

**SUBMISSIONS FOR STATE OF QUEENSLAND****11 MARCH 2011****Department of Communities****(DOC)****Ministers****To 20 February 2011**

The Honourable Desley Boyle MP

Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships

The Honourable Phil Reeves MP

Minister for Child Safety and Minister for Sport

The Honourable Karen Struthers MP

Minister for Community Services and Housing and Minister for Women

The Honourable Anastacia Palaszczuk MP

Minister for Disability Services and Multicultural Affairs

**From 21 February 2011**

The Honourable Anastacia Palaszczuk MP

Minister for Transport and Multicultural Affairs

The Honourable Phil Reeves MP

Minister for Child Safety and Minister for Sport

The Honourable Karen Struthers MP

Minister for Community Services and Housing and Minister for Women

The Honourable Curtis Pitt MP

Minister for Disability Services, Mental Health and Aboriginal and Torres Strait  
Islander Partnerships

## **Director-General**

Ms Linda Apelt

### **A. Key Functions and Role of Department**

The DOC provides community services and support to vulnerable and disadvantaged Queenslanders. It also provides services to encourage Queenslanders to lead active and healthy lifestyles, including support to elite athletes. Funding is provided to the non-government sector to deliver a diverse range of services.

The DOC provides and/or funds:

- Aboriginal and Torres Strait Islander services;
- Child safety services, including statutory child protection functions;
- Community and youth justice services, including operation of youth detention facilities;
- Disability and community care services, including the Home and Community Care Program;
- Housing and homelessness services;
- Multicultural services and grants;
- Sport and recreation services and grants; and
- Women's services.

### **B. Departmental Structure and Operation**

#### **Departmental Structure**

A copy of the organisational structure of DOC is attached and marked '**DOC-01**'. In response to the 2010/2011 flood events the Director-General issued a temporary restructure of DOC to concentrate resources on community recovery via the State Wide Recovery Control Group. A copy of that restructure is attached and marked '**DOC-02**'. The restructure involved allocation of specific recovery responsibilities to 13 senior officers. In addition, a significant number of staff were reallocated to duties associated with community recovery.

## **Community Recovery – Functional Lead Agency**

In relation to disasters, DOC has functional lead agency responsibility for human-social recovery (referred to in this document as “community recovery”). Community recovery services are delivered by DOC and other government and non-government agencies under the Memorandum of Understanding between key Government and Non-Government Signatories for the provision of Community Recovery Services following a disaster July 2007 – June 2009 (the Community Recovery MOU). A copy of the Community Recovery MOU is attached and marked ‘DOC-03’. Responsibilities under the MOU are described in section C below.

## **Cross-Agency - Structure and Decision Making for Community Recovery**

Organisational arrangements, roles and responsibilities of government and non-government agencies in community recovery are set out in the Community Recovery MOU. The cross-agency structure and decision making for community recovery consists of:

- State Disaster Management Group (SDMG) and State Disaster Coordination Centre (SDCC). The SDMG is responsible for the Queensland Recovery Guidelines. The Guidelines describe the four recovery functions, and identify DOC as the functional lead agency for the “Human-Social” recovery function. Coordination of recovery functions across economic, environmental, infrastructure and human-social is assisted by the State Recovery Group (SRG), a standing sub-group of the SDMG. The Department currently operates under Version 2.6, SDCG consultation draft of the Queensland Recovery Guidelines;
- State Community Recovery Committee (SCRC) - chaired by the Director, Community Recovery, DOC. The members of the SCRC include signatories to the Community Recovery MOU. Functions of the SCRC include:
  - Supporting DOC to fulfil its lead agency responsibility for community recovery; and
  - Monitoring implementation of the Community Recovery MOU;
- District Community Recovery Committees (DCRC) - DCRCs are convened by DOC’s seven regions for the 23 State disaster districts (based on Queensland Police Service boundaries). The DCRCs report to the Disaster District

Management Group; and

- Local Community Support Committee – local committees may be formed to implement the Local Community Recovery Plan.

## **Department - Structure and Decision Making for Community Recovery**

- Director-General is a member of the SDMG;
- Director, Community Recovery – the Director, Community Recovery (Director, CR) is part of Statewide Services in Regional Service Delivery Operations of DOC;
- Internal Coordination Group (ICG) - convened by the Director CR, the ICG includes representatives of DOC's finance, information technology, human resources and travel branches, and representatives of Shared Services Queensland and Shared Services Arrangement, which provide human resources and payroll services to DOC. The ICGs role is to resolve operational issues that arise during community recovery; and
- Community Recovery Unit (CRU) - the CRU is part of State wide services in Regional Service Delivery Operations of DOC. It coordinates DOC's community recovery response. In preparation for community recovery responses the CRU develops and promulgates community recovery practice; coordinates the development and review of District Community Recovery Plans; and convenes a network of regional Community Recovery Community Support Officers.

## **Policies and Procedures**

The DOC's policy and procedures relevant to community recovery are:

- The Community Recovery MOU – this was scheduled for review, update and finalisation, subject to implementation of amendments to the *Disaster Management Act 2003* (DM Act) which commenced on 1 November 2010; and
- DOC, Community Recovery Central Office Practice Guide 2010/2011 (Central Office Practice Guide).

## **C. Specific Responsibilities under the Disaster Management Act 2003 and Other Relevant Legislation**

The Director-General of DOC is a member of SDMG, established under section 17 of the DM Act. The Queensland Recovery Guidelines nominate DOC as functional lead agency for human/social recovery.

Community recovery includes:

- Establishment of community recovery centres;
- Coordination of government and non-government partners in the provision of human, social and emotional support to affected people in a natural disaster;
- community support and the restoration of community support services and networks;
- Social impact and needs assessment and monitoring;
- Personal support and information;
- Physical health and emotional support;
- Psychological, spiritual, cultural and social wellbeing support;
- Public safety and education support;
- Activities that ensure affected communities and interest groups are involved in the decision making process;
- Housing assistance, including temporary accommodation; and
- Financial assistance to meet immediate individual needs and uninsured household loss and damage.

The DOC leads community recovery, establishes Community Recovery Centres and arranges payment of emergency disaster relief under the Natural Disaster Relief and Recovery Arrangements (NDRRA). The Australian Red Cross, Lifeline Community Care, the Salvation Army and the St Vincent de Paul Society are signatories to the Community Recovery MOU and have a significant role in delivering services.

## **D. Preparedness for Flooding Events Generally**

The DOC's preparation for disasters occurs through the organisational structures in section B above. For example, the SCRC meets regularly during the year to debrief from the last season and to discuss preparations for community recovery in the next season.

### **Community Recovery Staffing**

A key element of preparedness is to ensure that sufficient staff are trained in community recovery and available for deployment after a disaster. Queensland Government community recovery staff are drawn from DOC and other agencies.

