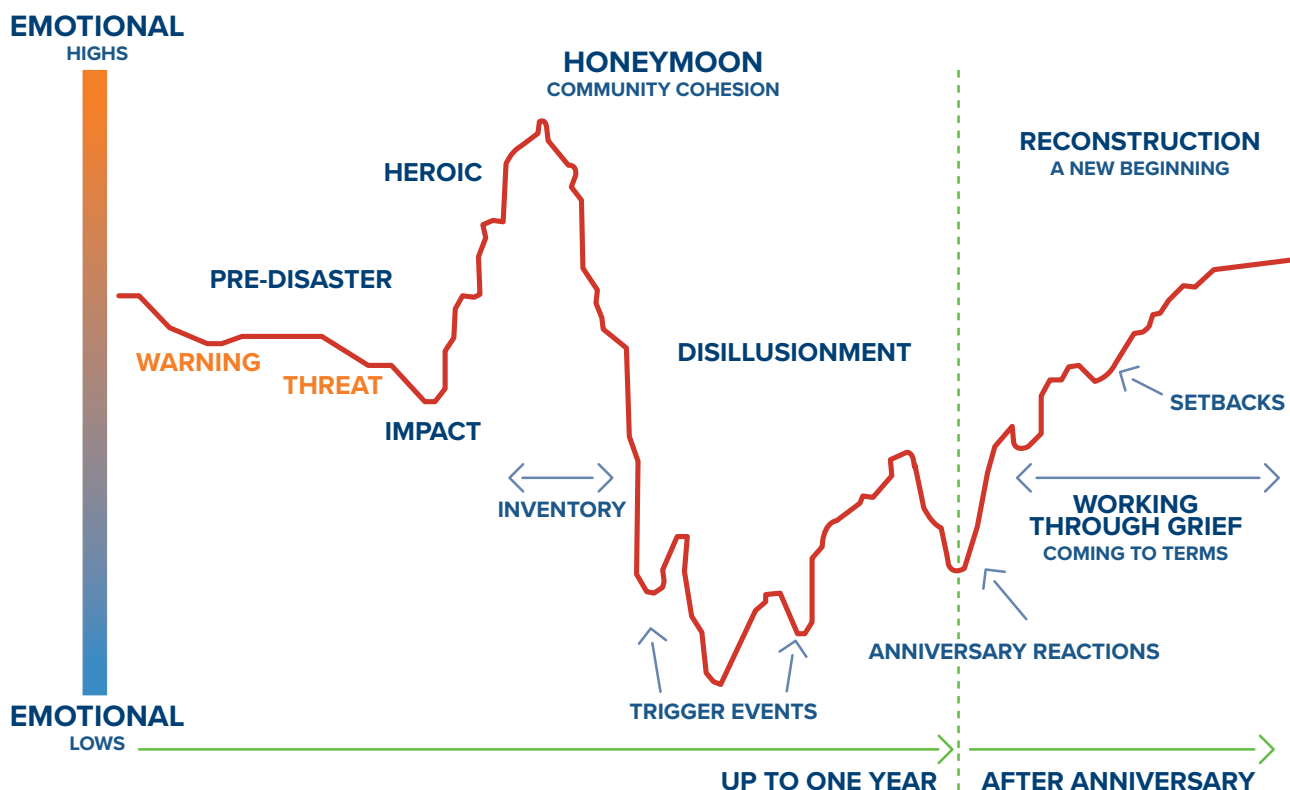
Emotional and psychological responses during recovery

As well as the operational stages of recovery, the community may experience the following phases of reactions to a disaster which should be considered during the planning process and recognised and managed accordingly during operations³:

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

4. **Honeymoon phase:** usually occurs in the following weeks and months and is evidenced by a short-lived sense of optimism by the disaster survivors.
5. **Disillusionment phase:** as time progresses, survivors tend to progress through an inventory process in which the limits of available disaster assistance are recognised and they recognise the reality of their situation. Triggers, such as the anniversary of the disaster, can initiate negative emotions related to the disaster as survivors relive their experiences.
6. **Reconstruction phase:** set-backs are experienced by survivors as they go through their grief and feeling of loss, eventually readjusting to their new surrounding and situations.

Part of pre-event recovery planning at the local level involves identification of vulnerable groups within local communities and implementing strategies to reduce their susceptibility to disasters. The more prepared a community is, the more likely they are going to be able to be resilient and recover sooner from a disaster than if they had no opportunity to prepare.



³ Handbook 2 Community Recovery. Australian Institute for Disaster Resilience

Other considerations in recovery

Evacuation centres

An evacuation centre provides for the basic needs of people away from the immediate or potential effects of a disaster. Evacuation centres are a form of last resort temporary accommodation for those evacuees who are unable to access or find their own sheltering solutions. Centres will be established by the Local Disaster Coordination Centre as required. Evacuation centres will usually be operational for a number of days; however there may be circumstances where the size and scope of a situation will require an extension. Where it is determined that a disaster is over, but evacuees are unable to return to their homes, Department of Housing and Public Works will be responsible for the necessary management and rehousing of affected persons as per the Logan District Human-Social Recovery Plan.

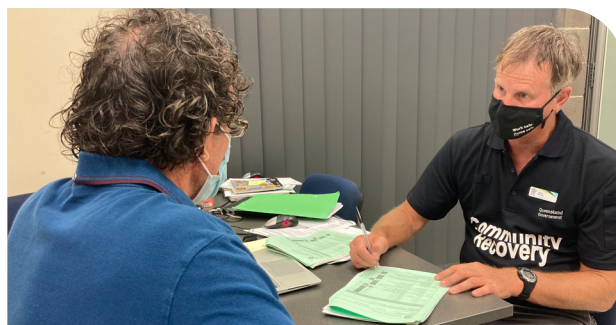
The City of Logan will be responsible for the logistical and operational running of the evacuation centres, including the provision of support services. A separate sub plan exists and is held by Council relating to the establishment and running of evacuation centres.

Recovery hubs

Recovery hubs are different to evacuation centres because they do not provide shelter or accommodation, rather they support the relief and early recovery process of disaster affected individuals, households and communities by:

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

A recovery hub is established by the Department of Families, Seniors, Disability Services and Child Safety when determined that it is necessary to provide such a service, and can be supported logistically and operationally by Council. Depending on the consequences resulting from an event's impact in a particular location, the Department of Families, Seniors,



Disability Services and Child Safety will work with the LDMG, other government agencies and non-government organisations to ensure that relevant information and services are accessible at a recovery hub.

A recovery hub can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact. A plan for the establishment and running of recovery hubs is included as part of Council's evacuation centre sub plan.

Outreach

"Outreach" may also be conducted by Department of Families, Seniors, Disability Services and Child Safety and other supporting organisations, and involves the organisations visiting the disaster-affected people at their residence and/or temporary accommodation to provide one or more of the below service responses:

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

This service usually commences as soon as the affected area is accessible and is usually enacted as a multiagency approach to provide immediate relief and commence early recovery.

Communications in recovery

Public information

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

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

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

At the local level, communication of recovery activities undertaken by Council are essential to keep the community informed of current and future recovery operations. Keeping the community well informed of recovery progress assists in managing community expectations and provides a mechanism to facilitate community engagement. Local communication strategies will be implemented in accordance with Logan City Council's communications procedures but will include a strong digital and social media presence around:

- Information on the recovery strategy
- Planned measures in place
- Progress of recovery operations using agreed metrics
- Central sources of recovery related information for individuals and communities
- When key milestones are reached; as well as providing regular media updates.

Internal communication and reporting

The LRC is the central point for all internal communication. Each Sub-Group and Council Branch will regularly inform the LRC of actions, situations and issues. This information will then be disseminated to the appropriate stakeholders e.g. the Corporate Communications Branch for public information messages, Customer Service and Information Branch to provide up-to-date information for customer enquiries, and Branches who need to action or respond to the information.

Escalation of recovery resource requests

There may be times where the LDCC or the City of Logan LDMG requires support or additional resources from outside the council area to manage the event. These requests are known as a 'Request for Assistance' and must be endorsed by either the Chair or the LDC prior to the submission to the Logan District Disaster Coordinator.

Council can also access assistance from other Local Governments via the Council to Council Support Program or through predetermined arrangements with neighbouring councils. Any requests for assistance that are not available within local resource capabilities will be coordinated by the City of Logan LDMG and will be submitted to the Logan District Disaster Coordinator (DDC).

In the event that the request for assistance cannot be actioned by the Logan DDC, the DDC will request assistance through the Chair of the State Disaster Coordination Centre.

Requests for support

The LRG and its Sub-Groups will provide the LDMG with advice on whether local resources are sufficient to manage the impacts on the city following the disaster or whether further assistance may be required. The LRG should also provide advice to the LDMG and state Functional Recovery Groups regarding the potential requirements of disaster funding, depending on the size and scale of the impacts from the disaster.

Recovery finance and funding

The LRC has primary responsibility for financial management of the recovery operations, however each Sub-Group Chair will be responsible for keeping accurate records of all expenditure on disaster recovery activities.

Accurate and detailed records of recovery expenditure is required to be maintained as evidence of cost to be eligible for Disaster Recovery Funding Arrangements/ State Disaster Relief Arrangements funding (if activated).

The Disaster Recovery Funding Arrangements is the Australian Government program intended to assist the recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorism event. These arrangements provide a cost sharing formula between the Queensland and Australian Governments on a range of pre-agreed relief and recovery measures. Further information on Disaster Recovery Funding Arrangements is available on the Queensland Reconstruction Authority website, qra.qld.gov.au/funding-programs

To claim the eligible costs for the reconstruction of an eligible assets damaged by a disaster activated under the Disaster Recovery Funding Arrangements (DRFA), submissions must be supported by visual and geospatial evidence, such as photos that demonstrate:

- the post-disaster condition of the asset, including the exact location, nature and extent of damage to the eligible asset and the proposed or completed reconstruction works
- the pre-disaster and post-disaster condition of the asset, linking the damage to the eligible disaster
- the proposed or completed works are in line with the pre-disaster function of the asset
- works completed are in line with the approved scope and timeframes.

Quality, geotagged and well managed jpeg photos are the best way to provide this evidence. For further detailed information please visit: bit.ly/qra-guide

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

Federal Disaster Recovery Payments and/or Disaster Recovery Allowance arrangements may be activated when a major disaster has had such a significant impact on individuals and families that assistance over and above the measures available under Disaster Recovery Funding Arrangements is needed. These are administered by Services Australia. Refer to the DisasterAssist.gov.au website for payment information.

Financial donations from the public or corporate sector are another potential funding source. These may be offered spontaneously or through a Disaster Relief Appeal, activated by the Queensland Government. All financial donations will be managed as per the Queensland Disaster Management Guideline.

Goods and services donations

Offers of assistance – services

Offers of assistance can provide significant support to the people and communities affected by a disaster event. Offers of assistance and donations will be managed and coordinated in accordance with the Queensland Policy for Offers of Assistance and the Queensland Offers of Assistance Guidelines⁴.

Reporting

Regular recovery status reporting records and monitors Logan City Council also retains an Offers of Assistance register within the LDCC and is held in Guardian IMS. The register records offers of assistance offered by local businesses and organisations.

⁴qld.gov.au/__data/assets/pdf_file/0022/346810/Queensland-Policy-for-Offers-of-Assistance.pdf

Donations of goods

The Queensland Government (through the Department of Families, Seniors, Disability Services and Child Safety) has partnered with GIVIT through a service agreement to provide a mechanism to register and match donations with community need as a result of relevant disaster events. Logan City Council supports and promotes the use of GIVIT to manage donations of goods.