After the Mackay floods in February 2008, DOC recognised the need to encourage staff from other agencies to volunteer for community recovery deployment. Accordingly, in March 2008 the Director-General wrote to other Directors-General about staff deployment. Another request was sent to Directors-General in December 2009 to nominate a senior officer to participate in development of communication protocols to activate the Community Recovery Workforce and to maintain oversight of the number of staff trained and available for deployment.

### **Training in Community Recovery**

Community recovery training is delivered by CRU. Training consists of a half day introduction (Part A. Community Recovery Awareness) and a one day session about applications for assistance (Part B. Community Recovery Forms).

## **E. Preparation and Response to 2010/2011 Flood Events**

### **Preparation**

The Director-General participated in meetings of SDMG.

On 11 October 2010 the Director-General approved the report 2009-2010 Disaster Season Debrief Report – Lessons learned and a way forward (the Debrief Report). The Debrief Report was circulated to DOC's recovery partners and a copy of this report is attached and marked 'DOC-04'.

At its 18 October 2010 meeting, the SCRC noted a seasonal update, forecasting the possibility of 6 to 7 cyclones. A Bureau of Meteorology (BOM) update was circulated to SCRC members at the 13 December 2010 meeting, and agencies provided updates on seasonal preparedness. A copy of these seasonal updates is attached and marked '**DOC-05**'.

On 3 November 2010 the Director-General noted a written briefing, Preparedness of Community Recovery for the 2010-2011 season (dated 20/10/2010). It included a copy of the CRU's activation protocols, which had been updated for the 2010-2011 season, and a summary of DOC's preparedness strategies. The briefing included updates on:

- Community recovery training;
- A review of local Disaster Community Recovery Plans;
- A briefing for Community Support Officers;
- The circulation of NDRRA guidelines to regions; and
- A meeting of DOC's State Community Recovery Committee with non-government partners to confirm preparedness for the season.

At a SDMG meeting on 8 December 2010, BOM reconfirmed the expected significant weather events for the forthcoming season.

On 6 December 2010, Emergency Management Queensland (EMQ) notified DOC that an event was pending. On 23 December 2010 the Director CR subsequently briefed the Director-General, relevant Regional Executive Directors and other relevant officers in central office that DOC was on "standby".

An initial impact assessment was circulated to the SCRC and representatives of other government agencies on 21 December 2010. A copy of the initial impact assessment is attached and marked '**DOC-06**'. A further impact assessment was circulated on 23 December 2010 following briefings at the SDCC. A copy of the further impact assessment is attached and marked '**DOC-07**'.

On 2 December 2010, DOC's intranet site contained a feature article on training for Community Recovery deployment and asked staff to nominate for this. The Department of Premier and Cabinet coordinated a government podcast for the December issue of Sector Wide calling for staff from government agencies to be trained in community recovery.

### **Community Recovery Training**

During 2010, 753 people attended training sessions (Part A) Community Recovery Awareness, and 1040 attended (Part B) Community Recovery Forums. Attendance at Part B training includes updates for staff who have been trained previously. In late 2010 approximately 1500 officers across 11 departments were available for community recovery deployment. In January 2011 an additional 1231 staff completed both Part A and Part B community recovery training.

### **Housing Assistance**

During December 2010, DOC liaised with funded community housing providers, collated details of currently vacant housing stock including new stock that may be completed and available at short notice. Senior staff were provided with relevant information before the Christmas – New Year break to enable timely response to housing needs as a result of a disaster.

### **Response**

Community recovery responses begin when it is safe to enter the affected area. DOC officers attended daily State Disaster Coordination briefings and regular telelinks were convened with community recovery partners in flood affected areas. The information from briefings and from agencies in the localities are the basis for the initial community recovery response.

Detailed information about DOC's response to the flood events in each of the affected regions can be provided if it is required. A summary of the community recovery response to the floods is below.

### **Activation of Personal Hardship Assistance**

The Director CR asked EMQ to activate the Personal Hardship Assistance Scheme (PHAS) under NDRRA after advice that people were experiencing hardship as a result of the floods. As a result of requests from respective DOC Regional Executive Directors a request for activation of PHAS was made on 28 December 2010 for the following local government areas: Southern Downs, Western Downs, Lockyer Valley, Banana, Barcaldine, Central Highlands, North Burnett, Bundaberg and Mackay. On 30 December 2010, activation of PHAS was requested for the Toowoomba district. Funeral and memorial assistance has also been provided under the NDRRA.

### **Community Recovery Hotline**

The Department is responsible for the Community Recovery Hotline; calls to the hotline are managed by Smart Service Queensland. To 22 February 2011, the Hotline received 45,691 calls (source: *Daily ICC Report for DoC Community Recovery Hotline Queensland Floods (Dec 2010) 23 February*).

### **Recovery Centres**

Community Recovery Centres receive applications for financial assistance and provide information and referrals about counselling and support services. The Centres are staffed by officers trained by DOC, and by staff from agencies including Centrelink, Lifeline Community Services and the Australian Red Cross. Where appropriate the Community Recovery Centres may also house staff from the Department of Employment, Economic Development and Innovation, the Building Services Authority and the Insurance Council of Australia.

Subject to local circumstances and needs, Community Recovery Centres operate for approximately 10 days or longer. The DOC opened a total of 38 Community Recovery Centres during the 2010/2011 flood events. A list of these Community Recovery Centres is attached and marked '**DOC-08**'. Prior to the closure of any recovery centre, DOC develops transition strategies for an effective response to

community needs and expectations. Endorsement of the strategies is sought from the LDMGs and local government. Seven days notice is given of the intended closure of a Community Recovery Centre.

### **Financial Assistance**

Financial assistance under NDRRA has been provided to affected eligible people. At 22 February 2011, the amounts paid in grants were \$20,898,741 under the Personal Hardship Assistance Scheme, and \$52,457 under the Essential Services Safety and Reconnection Scheme. It should be noted that these figures are based on manual counts and are subject to validation.

### **Housing Assistance**

Housing Recovery Teams worked in flood affected areas to identify and address serious short to medium term housing need. Staff helped applicants apply for emergency housing assistance, and provided information and referrals about other housing assistance, such as tenancy rights, bond loan, rental assistance and mortgage relief applications. Emergency housing for flood affected people has been provided in a wide range of private and publicly owned accommodation, including temporary housing, such as caravans and prefabricated units.

Additional funding was provided to non-government organisations in response to housing needs following the 2010/2011 floods events. One-off special purpose grants of \$10,000 were approved on 20 January 2011 to enable Tenant Advice and Advocacy Service Queensland and Home Assist Secure to deliver additional assistance to residents affected by flooding in disaster declared areas. Additional grant funding was approved on 11 February 2011, to be provided under the Community Rent Scheme for the lease of up to 100 additional private rental properties.

### **Other Assistance**

In addition to financial and housing assistance, information and referral, DOC provided assistance with funeral arrangements to families of deceased flood victims.

## **Situation and Summary Reports**

Daily Situation Reports are prepared in affected regions and contribute to a daily Summary Report, which is provided to the Director-General, the SDCC (when activated) and the SCRC. They provide an overview of recovery activities, service delivery arrangements and the financial support provided to affected individuals. Reports are provided to CRU by DOC staff in affected regions and include information provided by partner agencies. The Summary Reports inform responses to changing needs. Copies of these documents can be provided upon request.

## **F. Preparedness for Next Wet Season**

The DOC's usual preparedness arrangements will continue in advance of the 2011/2012 wet season. Debriefs are conducted at the end of each disaster season or event to identify lessons learnt that can inform quality improvement in the community recovery service system. Where relevant, debriefs inform CRU work plans, other government agency recovery work plans and non-government recovery partners for the following year.

Community recovery work is continuing in response to the 2010/2011 floods events (and Tropical Cyclone Yasi). The DOC will undertake an operational review of its approach to Community Recovery during 2011.

## **G. Indication of Relevant Documents Held by Department**

There are potentially tens of thousands of documents held by DOC that are relevant to the flood event and these documents are in the following general categories:

- Emails and attachments;
- Guidelines;
- Organisational charts;
- Minutes;
- Summary reports, proposals, plans, memoranda and approvals;
- Grant application records; and
- Community Recovery Processing System documents and data.

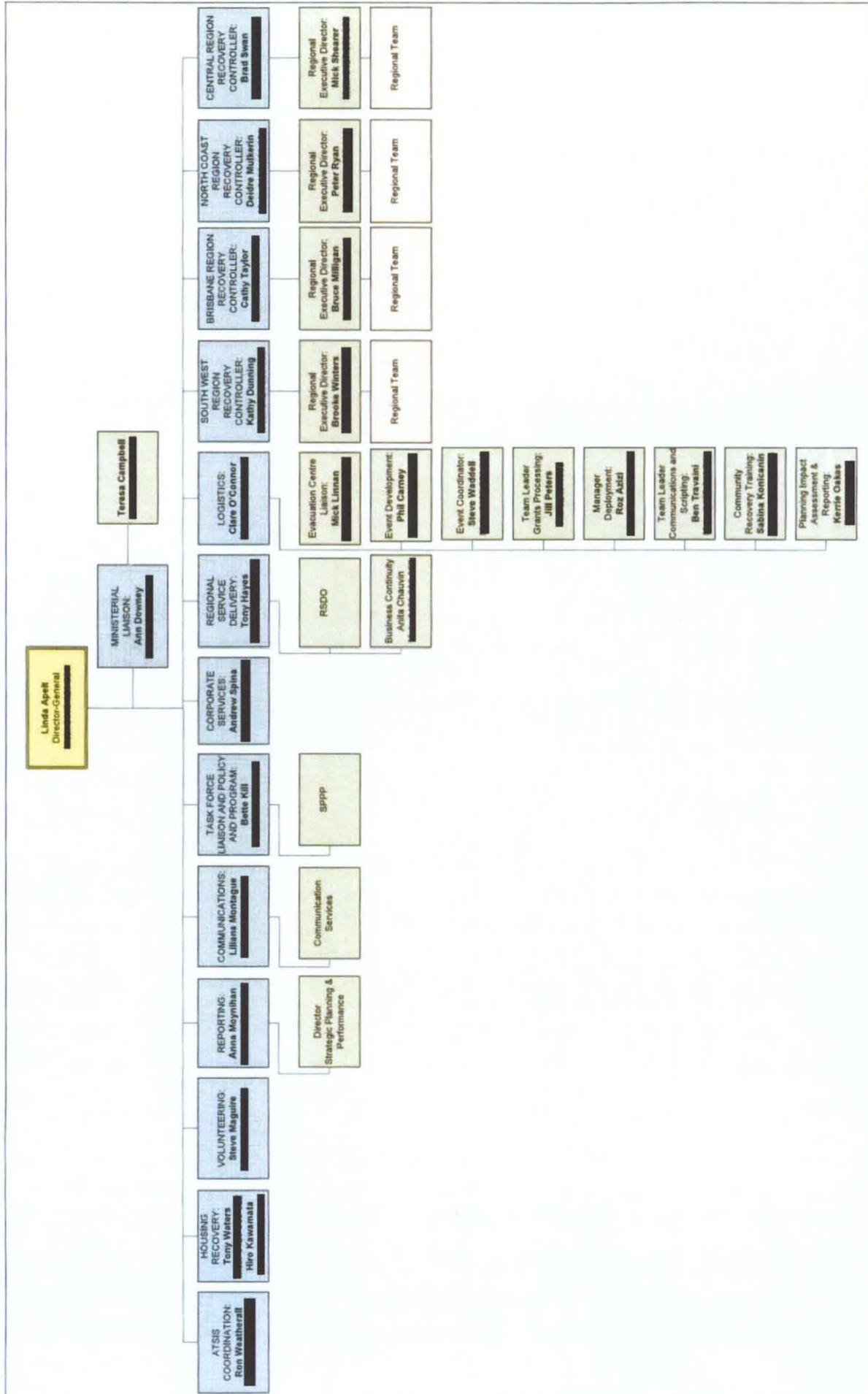
**Index of documents attached to**  
**DOC**

<b>Exhibit</b>	<b>Description</b>
<b>DOC-01</b>	Organisational Structure for the Department of Communities
<b>DOC-02</b>	Temporary restructure of the Department of Communities via State Wide Recovery Control Group
<b>DOC-03</b>	Community Recovery MoU
<b>DOC-04</b>	The Debrief Report circulated to the Department of Communities recovery partners
<b>DOC-05</b>	Seasonal Updates
<b>DOC-06</b>	Initial Impact Assessment dated 21 December 2010
<b>DOC-07</b>	Further Impact Assessment
<b>DOC-08</b>	List of Community Recovery Centres

SOQ 11 March Submissions



State Wide Recovery Control Group



'DOC-03'

# Department of **Communities**

safe, valued and empowered communities

## Memorandum of Understanding

between key Government and Non-Government Signatories for the provision of Community Recovery Services following a disaster

### Signatories

- Department of Communities
- Department of Health
- Department of Housing
- Department of State Development
- Department of Primary Industries and Fisheries
- Department of Education, Training and the Arts
- Lifeline Community Care
- Australian Red Cross
- Salvation Army
- St Vincent de Paul
- Centrelink
- Department of Families, Community Services and Indigenous Affairs

July 2007 – June 2009



# MEMORANDUM OF UNDERSTANDING

## between key Government and Non-Government Signatories for the provision of Community Recovery Services following a disaster

### Purpose

This Memorandum of Understanding documents the agreed roles and responsibilities of key government and non-government agencies with a role in assisting Queensland communities to recover from disasters. It is intended to support cross-agency, collaborative community recovery activities including the effective coordination of community recovery service delivery.

A clear, shared understanding of agency roles and responsibilities across the different phases of community recovery is critical to the delivery of efficient and effective recovery services to individuals and communities affected by disaster.

This Memorandum of Understanding provides a framework by which the key signatories will negotiate and agree on the level of local community recovery service delivery arrangements and protocols that will apply within each Disaster District. The Queensland Disaster Districts are listed at Appendix 1.