The service aims to enable GIVIT, in conjunction with the local government, to identify the needs in the community in disaster recovery and if necessary, broker donations to meet specific requests.

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

Spontaneous volunteers

Volunteers are individuals, groups or organisations that offer to assist communities impacted by disasters. They provide crucial support and surge capacity to recovery efforts, facilitating community-led recovery and enhancement of resilience.

The Queensland Offers of Assistance Guidelines provides information on the management and utilisation of organised and spontaneous volunteers.

Logan City Council has partnered with local community organisations to manage the coordination of spontaneous volunteers.

Community-led recovery

Local governments, through local disaster management groups and their communities, are best placed to understand and identify their needs for recovery. Local government has inherent strengths, assets and resources that should be actively engaged during the response and recovery phases of a disaster. Empowering communities to create their own solutions in consultation with local government can improve overall social cohesion and deliver sustainable recovery outcomes. This also includes the enhancement of disaster management capability and capacity to build resilience to future disaster events.

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

- Centres on the community and encourages those affected by an event to actively participate in their own recovery
- Seeks to address the needs of all affected communities
- Allows individuals, families, businesses and communities to manage their own recovery, with the support of government and the community and private sectors
- Considers the values, culture and priorities of all affected communities
- Uses and develops community knowledge, leadership and resilience
- Recognises that communities may choose different paths to recovery and that communities recover at different paces
- Ensures the specific and changing needs of affected communities are met with flexible and adaptable policies, plans and services
- Builds strong partnerships between communities and those involved in the recovery process.



Spontaneous Memorial Management

A spontaneous or temporary memorial is a public grieving response to the unanticipated, violent death and/or injury of a person/people:

- who were engaging in routine activities in which there is a reasonable expectation of safety
- who would not in normal circumstances be expected to die
- with whom people identify, either as someone just like them, or as a famous figure who has become important in their lives (Haney, Leimer and Lowery 1997)

It refers to the act of offering numerous tributes, resulting in a shrine at a location with significance related to a specific incident. Spontaneous memorials play a crucial role in helping the community to cope with traumatic events. Such incidents often impact the mental health of a portion of the population, leading to feelings of fear, helplessness, and grief. Individuals who have experienced previous trauma are particularly vulnerable and may require support to prevent lasting negative effects on their well-being.

Temporary memorials and shrines after crises are predictable post crisis behaviour. As such, largescale spontaneous tributes and shrines are not uncommon after crisis and mass casualty events. Events that are

likely to cause the occurrence and growth of large-scale temporary memorials include:

- Acts of terror
- Airplane and other transport accidents
- Death of notable, high profile people
- Events involving the death of children

Participation with temporary memorials can be helpful for individual and community healing after crisis events. At temporary memorials people will find others who are experiencing similar feelings and emotions. This shared experience normalises their feelings of sadness, loss and grief and can assist in re-establishing feelings of social solidarity and belonging. It is important that all those who feel affected can access and participate with the memorial. Barriers to collective expression of shock, anger, disbelief, grief and other emotions can stall recovery and successful grieving. Access and participation with the memorial should not be restricted to certain 'types' of people, such as only the bereaved. Temporary memorials should be open to anyone who wishes to visit.

The following planning considerations are additional to those normally considered in a recovery context. The recovery planning considerations are not exhaustive and not exclusive of any other relevant agency plans that have been developed, such as the Human and Social Counter Terrorism/Extreme Acts of Violence Guide⁵.

⁵humanrights.gov.au/our-work/legal/human-rights-guide-australias-counter-terrorism-laws



Issue	Considerations	Agencies or groups who may be required to support
Floral tributes	› conservation of messages › creation of designated area › debriefing › deterioration › considering, at the right time, appropriate communication for management or removal of the memorial; including preservation of a number of floral tributes; and appropriate re-use regards gardens or tributes › consult on cultural views or wishes of impacted people and communities; › caring for temporary memorials in inclement weather › health consideration › image management › impact on traffic (pedestrian and public transport) › psychosocial support › liaison with the family/ies of the person/ people impacted, as appropriate.	› Asset owners › Functional Recovery Group/s › District Human-Social Group › Local Recovery Group › Human-Social › Environmental › Queensland Fire Department › Queensland Police Service › Volunteer organisation/s › Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS): Community Recovery Team
Spontaneous public memorials	› consult on cultural views or wishes of impacted people and communities; › caring for temporary memorials in inclement weather › considering, at the right time, appropriate communication for management or removal of the memorial; including preservation of a number of floral tributes; and appropriate re-use regards gardens or tributes › liaison with the family/ies of the person/ people impacted, as appropriate. › chronicling and archiving › clean up/ duration › dignitaries › language requirements › locations › management › monitoring › potential for permanency › social media management › support services (psycho-social) › vector management › VIP management	› Asset owners › Functional Recovery Group/s › District Human-Social Group › Local Recovery Group › Human-Social › Environmental › Queensland Fire Department › Queensland Police Service › Queensland State library › Volunteer organisation/s › Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS): Community Recovery Team

Functional areas of recovery

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

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

Human-social recovery

Human-social recovery relates to the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.

The key objectives for the Human-Social Recovery Sub-Group generally aim to address a range of needs including:

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

Important considerations for human-social recovery are the composition of the population in a given area impacted by a disaster and the broader demographic trends. Some demographic trends that may impact the vulnerability of communities in disasters include; an ageing population, cultural and faith backgrounds, population movement, immigration and household composition.



Figure 2: **Australian Institute for Disaster Resilience, Community Recovery Handbook.**

Economic recovery

Economic recovery relates to financial, business and industry impacts following a disaster.

The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. Direct impacts could be impacts such as flooding to premises, loss of stock etc. whilst indirect impacts could be related to road closures that prevent customers or staff accessing the place of business. Tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.