### Background

Disaster recovery involves the following four key elements of recovery.

- **Community Recovery** – includes personal support, psychological services, temporary accommodation (not evacuation centres), financial assistance and repairs to dwellings. The Department of Communities is the functional lead agency for Community Recovery in a disaster event.
- **Infrastructure Recovery** – includes government structures, transport, essential services and communications. A number of separate State Government departments and non government organisations will have key functional responsibilities for their respective element of Infrastructure Recovery in a disaster event.
- **Environmental Recovery** – includes recovery as it relates to parks, waterways and wildlife. A number of State Government departments and non government organisations will have key functional responsibilities for elements of environmental recovery in a disaster event.
- **Economic Recovery** – includes recovery as it relates to business impact, industry impact and worker impact. The Department of State Development is the functional lead agency for Economic Recovery.

Disaster recovery services aim to return the affected community to at least the same level of functioning that existed before the disaster. This Memorandum of Understanding relates to the specific provision of community recovery services in a disaster event. Community Recovery services commence as soon as possible after the disaster event, and may occur concurrently with disaster response activities.

The Department of Communities may be activated to provide community recovery services under any of the following plans:

- **State Counter Disaster Plan, March 2001** (this plan is generally activated in response to natural disasters and allocates lead agency role for community recovery to the Department of Communities)
- **Commonwealth Government Plan for the Reception of Australian Citizens and other Approved Persons Evacuated from Overseas (COMRECEPLAN) and the (BRIS-RECEPLAN)**
- **The Queensland Reception Plan, July 2002** (covers the reception of Australian citizens and other approved persons evacuated from overseas into Queensland, under Commonwealth arrangements)
- **The Immediate Response Plan, May 2003** (activated where the closure/downsizing of business within a particular location results in a decline of economic activity causing significant economic and social dislocation)
- **The Tourism Crisis Management Plan, June 2004** (to assist the tourism industry and individual operators reduce, or respond to, the impacts of shocks that result in a downturn in domestic and/or international travel in the short, medium or long-term)
- **The Queensland Government Counter-Terrorism Strategy 2005-2007, Counter Terrorism Framework and Seven Point Plan (Counter Terrorism and International Incidents Strategy);**
- **National Response Plan for Mass Casualty Incidents Involving Australians Overseas, June 2005,** (to assess, repatriate and provide care for Australians and other approved persons injured or killed overseas in an incident declared a mass casualty event)
- **The Queensland Pandemic Plan - Influenza 2006** (to minimise the impact of an influenza pandemic on the Queensland community, health outcomes, the health care system and the economy)
- **The Brisbane CBD Emergency Plan, October 2006** (provides a framework for management of the crisis and immediate consequences of an emergency incident with limited warning)

The nature of disaster community recovery activities undertaken by signatories to this Memorandum of Understanding are determined by each agency's role in community recovery,<sup>1</sup> the differing phases within the community recovery process, as well as the scale and impact of specific disaster events on individuals and communities. These are described below.

### Phases of Community Recovery

The contribution that participating agencies make to community recovery may occur during any of the following key phases of the recovery process. The timeframes associated with each phase will change according to the scale and impact of specific disaster events:

- **Preparedness** (characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services)
- **Alert/Standby** (covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby)

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<sup>1</sup> This role may have a legislative or other legally recognised basis, or be articulated through other means including government or organisational guidelines, policies or procedures.

- Activation (covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff).
- Immediate/Short-Term Response (initial recovery) (covers immediate community recovery service provision. The aim of immediate/short-term recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process)
- Medium to Long-Term Recovery (2 weeks to 2 years) (includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities)
- Stand-down/De-briefs (includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols)

### Scale and Impact of Disaster Events

The scale, impact and duration of specific disaster events on individuals and communities has a direct bearing on the nature and scope of community recovery activities undertaken by government and non-government agencies. It also informs governance and administrative arrangements that may be required to deliver the necessary community recovery response.

The following table outlines the different scales of disaster impact, in the context of community recovery, and the likely characteristics of the required community recovery response.

Scale	Likely characteristics of required Community Recovery Response
<p><b>Very Small</b></p> <ul style="list-style-type: none"> <li>- under 100 people affected</li> <li>- one suburb/small town within one disaster district (usually)</li> <li>- staff sourced from within the region</li> </ul>	<p>Local and district resources are sufficient to meet community recovery needs.</p> <p>Initial community recovery response is managed through the Local Disaster Management Group (Local Disaster Management Group).</p> <p>If Local Disaster Management Group advises that hardship may exist in the affected area, the Department of Communities may undertake limited outreach to assess individual needs. Staff are encouraged to utilise local welfare agencies and emergency relief type agencies to assist affected persons in the first instance.</p> <p>If departmental staff identify personal financial hardship and local community services are unable to assist - activation of State Disaster Relief Assistance funding arrangements can be sought.</p> <p>Recovery services can include provision of information, personal support,</p>

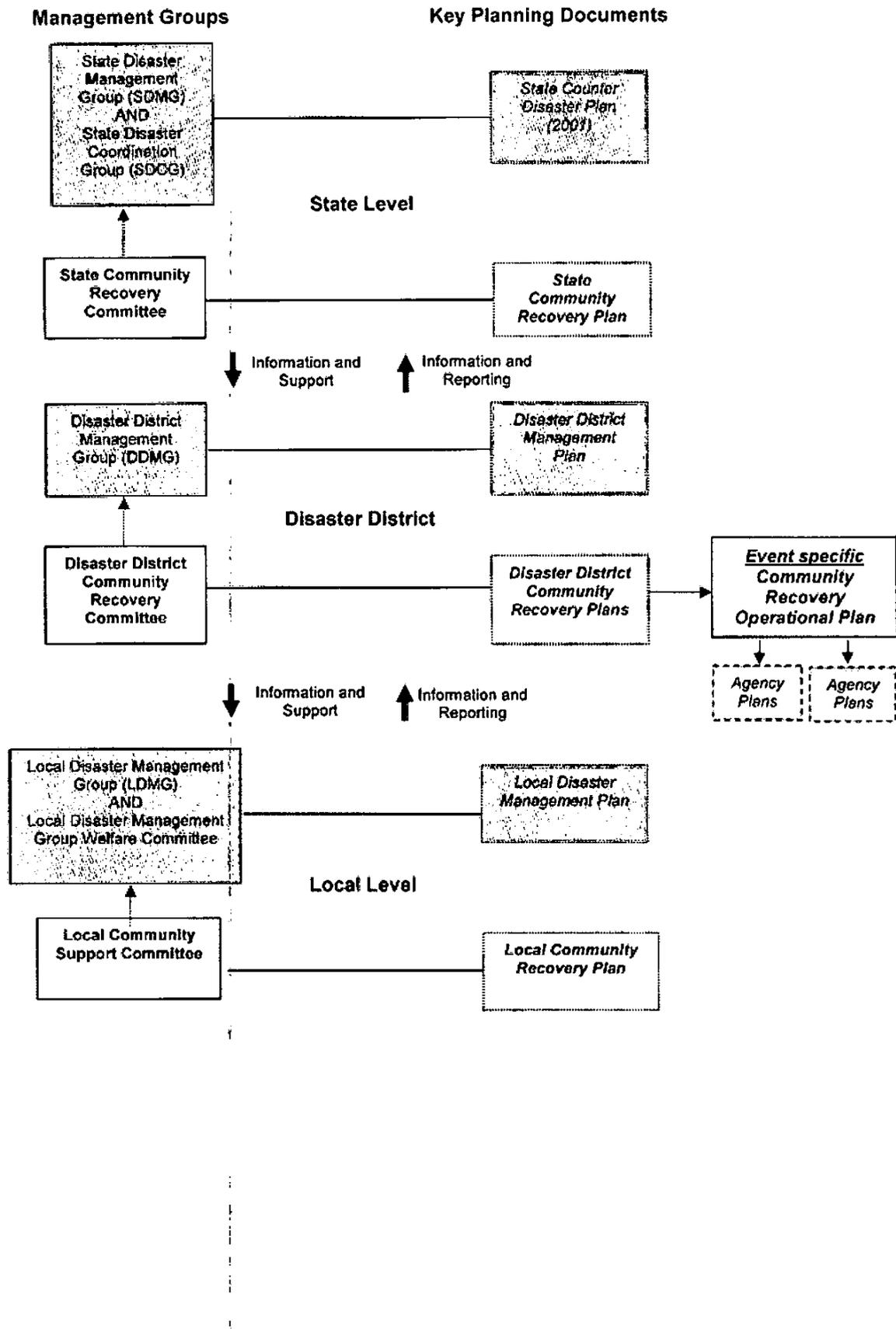
Scale	Likely characteristics of required Community Recovery Response
	financial assistance and referrals to existing community services.
<p><b>Small</b></p> <ul style="list-style-type: none"> <li>- from 100 to 500 people affected</li> <li>- one disaster district within one region (usually)</li> <li>- staff generally sourced from within 1-3 regions</li> </ul>	<p>Local and district resources meet the majority of community recovery needs although staff may be sourced from neighbouring regions.</p> <p>A Community Recovery Coordination Centre may be established to manage the response including outreach services. Activation of State Disaster Relief Assistance funding can be sought if departmental staff identifies personal financial hardship and local community services are unable to assist.</p> <p>Recovery services can include provision of information, personal support, financial assistance, referral to existing community services and individual case management.</p>
<p><b>Medium</b></p> <ul style="list-style-type: none"> <li>- from 500 to 5,000 people affected</li> <li>- may cover a number of disaster districts across more than one region</li> <li>- staff may be deployed from across all regions and central office</li> </ul>	<p>Resources are required from across a number of regions due to the size or complex risk profile of the disaster.</p> <p>More than one Community Recovery Coordination Centre may be needed to manage the recovery response. Community Recovery Centre(s) will also be required. The Free Call 1800 Hotline may be utilised.</p> <p>State Disaster Relief Assistance or Natural Disaster Relief Assistance funding arrangements may be activated, and other government and non-government agencies are likely to be involved in the community recovery effort.</p> <p>Recovery services can include the provision of information and additional community services in the affected area, establishment of coordinated multi-agency outreach response team(s), community engagement activities and individual case management.</p>

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

### Disaster Recovery Management Arrangements

Effective disaster management and recovery recognises the importance of identified agencies working collaboratively to ensure effective coordination in planning, information management and service delivery. Diagram 1 provides an overview of key disaster management and recovery committees and the key planning documents for which they are responsible. Community recovery arrangements are shown in yellow.

Diagram 1



## Disaster Recovery Principles<sup>2</sup>

The parties to this Memorandum of Understanding acknowledge the following disaster recovery principles as guiding their respective roles and responsibilities and agree that these principles will inform future reviews of this Memorandum of Understanding.

- Recovery from disaster is an enabling and supportive process which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery from disaster requires the establishment of planning and management arrangements which are accepted and understood by recovery agencies, combat agencies and the community.
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time.
- The management of disaster recovery is best approached from a community development perspective and is most effective when conducted at the local level with the active participation of the affected community and a maximum reliance on local capacities and expertise.
- Recovery management is most effective when human service agencies play a major role in all levels of key decision making which may influence the wellbeing and recovery capacity of the affected community.
- Recovery from disaster is best achieved where the recovery process commences from the moment of disaster impact.
- Recovery planning and management arrangements are most effective where they are supported by training programs and exercises which ensure that recovery agencies and personnel are properly prepared for their roles.
- Recovery from disaster is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and disasters and where assistance measures are provided in a timely, fair, equitable manner and are sufficiently flexible to respond to a diversity of community needs.

## Signatories

The following government departments and agencies and non-government organisations are signatories to this Memorandum of Understanding.

- Department of Communities
- Department of Health
- Department of Housing
- Department of State Development
- Department of Primary Industries and Fisheries
- Department of Education, Training and the Arts
- Lifeline Community Care
- Australian Red Cross
- Salvation Army
- St Vincent de Paul
- Centrelink
- Department of Families, Community Services and Indigenous Affairs

<sup>2</sup> Principles of Disaster Recovery Management endorsed by the State and Territory Welfare Administrators in the planning and delivery of Community Recovery Services. (Ratified at the 1989 Australian Social Recovery Administrators Meeting)

The Department of Communities will ensure that each signatory is provided with a complete copy of the executed Memorandum of Understanding.

It is noted that other agencies with a role in disaster recovery may become parties to this Memorandum of Understanding at a future date.

### **Effective Period**

This Memorandum of Understanding will remain in effect until 30 June 2009.

### **Governance**

The State Community Recovery Committee will monitor the implementation of this Memorandum of Understanding. Any alterations to this Memorandum of Understanding will be sought in writing by the respective agency, and negotiated through the State Community Recovery Committee.

### **Privacy**

The Chairperson of the State Community Recovery Committee will ensure compliance with Information Standard No. 42 Information Privacy: the department will respect and protect people's privacy and will collect and manage their personal information responsibly and transparently when delivering government services and conducting government business.

Contact information collected which may contain personal information is protected from unauthorised access, use, and disclosure. Member organisations and State Community Recovery Committee representatives who may have access to personal information contained in the State Community Recovery Committee contact list must protect it from unauthorised access, use, and disclosure.

### **Non-Binding Agreement**

The parties agree that the provisions of this Memorandum of Understanding are neither legally binding nor enforceable by any party. Nothing in this Memorandum of Understanding is intended to conflict with current law or regulations, or any directives of the parties to this agreement. If a provision within this Memorandum of Understanding is inconsistent with such authority, then the provision shall be invalid.

In executing this Memorandum of Understanding the signatories recognize and accept the roles and responsibilities as outlined for each agency. In agreeing to their respective roles and responsibilities the signatories acknowledge the need for clearly agreed protocols and processes covering financial management and multi-agency client referrals. Work on these protocols and processes will proceed under the auspice of the State Community Recovery Committee.