The key objectives for the Economic Recovery Sub-Group include, but are not limited to:

- Assessing impact on key economic assets
- Stimulating the renewal and growth of the economy within the affected area
- Supporting individuals and households (e.g. through employment services, income service and assistance with insurance claims)
- Facilitating business, industry and regional economic recovery and renewal
- Facilitating financial assistance, access to funds and loans and employer subsidies
- Recovering from the intangible effects of an event (e.g. loss of business confidence and quality of life).

Environment recovery

Environment recovery relates to the natural environment and considers public health, animal management and waste operations.

The effects of a disaster on the natural environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as heritage-listed place issues. Environment recovery in Logan also considers public health issues such as vermin and pests, promotion of food and water supply safety, personal hygiene, and public and household sanitation, including waste management.

The key objectives for the Environment Recovery Sub-Group include, but are not limited to:

- Assessing impact on key environment assets
- Coordinate assessment of the impact of the event on the natural environment (e.g. recreational water quality, ecological impact, environmental pollution) including impacts on native flora and fauna
- Coordinate or collaborate on measures to rehabilitate the affected natural environment, including environmental parks, natural waterways and riparian areas and wildlife
- Coordinate preservation of community environmental assets (e.g. environmental reserves and wetland areas)
- Coordinate or undertake mitigation strategies to reduce future impacts on the natural environment where appropriate
- Monitor and provide advice on potential environmental hazards and pollution issues
- Coordinate management of environmental waste and hazardous materials, including mitigating exposure to hazardous materials and contaminants
- Coordinate measures to promote safety of food and water supplies, personal hygiene and public and household sanitation
- Provide advice on the control and prevention of communicable diseases, including mitigating exposure to hazardous biological materials and contaminants

- Coordinate provision of public/environmental health advice
- Monitor for animal welfare issues, facilitate wildlife rescue services and manage animal hazards
- Coordinate vermin and vector surveillance and control and safe disposal of dead animals
- Coordinate measures to promote maintenance of on-site plumbing and drainage, on-site sewage and wastewater treatment and disposal.

Infrastructure recovery

Infrastructure recovery relates to essential services, infrastructure and transport operations following a disaster.

The effects of a disaster on the built environment often result in damage and disruption which can inhibit the capacity of essential services and the building sector, including housing, accommodation, education and health facilities. Disruption to transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.

The key objectives for the Infrastructure Recovery Sub-Group are:

- Facilitate recovery of utility infrastructure (drinking water, sewerage, drainage, power, telecommunications)
- Coordinate recovery of roads and other transport infrastructure
- Coordinate restoration of community infrastructure (whether publicly or privately owned), including fuel, garbage and sewerage, waterways and parks
- Coordinate assessment of damage to housing, commercial and industrial buildings and structures, rural structures and infrastructure facilities
- Facilitate building safety inspection services and secure damaged buildings and structures
- Coordinate demolition of unsafe public buildings and structures
- Coordinate provision of disposal facilities of hazardous material, debris etc.

PART 2: Disaster recovery

- Coordinate restoration of sporting facilities, parks and public playgrounds
- Ensure risk reduction is considered in planning for rebuilding and reconstruction.

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

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



Recovery principles

The National Principles for Disaster Recovery recognises that successful recovery relies on:

Understanding the context

- Recognise risks faced by individuals and communities
- Acknowledge existing strengths and capacity
- Be culturally sensitive and discrimination-free
- Recognise and respect differences
- Support the more vulnerable e.g. disabled, elderly, children, those directly affected.

Recognising complexity

- Information on impacts is limited at first and changes over time
- Affected individuals and communities have diverse needs, wants and expectations
- Quick action to address immediate needs is crucial and expected
- Events lead to a range of effects and impacts that require a variety of approaches
- Conflicting knowledge, values, priorities among individuals, communities and organisations may create tension
- Events create stressful environments
- True recovery is often long and challenging
- Existing community knowledge and values may challenge assumptions of those outside the community
- Interrelationship between the four functions.

Using community-led approaches

- Focus on affected community
- Seek to address needs of all affected communities
- Allow individuals, families and communities to manage their own recovery
- Consider values, cultures and priorities of all affected communities
- Use and develop community knowledge, leadership and resilience

- Recognise that communities may choose different paths to recovery
- Ensure specific and changing needs of the community are met with flexible and adaptable policies, plans and services
- Build strong partnerships between community and those involved in recovery.

Ensuring coordination of all activities

- Be guided by those with experience – use skilled and trusted leadership
- Demonstrate an understanding of the roles, responsibilities and authority of other organisations
- Reflect well-developed planning and information gathering
- Be part of a disaster management approach which integrates with response and contributes to future prevention and preparedness
- Be inclusive, using relationships created before and after the disaster
- Have clearly articulated, shared goals based on desired outcomes
- Have clear decision-making and reporting structures
- Be flexible – consider changing community needs and stakeholders expectations
- Incorporate planned introduction to, and transition from, recovery specific actions and services
- Focus on all dimensions – seek collaboration, reconcile different interests and timeframes.

Employing effective communication

- Ensure all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Communication with a community should be two-way
- Input and feedback should be sought and considered over an extended time
- Ensure 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 – information is more likely to reach community members when they are receptive.

Acknowledging and building capacity

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

The Logan LRG recognises that there are additional principles that add to the success and greatly improve the effectiveness of recovery:

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

PART 3:

Concept of operations



Planning and preparing for recovery

Recovery planning is integral to disaster preparedness and planning, operations must be sufficiently flexible to deal with the needs of the impacted community, regardless of the nature of the disaster. Logan City Council has this Recovery Plan in place, and during a disaster event will develop an event specific Recovery Action Plan. Recovery plans are based on normal management strategies so that agency recovery roles require only minor deviation from their normal functions.

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

Recovery preparedness also incorporates appropriate training for persons (local, district and state levels) performing functions under the *Disaster Management Act 2003* in relation to disaster operations. The Queensland Disaster Management Training Framework outlines the recovery courses and training to be undertaken by key Queensland disaster management stakeholders to support the effective performance of each identified role within each phase of disaster management.