Each of the parties agrees to pursue cooperation, open communication, and efficiency in fulfilling their respective roles and responsibilities.

## **Community Recovery Services**

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

The provision of Community Recovery Services recognises that where a community experiences a significant disaster event there is a need to supplement the personal, family and community structures that have been disrupted by the disaster.

Community Recovery Services include:

### **Information provision**

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

### **Catering**

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

### **Accommodation**

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

### **Personal Support**

Personal support services include:

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

### **Counselling services/Psychological First Aid**

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

- Provision of immediate counselling (psychological first aid) for individuals affected by the disaster who have been overwhelmed by their experience and who are unable to commence the process of recovery.

### **Specialist services**

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

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

### **Outreach Services**

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

### **Financial Assistance**

- State Disaster Relief Assistance (SDRA) refers to financial assistance provided by the State Government to assist disaster affected individuals and communities in cases where Natural Disaster Relief Arrangements do not apply. State Disaster Relief Assistance may be activated by the Minister for Emergency Services when either the impact of the disaster event is not of the scale that would trigger Natural Disaster Relief Arrangements, or where the impact is not the result of a natural disaster.
- Natural Disaster Relief Arrangements (NDRA) are financial cost sharing arrangements agreed between Federal and State Governments to provide financial assistance to individuals and communities following the impact of natural disasters. These arrangements are activated by the Minister for Emergency Services. NDRA includes Emergent Assistance Grants for immediate essential items, Essential Household Contents Grants and Structural Assistance Grants, as well as the Associations Relief Assistance Scheme which provides concessional loans and accompanying grants to sporting and other non-profit organisations, that are unable to provide for their own recovery, to restore assets to pre-disaster standard.
- Disaster Relief Payments are payable by Centrelink where disasters are declared 'major' by the Commonwealth Government.
- In large events, Community Appeals may also be activated to support affected communities.

### **Community Recovery Centres**

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

### **Community Development**

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

### **Business and Industry Recovery**

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

### **Role Specification**

Agreed agency responsibilities for the delivery of community recovery services are described in Appendix 2. In many instances multiple agencies may be involved in the delivery of specific community recovery services. This is particularly the case with more significant or complex disaster events. In providing community recovery services agencies can adopt either a lead agency role, or a secondary support role.

### **Review**

The parties to this Memorandum of Understanding agree to review their respective roles and responsibilities after large or catastrophic disaster events, or in the absence of such events, to undertake a bi-annual review.

The outcomes of this review process, and any resulting modifications to roles and responsibilities, will be used to inform the annual disaster district planning process undertaken by District Community Recovery Committees.

The parties agree to share key learning's from such agency reviews in order to enhance the effectiveness and efficiency of future recovery services provided to disaster affected communities.

### **Glossary**

It is acknowledged that a shared and consistent understanding of key terms relevant to disaster recovery operations will assist in supporting effective communication and service delivery between government and non-government agencies involved in disaster recovery operations. Appendix 3 lists relevant terms and their definitions.

### **Variation**

This Memorandum of Understanding will not be altered, varied or modified in any respect except by agreement in writing by all the parties to the Memorandum of Understanding.

### Appendix 1 Queensland Disaster Districts

The following table shows the relationship between the Department of Communities' Regions, Disaster Districts and Local Governments. \*Sunshine Coast Region currently supporting Redcliffe District under agreed Regional Director arrangements.

Regions	Disaster Districts	Local Governments and Aboriginal and Torres Strait Islander Councils
Far North Queensland	Cairns	Aurukun; Badu Island, Bamaga Island, Boigu Island Cairns; Cook; Dauan Island, Douglas, Erub Island, Hammond Island, Hopevale, Iama Island, Injinoo, Kowanyama, Kubin Island, Lockhart River, Mabuiag Island, Mapoon, Mer Island, Napranum, New Mapoon, Pormpuraaw, Poruma Island, Saibai Island, Seisia Island, St Pauls Island, Torres, Ugar Island, Umagico, Warraber Island, Weipa, Wujal Wujal, Yarrabah
	Mareeba	Atherton, Croydon, Eacham, Etheridge, Herberton, Mareeba
	Innisfail	Cardwell, Johnstone
North Queensland	Townsville	Bowen, Burdekin, Charters Towers, Dalrymple, Flinders, Hinchinbrook, Richmond, Thuringowa, Townsville
	Mt Isa	Boullia, Burke, Carpentaria, Cloncurry, Diamantina, Doomadgee, McKinlay, Mornington, Mount Isa
Mackay/Whitsunday	Mackay	Belyando, Broadsound, Mackay, Mirani, Nebo, Sarina, Whitsunday
Fitzroy and Central West	Rockhampton	Bauhinia, Duaranga, Emerald, Fitzroy, Livingstone, Mt Morgan, Peak Downs, Rockhampton, Woorabinda
	Longreach	Aramac, Barcaldine, Barcoo, Blackall, Ilfracombe, Isisford, Jericho, Longreach, Winton
	Gladstone	Banana, Calliope, Gladstone, Miriam Vale
Wide Bay/Burnett	Bundaberg	Bundaberg, Burnett, Eidsvold, Isis, Kolan, Monto, Perry
	Maryborough	Biggenden, Gayndah, Hervey Bay, Maryborough; Mundubbera, Tiaro, Woocoo
Sunshine Coast*	Gympie	Cherbourg, Cooloola, Kilkivan, Kingaroy, Murgon, Nanango, Wondai
	Sunshine Coast	Caloundra, Maroochy, Noosa
Greater Brisbane	Redcliffe	Caboolture; Kilcoy; Redcliffe
	Brisbane	Brisbane, Pine Rivers, Redlands;
Gold Coast	Gold Coast	Gold Coast ( <i>north to Logan River, including Beenleigh</i> )
Moreton	Ipswich	Boonah, Esk, Ipswich
	Logan	Beaudesert, Logan
Darling Downs/South West Queensland	Toowoomba	Cambooya, Crows Nest, Gatton, Jondaryan, Laidley, Pittsworth, Rosalie, Toowoomba
	Dalby	Chinchilla, Dalby, Millmerran, Tara, Wambo
	Warwick	Clifton, Goondiwindi, Inglewood, Stanthorpe, Waggamba, Warwick
	Roma	Balonne, Bendemere, Booringa, Bungil, Murilla, Roma, Taroom, Warroo
	Charleville	Bulloo, Murweh, Paroo, Quilpie, Tambo

MEMORANDUM OF UNDERSTANDING - between key Government and Non-Government Signatories for the Provision of Community Recovery Services in a Disaster