Activation

Recovery is an integral part of responding to an event or disaster and should commence when response does. Local recovery arrangements should be activated to 'alert' once the response phase has reached the 'lean forward' level of activation and should continue to follow the response phase through the levels of activation. There may be some instances, dependent on the nature of the disaster, whereby activation of recovery arrangements will occur either prior to, or in the absence of, response activations. See Annexure 2 or the Levels of Activation table. Annexure 3 provides a flowchart of Queensland Recovery arrangements.

Depending on the nature, location and size of the event, recovery arrangements may be managed at either the local level, or through a combination of local and district arrangements.

The level of local and district support required in the medium/long term recovery phase will be dependent on the recovery structure advised by the Queensland Disaster Management Committee for each specific event.

Specific issues to be taken into account in deciding to activate the Local Recovery Group (LRG) are:

- Seriousness of disaster
- Geographical extent of disaster
- Projected duration and presence of hazards
- Major problems impacting on public health
- Disrupted or contaminated food/water supply
- Viability of or disrupted essential services (including waste removal, sewerage, power, water, communications, transport etc.)
- Anticipated number of persons requiring evacuation/shelter
- Vulnerable people/sectors affected
- Profile (demographics/social economic status) of the community affected.
- Activation enables:
 - Coordinated recovery responses to commence
 - Establishment of actual resource commitments from member agencies to meet the specific needs of a disaster event
 - Development of disaster-specific operational plans
 - Deployment of staff
 - Provision of recovery services.

The LRG will develop and implement the disaster-specific Recovery Action Plan that provides a coordinated approach to all aspects of recovery services.

It is important to note that LRG members may be required to provide responses to small-scale and localised events when the LRG has not been formally activated. This level of coordination would be considered part of normal agency responsibilities.

The roles of the recovery groups at the local and district levels are not mandatory under the *Disaster Management Act 2003*, and are established at the discretion of the chair of the Local Disaster Management Group (LDMG)/District Disaster Management Group (DDMG) depending on the scale of the disaster, impact/needs assessments and anticipated recovery operations. Further information is provided in the State Recovery Plan.

PART 3: Concept of operations

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

Recovery operations

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

The triggers and timings to tailor-planned recovery operations for a specific event will vary between disasters. The transition from response operations to recovery operations will be influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, transition from response to recovery in large scale or geographically dispersed events may be staged, with response and recovery operations being undertaken concurrently.

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

- Situation reports (SitReps) which evidence the de-escalation of response operations
- Status of response and immediate recovery/relief operations
- Impact and needs assessments



- Response and early recovery situations that may escalate
- Anticipated recovery issues and risks.

The transition procedure at the state level is outlined in the Queensland Recovery Plan.

Recovery action plan

Once an event has occurred, planning for community recovery involves identifying those who will be vulnerable and targeting the provision of services to ensure they are catered for. The LRG will develop an event-specific Recovery Action Plan to guide its recovery activities. The Recovery Action Plan is a strategic level document developed during the Lean Forward and Stand Up stages of recovery activation. It is prepared by the Local Recovery Coordinator (LRC) with input from the members of the Sub-Groups and is approved by the LDMG. It details the recovery aim, objectives and strategies to address identified community needs across the four functional areas of recovery.

The Recovery Action Plan is developed by the LRC and LRG, in partnership with stakeholders, when a disaster impact is expected to, or has occurred, and includes:

- Short, medium and long-term recovery priorities
- Consideration of local capability
- Restoration of key infrastructure and services, rebuilding and rehabilitation
- Metrics for tracking progress to support accountability
- Consideration of funding arrangements
- Integration across all functional recovery areas
- Mechanisms to engage community members in their own recovery
- Anticipated end of recovery activities and the expected transition to community activities and a new normal.

The Recovery Action Plan includes broad timeframes for operational activities, lists the tasks to be performed by each of the functional recovery teams and their agencies/individuals and allocates responsibility for the tasks with a timeframe for completion. At subsequent meetings, the respective Recovery Action Plan will be reviewed and updated as required.

The Recovery Action Plan should also identify proposed transitional arrangements to return to a “Business as Usual” state that also considers the requirements of the affected individuals and communities, including service delivery arrangements and emerging issues. Plans should be informed, where possible, by feedback received through ongoing community engagement strategies.

The LRC, Sub-Groups and relevant stakeholders are responsible for assisting with the implementation of the Recovery Action Plan. The Recovery Action Plan is a dynamic document that is reviewed and updated regularly to reflect the changing circumstances as defined by ongoing community needs analysis.

Impact and needs assessments

Impact assessment is the process of collecting and analysing information after an emergency or disaster to estimate:

- Extent of loss or injury to human life
- Damage to property and infrastructure
- The needs of the affected community for response, recovery and future prevention and preparedness assistance.

The purpose of post-disaster impact assessments is to provide disaster management groups with a source of comprehensive, standardised information on the impact of an event. This information is used to set priorities and make decisions relating to the response to an emergency or disaster and to the initial steps leading to recovery.

There are two basic types of impact assessment:

1. Post Impact Assessment – examines the way in which a hazard has affected the community
2. Needs Assessment – examines the type, amount and priorities of assistance needed.

Post impact assessment

Rapid damage assessment

Rapid damage assessment is undertaken immediately following an event to gather a high level view of consequences and potential consequences. The sources of data to determine the needs within a community are many and varied and, again, change over time.

Methods of obtaining this information include:

- Calls for assistance recorded at emergency services communications centres and through the Local Disaster Coordination Centre (LDCC) tasking of emergency service assets
- Information provided by LDMG members and invitees
- Assessment data from Council’s operational Branches
- Assessment data provided by Queensland Fire Department damage assessment process
- Review of talk-back radio, social media and traditional media
- Feedback from affected persons, local communities and Councillors.

Comprehensive damage assessment

This assessment will commence as soon as possible following an event to establish the full impact of an event.

Response and recovery agencies will undertake detailed impact assessments relating to their area of jurisdiction and will submit situation reports to the City of Logan LDMG through the LDCC.

Depending on need, Council may coordinate the formation and operation of multi-agency damage assessment teams to systematically collect and analyse impact assessment data.

PART 3: Concept of operations



Needs assessment

Needs assessment is based on initial rapid and comprehensive damage assessment data to determine the type, quantity and priorities of assistance required by disaster-affected communities.

Fundamental to the needs assessment of a community is the assessment of change to the pre-existing state of the community. The challenge is to determine how much of the community's need is due to the impact of the event, not pre-existing, and to estimate what level of resource is required to support an effective community development approach to recovery.

Identification of the most vulnerable people and groups is especially required during high impact and significant disaster events when the prioritising and rationing of services may be required to meet the urgent needs of large numbers of disaster-affected people. The majority of people will have the ability to manage their own recovery, with the provision of supports for identified needs, however this will depend on the existing vulnerabilities and extent of the disaster.

Care needs to be taken to avoid over-servicing some groups to the detriment of others and identified services should be provided in a planned, coordinated and adaptive framework to mitigate people becoming overloaded and thereby rejecting assistance and support in the recovery phases.

Some key questions that will assist with determining the level of recovery services that may need to be provided, in the initial stages and ongoing, include:

- What did the community look like prior to the emergency/disaster?
- What has been the impact on the community?
- What does the community need now?
- What can the community provide for itself?

recovery progress of key tasks. The LRC reports regularly to the LDMG and DDMG to ensure awareness of recovery activities and arrangements are maintained.

At the state level, the Minister/s will report to the Queensland Disaster Management Committee on recovery progress and the achievement of key milestones in the recovery effort. These recovery achievements will be published on the Queensland Reconstruction Authority's website.

Statutory reporting requirements for Disaster Recovery Funding Arrangements/Statutory reporting requirements for Disaster Recovery Funding Arrangements funding etc. will be completed and published as required.

Debriefing, review and evaluation

Logan City Council is committed to a cycle of continuous improvement. To evaluate the effectiveness of the recovery plan and operations, Logan City Council conducts assurance activities including exercises and after action reviews to inform improvements for community recovery.

Debriefs will be organised at the conclusion of recovery operations.

A **“Hot debrief”** is undertaken immediately after operations conclude. Participants are given the opportunity to share learning points while their

recovery experiences are fresh. For lengthy recovery operations, multiple hot briefs may be conducted at suitable intervals to identify issues and develop solutions for immediate implementation.

A **“Post event debrief”** is conducted days or weeks after a recovery operation when participants have had time to reflect and consider the effectiveness of the operation.

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

The findings and recommendations from these activities assist in the identification of good practice and opportunities for improvement in disaster recovery and are shared with disaster management groups and key stakeholders at the local, district and state levels. Lessons identified, and resulting recommendations are maintained in the lessons and recommendation register held at Council.



Annexure 1

Agencies and their roles

Annexure 1

Agencies and their roles

Queensland Reconstruction Authority (QRA)	The QRA manages and coordinates the Government's program of infrastructure reconstruction within disaster-affected communities. The QRA focuses on working with state and local government partners to deliver value for money and best practice expenditure and acquittal of public reconstruction funds. The QRA is also the lead agency responsible for disaster recovery, resilience and mitigation policy.
Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS)	DLGWV delivers support to strengthen and support the well-being of Queenslanders, particularly those who are vulnerable and most in need. DFSDSCS seek to deliver integrated and coordinated human and social recovery services including Emergency Hardship Assistance, Essential Services Hardship Assistance Grant, Essential Household Contents Grant, Structural Assistance Grant, Essential Services Safety and Reconnection Scheme. DFSDSCS also delivers a range of services to ensure that those in-need have access to housing and homelessness assistance. In Logan District, they are the lead for District Human-Social recovery, incorporating the Case Coordination group when required.
Services Australia	Services Australia provides assistance to those adversely affected by disasters through the provision of Disaster Recovery Payments (DRP) or Disaster Recovery Allowance (DRA).
Department of Housing and Public Works (DHPW)	DHPW is responsible for building policy and asset management, and Queensland Government procurement. DHPW holds the primary support role for building and engineering services, and building recovery. DHPW undertakes repairs and maintenance to Queensland Government assets and restores key services to help rebuild communities. DHPW is also responsible for helping to connect community members to services for emergency accommodation and help to apply for long-term housing.
Department of Transport and Main Roads (DTMR)	DTMR is responsible for the delivery and maintenance of the integrated transport network across Queensland. DTMR provides information regarding disruptions and closures across the road, rail and maritime networks.
Insurance Council of Australia (ICA)	ICA is the representative body of the general insurance industry in Australia. It aims to promote insurance protection and security to the community and provides a range of practical information to support consumers.
Queensland Health (QH)	QH is responsible for planning and managing public health emergencies and disaster events as well as the provision of information, advice and services to the community and partner agencies.
Department of State Development, Infrastructure and Planning (DSDIP)	DSDIP is responsible for state development, economic development, infrastructure, land use planning, urban growth and local government. Disaster management activities undertaken by DSDIP focus on economic recovery operations and providing on the ground economic recovery work including supply chain support.
Department of the Environment, Tourism, Science and Innovation (DETSI)	DETSI is committed to a vision of a healthy and resilient environment for a sustainable and prosperous Queensland. DETSI seek to identify early environmental impacts after an event and will assist in prioritising environmental recovery actions.
Queensland Fire Department (QFD)	QFD is the primary provider of fire and emergency services in Queensland. QFD aims to protect people, property and the environment through the delivery of emergency services; awareness programs; response capability and capacity; and, incident response and recovery for a safer Queensland.
Department of Primary Industries (DPI)	DPI provides advice on various financial support arrangements available to primary producers including freight subsidies, disaster loans, essential working capital loans and leasehold rent relief.
Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS)	DFSDSCS supports the communications to and connection with the local Disability Services and Seniors Services community. DFSDSCS supports community safety and cultural sensitivity of recovery efforts.
Queensland Treasury (QT)	QT is responsible for Energy.