# DEPARTMENT OF COMMUNITIES

## Roles and Responsibilities

The Department of Communities has functional lead-agency responsibility for the provision of community recovery services to communities affected by disaster /emergency events, and to assist them in the management of their own recovery<sup>3</sup>. The department collaborates with a range of government and non-government partners in coordinating the community recovery services across Queensland. This includes the provision of personal assistance to affected communities in the form of information, personal support, financial assistance, counselling, specialist counselling and other community services.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve as Chair on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this memorandum of understanding.</li> <li>• At the District Level, commits to providing a senior officer (and an alternate), with appropriate delegations, to serve as Chair on the District Community Recovery Committee.</li> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve as Department of Communities' liaison and decision making officer on the District Disaster Management Group.</li> <li>• Includes awareness of the department's community recovery roles and responsibilities, and those of partner organisations, in departmental induction programs.</li> <li>• Conducts specialist community recovery training programs and exercises for departmental staff to ensure officers with community recovery responsibilities are appropriately trained in departmental procedures.</li> <li>• Commits to the participation of senior officers from the Department of Communities in disaster management and recovery briefing sessions to ensure a shared understanding of the department's role in planning and preparation for community recovery.</li> <li>• Develops information sharing and financial management protocols, in conjunction with participating memorandum of understanding signatories, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key information materials with participating memorandum of understanding signatories to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> <li>• Establishes and maintains internal departmental policies, procedures and protocols that enable effective coordination of regional and central office communications regarding community recovery responses.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Carries functional lead agency status for community recovery (State Counter Disaster Plan (2001))</li> <li>• Chairs and convenes the State Community Recovery Committee and the District Community Recovery Committees.</li> </ul>

<sup>3</sup> State Counter Disaster Plan (2001); Department of Communities Policy 134-2

Phases of Community Recovery	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Develops the State Community Recovery Plan, a functional sub-plan of the State Counter Disaster Plan (2001). This is undertaken in collaboration with the State Community Recovery Committee.</li> <li>• Develops Disaster District Community Recovery Plans in conjunction with relevant District Community Recovery Committees.</li> <li>• Coordinates and delivers relevant community recovery information sessions for State and District Community Recovery Committees.</li> <li>• Disseminates clear and consistent community recovery information through Department of Communities' regional structures.</li> <li>• At the District level, ensures logistical readiness including the preparation of staff support such as transport, accommodation, catering, communication and information technology system, information and briefing kits for staff; data recording and reporting system readiness and community recovery coordination centre and community recovery centre readiness.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As Chair of the State Community Recovery Committee, the department advises committee members of 'alert' and 'standby' status, as well as the Chair/s of relevant District Community Recovery Committees.</li> <li>• Chair, State Community Recovery Committee, alerts Smart Services Queensland and liaises between region, Emergency Management Queensland and Smart Services Queensland to review and update the script to the particular event requirements.</li> <li>• Chair of the 'District' Community Recovery Committee ensures staff are placed on standby and are briefed on their roles and responsibilities, as well as those of their partner organisations.</li> <li>• Departmental staff that may be deployed ensure that they have made the necessary arrangements (work and home) to enable their deployment at short notice.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• At the District level, reviews logistical readiness including staff preparedness; data recording and reporting system, Community Recovery Coordination Centre preparations and transport and communication readiness.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As Chair of the State Community Recovery Committee and the District Community Recovery Committees, the department uses the Activation Contact List to advise committee members of activation status.</li> <li>• Liaison officers are deployed to the District Disaster Management Group, Local Disaster Management Group and State Disaster Coordination Group as required.</li> <li>• Liaison Officers in conjunction with the Chair, prepare an event briefing kit.</li> <li>• District Community Recovery Committee is convened for an operational brief and to begin initial assessment of need for services and planning based on the information at hand. A forward planning team, operational management team and a logistics team may be formed at this stage to support the activation.</li> <li>• Internally, service delivery teams, planning team and logistics team are established and roster systems implemented</li> <li>• A staffing structure and officer contact details published in the event briefing kit.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Smart Services Queensland is activated to take calls on the hotline if required.</li> <li>• District Chair requests activation of State Disaster Relief Arrangements / Natural Disaster Relief Arrangements upon identification of personal hardship.</li> <li>• Senior executives are briefed by Chair, State Committee of the activation status and given a situation report.</li> </ul>
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Coordination</u></b></p> <ul style="list-style-type: none"> <li>• Facilitates the development of short, medium and long term community recovery (event specific) strategies to mitigate the social impacts of the disaster.</li> <li>• Provides a copy of the event specific community recovery strategies to the Disaster District Coordinator for Disaster District Management Group endorsement.</li> <li>• Establishes and manages multi-agency community recovery coordination Centres as required.</li> <li>• Provides a liaison officer to evacuation centre/s, and local, district and state operational disaster management groups to gather/disseminate situational awareness</li> <li>• Facilitates the development of an exit strategy for community recovery service provision.</li> <li>• Coordinates regular briefings and reporting requirements.</li> <li>• Reports on progress against the community recovery strategies through the District Disaster Management Group and Local/State/District Community Recovery Committees (may also involve reporting to other entities)</li> </ul> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• Completes the Applicant Information form with disaster affected individuals and facilitates referrals to other agencies.</li> <li>• Provides practical recovery information to disaster affected individuals through a variety of on-line departmental fact sheets.</li> <li>• Activates the 1800 Hotline, under a negotiated agreement between the Department of Communities and Smart Services Queensland.</li> </ul> <p><b>Community Recovery Centres</b></p> <ul style="list-style-type: none"> <li>• Establish staff and manages short-term multi-agency community recovery centres.</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>• Supports and coordinates, with participating agencies, identified accommodation requirements for disaster affected individuals.</li> </ul> <p><b>Personal Support</b></p> <ul style="list-style-type: none"> <li>• Supports and coordinates the provision of personal support for disaster affected individuals.</li> <li>• Provides departmental staff to undertake reception and support for disaster affected individuals.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
	<p><b>Counselling Services</b></p> <ul style="list-style-type: none"> <li>• Supports Lifeline and Department of Health to coordinates counselling services, including community recovery counselling teams, for disaster affected individuals and communities.</li> </ul> <p><b>Specialist Services</b></p> <ul style="list-style-type: none"> <li>• Supports Department of Health to coordinate specialist mental health services for disaster affected individuals.</li> </ul> <p><b>Outreach Services</b></p> <ul style="list-style-type: none"> <li>• Supports and coordinates the briefing of outreach teams responding to disaster events.</li> <li>• Provides departmental staff to provide information, personal support, and administration of financial assistance through outreach services.</li> <li>• Facilitates the formation of multi-agency outreach teams.</li> </ul> <p><b>Financial Assistance</b></p> <ul style="list-style-type: none"> <li>• Administers and distributes disaster relief assistance funding under the Natural Disaster Relief Arrangements and State Disaster Relief Arrangements schemes.</li> <li>• Administers and distributes disaster relief assistance funding under the Associations Relief Assistance Scheme.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, and re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Establishes and implements a longer-term disaster recovery staff structure in the affected region(s).</li> <li>• In collaboration with Emergency Management Queensland and the other lead functional recovery element agencies develop an integrated medium to long term community engagement and recovery strategy.</li> <li>• In collaboration with Department of Health and Lifeline (and other relevant agencies and industry partners) transition to individual case management.</li> <li>• In collaboration with whole-of -government, non-government, community representatives and industry partners identify and support the re-establishment of social and cultural activities and gatherings.</li> <li>• In collaboration with QBuild, Department of Housing, Local Government Authorities and other relevant agencies project manage repairs, demolitions and reconstruction to private dwellings</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Conducts operational de-briefs with community recovery workers and volunteers to identify elements of community recovery operations that worked effectively as well as those that did not.</li> <li>• Commits to using this information in departmental reviews of policies and procedures to inform future community recovery operations.</li> <li>• Facilitates the gathering and sharing of social impact information following a disaster event.</li> </ul>