Department of Women, Aboriginal and Torres Strait Islander Partnership and Multiculturalism (DWATSIPM)	DWATSIPM supports the communications to and connection with Aboriginal and Torres Strait Islander community.
Queensland Ambulance Service (QAS)	QAS is responsible for the provision, operation and maintaining ambulance services, treat and transport sick and/or injured persons and provide aeromedical transport.
Queensland Rural and Industry Development Authority (QRIDA)	QRIDA administers financial assistance to disaster affected primary producers, businesses and non-profit organisations under the joint Commonwealth/Queensland Government funded Disaster Recovery Funding Arrangements 2021.
Department of Trade, Employment and Training (DTET)	DTET is responsible for employment, vocational education and training, skills and workforce development, small business advocacy and resilience.
Private and Independent Sector	A number of providers, organisations and networks may be actively involved in supporting response and recovery efforts. This includes the three Chambers of Commerce within Logan and local bus companies.
Non-Government Organisations	A number of not-for-profit, charity and non-government organisations may be actively involved in supporting response and recovery efforts in Logan.
Utility Providers	Providers of various essential utilities including communications, natural gas supply, electricity network, waste water network and water supply that may support response and recovery efforts.
Department of Customer Services, Open Data and Small and Family Business (DCSODSF)	DCSODSF is responsible for identifying the impact on small business post disaster, and assist in the development and implementation of recovery activities.

Annexure 2

Activation levels

Annexure 2

Activation levels

The activation of the LRG is based on the escalation model shown in the table, which describes the Recovery activation levels.

Figure: Table depicting Activation levels.

Response Alert		Triggers	Actions	Internal Communications
Response Lean Forward	Recovery Alert	Response phase at 'lean forward' level of activation	- Appointment of LRC as appropriate - Potential actions and risks identified - Information sharing commences - LRC in contact with LDCC/LDC - Initial advice to all recovery stakeholders	LRC and LRG members on mobile remotely
Response Stand Up	Recovery Lean Forward	- Response phase at 'stand up' level of activation - Immediate relief arrangements are required during response phase	- Monitoring of response arrangements - Analysis of hazard impact or potential impact - Relief and recovery planning commences - Deployments for immediate relief commenced by recovery functional agencies - Recovery staff are embedded into the LDCC to commence gaining situational awareness.	- LRC and LRG members on mobile and monitoring email remotely - Ad hoc reporting
Response Stand Down	Recovery Stand Up	- Immediate relief arrangements continue - Response phase moves to 'stand down' level of activation. Medium term recovery commences	- LRG activated at LDCC or alternate location - Recovery Plan activated - Deployments for immediate relief response - Action plans for four functions of recovery activated as required - Community information strategy employed - Participate in response debrief - Transition arrangements from 'response and recovery' to 'recovery' activated, including handover from LDC to LRC - Action plans for four functions of recovery continue - Community information strategies continue	- LRC and LRG members present at LDCC or alternate location on established landlines and/or mobiles, monitoring emails - LRC and LRG members involved in medium term recovery continue as required - Regular reporting to LDMG/LDC
	Recovery Stand Down	LRG arrangements are finalised. Community returns to normal activities with ongoing support as required	- Consolidate financial records - Reporting requirements finalised - Participate in recovery debrief - Participate in post event debrief - Post event review and evaluation - Long term recovery arrangements transferred to functional lead agencies - Return to core business	- LRC and LRG members resume standard business and after hours contact arrangements - Functional lead agencies report to LRC/LRG as required

Annexure 3

Disaster flow chart

Disaster flow chart

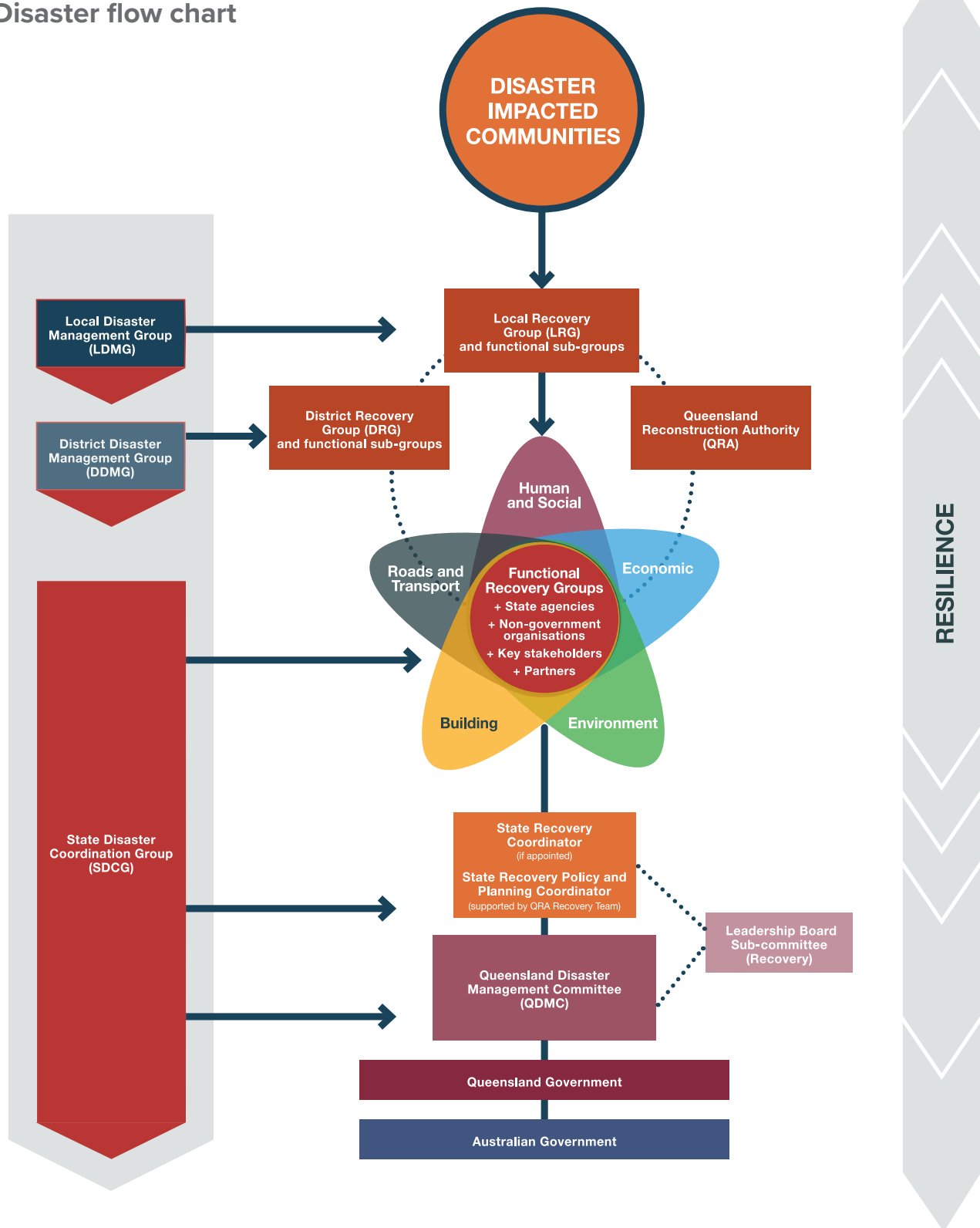


Figure 2: Queensland's disaster recovery arrangements.

Definitions

Alert	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required, however the situation should be monitored by someone capable of assessing the potential of the threat.
Community	A group of people with a commonality of association and generally defined by location, shared experience or function.
Community Resilience	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure.
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination relates primarily to resources and operates vertically, within an organisation, as a function of the authority to command and operates horizontally across organisations and agencies.
Coordination Centre	A centre established at state, district or local government level as a centre of communication and coordination during times of disaster operations.
Disaster	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. <i>(Disaster Management Act 2003)</i>
Disaster District	Part of the state prescribed under a regulation as a disaster district.
Disaster Management	Arrangements about managing the potential adverse effect of an event including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. <i>(Disaster Management Act 2003)</i>
Disaster Management Functions	The services essential to managing the impacts and consequences of an event.
Disaster Management Standard	A disaster management standard means a standard for disaster management established by the Office of the Inspector-General of Emergency Management.
Disaster mitigation	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity. <i>(Disaster Management Act 2003)</i>
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event. <i>(Disaster Management Act 2003)</i>
Disaster preparedness	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster. <i>(Disaster Management Act 2003)</i>
Disaster relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support. <i>(Disaster Management Act 2003)</i>
Disaster response capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with or help another entity to deal with, an emergency situation or a disaster in the local government area.
Disaster response operations	The phase of disaster operations that relates to responding to a disaster. <i>(Disaster Management Act 2003)</i>

Definitions

Disaster risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (Councils of Australian Governments, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)
District Disaster Coordinator	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
District Disaster Group	The group established in accordance with s22 of the <i>Act</i> to provide coordinated State Government support and resources to LDMGs on behalf of local governments.
District Disaster Management Plan	A plan prepared in accordance with s53 of the <i>Act</i> , that documents planning and resource management to counter the effects of a disaster within the disaster district.
Evacuation Centre	Group shelter provided for affected people in a community hall or similar. It is part of emergency relief, and is different from temporary accommodation (Note: evacuation centres are not assessed and rated for cyclone, storm, etc)
Event	- Any of the following: - a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening - an explosion or fire, a chemical, fuel or oil spill, or a gas leak - an infestation, plague or epidemic (example of an epidemic – a prevalence of foot-and mouth disease) - a failure of, or disruption to, an essential service or infrastructure - an attack against the state - another event similar to an event mentioned in (a) to (e). - An event may be natural or caused by human acts or omissions. (<i>Disaster Management Act 2003</i>)
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
Guidelines	Guidelines are developed under s63 of the <i>Act</i> to inform the Queensland Disaster Management Committee, District Disaster Management Groups and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a District Disaster Management Group or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (Emergency Management Australia, 2004)
Lean Forward	An operational state prior to “stand up” characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby; prepared but not activated.
Local Disaster Coordinator	A person appointed under the <i>Act</i> who is responsible for the coordination of disaster operations for the LDMG.
Local Disaster Management Group	The group established in accordance with s29 of the <i>Act</i> to support the disaster management and operational activities of local governments.
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within the local government’s area of responsibility.
Member	A person officially appointed as a member of a disaster management group. Members have voting rights to validate the business of the group.
Post-disaster Assessment	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (Adapted from Councils of Australian Governments, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)

Definitions

Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland Disaster Management Arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (<i>Disaster Management Act 2003</i>)
Recovery Hub	A centre established by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) to enable delivery of disaster recovery services to the disaster-affected community by multiple agencies from a single location
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.
Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk	The effect of uncertainty on objectives. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk Identification	The process of finding, recognising and describing risks. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk Management	Coordinated activities to direct and control a community or organisation with regard to risk. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk Register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
Risk Treatment	Process of selection and implementation of measures to modify risk. (National Emergency Risk Assessment Guidelines)
Serious Disruption	Serious disruption means: a. loss of human life, or illness or injury to humans; or b. widespread or severe property loss or damage; or c. widespread or severe damage to the environment. (<i>Disaster Management Act 2003</i>)
Stand Down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.
Stand Up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
State Disaster Coordinator	A person appointed under the <i>Act</i> who is responsible for the coordination of disaster response operations for the Queensland Disaster Management Committee.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's disaster management arrangements, including agency roles and responsibilities.
State Recovery Coordinator	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster recovery operations for the Queensland Disaster Management Committee.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