## DEPARTMENT OF HEALTH

### Roles and Responsibilities

Department of Health has lead agency responsibility for the follow key areas:

- Medical Command, Control and Coordination of health resources;
- Appropriate pre-hospital on-site medical and health response management for casualties;
- Transportation to appropriate hospitals for definitive treatment and care;
- Public health advice warnings and directions to combatants and the community;
- Psychological and counselling services for disaster affected persons of the general community; emergency workers and recovery workers;
- Ongoing medical and health services required during the recovery period to preserve the general health of the community; and
- Scientific services during health event response and recovery operations.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Department of Health's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this memorandum of understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Provides psychological and counselling services for disaster affected persons of the general community, emergency workers and recovery workers.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff that is placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p>Provides advice to:</p> <ul style="list-style-type: none"> <li>▪ Director – General, Department of Health</li> <li>▪ Chief Health Officer, Department of Health</li> <li>▪ Director - Mental Health, Department of Health</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><u>Information provision</u></p> <ul style="list-style-type: none"> <li>• Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul> <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> <li>• Participates in the operation of <i>community recovery centres</i>.</li> </ul> <p><u>Counselling Services</u></p> <ul style="list-style-type: none"> <li>• Provides psychological and counselling services by: <ul style="list-style-type: none"> <li>▪ triage</li> <li>▪ defusing</li> <li>▪ psychological support</li> <li>▪ outreach visitation</li> <li>▪ crisis counselling</li> <li>▪ psychological debriefing</li> <li>▪ long term counselling</li> <li>▪ withdrawal strategies</li> </ul> </li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p>Consistent with the Department of Health's lead agency responsibility, the State-wide Mental Health Network through the Office of the Director Mental Health, Division of the Chief Health Officer has responsibility for provision of psychological and counselling services for affected persons of the general community, emergency workers and recovery workers.</p> <p>This includes a number of activities:</p> <ul style="list-style-type: none"> <li>• Provides psychological and counselling services for disaster affected persons of the general community, emergency workers and recovery workers;</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><i>involves demolition and reconstruction activities</i></p>	<ul style="list-style-type: none"> <li>• Maintains core mental health services during an incident, disaster or terrorism event to both new and existing recipients;</li> <li>• Provides consultation and assistance with crisis counselling services for affected persons, emergency personnel and recovery workers;</li> <li>• Provides mental health expertise at a site and in State and District Disaster Co-ordination Centres in the event of a prolonged health event;</li> <li>• Provides advice and support with Disaster Victim Identification and the mental health aspects of handling relatives and friends of the deceased in consultation with the Senior Counsellor - John Tonge Centre;</li> <li>• Provides advice and support services in the event of evacuation of a community (within the State, nationally or overseas) as the result of an event;</li> <li>• Ensures awareness of individuals affected by the hazard event who may have special needs (children, youth, aged, non English speaking);</li> <li>• Develops public information material for utilisation by psychological and counselling services for affected persons of the general community, emergency workers and recovery workers.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Queensland Health as a lead agency conducts an assessment of the psychosocial response to the event.</li> </ul>

## DEPARTMENT OF PRIMARY INDUSTRIES AND FISHERIES

### Roles and Responsibilities

The Department of Primary Industries and Fisheries is the lead agency for a whole-of-government response in respect to the control and eradication of exotic animal and plant diseases such as Foot and Mouth Disease, Sugar Cane Smut and Citrus Canker. Undertaking monitoring and surveillance under the *Stock Act 1915* and *Exotic Disease in Animals Act 1981*, the department provides advice on animal welfare matters during emergencies, destruction of animals as required and on disaster recovery processes for primary producers. The Department of Primary Industries and Fisheries' Farm Financial Counselling Service plays a key role in the disaster recovery process.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Department of Primary Industries and Fisheries' disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities.</li> <li>• Ensures Emergency Management Australia training for Department Primary Industries and Fisheries staff.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Manager, Emergency Management</li> <li>• Biosecurity Response team(s)</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
<p><i>including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• DPI&amp;F's Strategic Communication and Marketing area coordinates relevant and timely information through appropriate media.</li> <li>• Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul> <p><b><u>Financial Services</u></b></p> <ul style="list-style-type: none"> <li>• Administers the Natural Disaster Relief Arrangement financial assistance measures relating to freight subsidies for Primary Producers. Freight subsidy schemes are tailored to address specific needs or deficiencies that may exist during and following a natural disaster event. Concessions of up to 50% may be approved for the movement of essential items including food, building materials, stock, fodder, eater, machinery or fuels. Depending on the natural disaster event and resulting damage, primary producers may be able to access low interest Natural Disaster loans which are administered by Queensland Rural Adjustment Authority (QRAA).</li> </ul> <p><b><u>Counselling Services (Farm Financial Counselling)</u></b></p> <ul style="list-style-type: none"> <li>• Provides information on the range of Australian and Queensland Government assistance measures.</li> <li>• Referral to Government and Non-Government providers of social services and welfare support.</li> </ul> <p><b><u>Personal Support</u></b></p> <ul style="list-style-type: none"> <li>• Provide staff with training and support to respond appropriately to victims of the disaster event.</li> <li>• While not core business for the Department of Primary Industries and Fisheries, Department of Primary Industries and Fisheries staff trained to provide referral to functional network of professional service providers.</li> </ul> <p><b><u>Specialist Services</u></b></p> <ul style="list-style-type: none"> <li>• Liaise with industry and primary producers to assess needs and the requirement for specific services.</li> <li>• Services to help producers resolve technical problems such as damage to crops, trees, livestock and farm infrastructure.</li> <li>• Activate Primary Industry Cyclone Recovery Advice Service (PICRAS)</li> <li>• Activate Operational Farm Clear Strategy</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Community Recovery</u></b></p> <ul style="list-style-type: none"> <li>• Assists primary producers with the removal of debris from farms impacted by natural disasters to facilitate the re-establishment of essential property infrastructure and restoration of profitable operations.</li> <li>• Activate the Dialogue for Action Forums with industry.</li> </ul> <p><b><u>Counselling Services (Farm Financial Counselling)</u></b></p> <p>A free and confidential service which assists primary producers by:</p> <ul style="list-style-type: none"> <li>• Assessing the impact that a loss of production is likely to have on the future viability of affected farm businesses.</li> <li>• Identifying future carry-on finance requirements to bring the farm business back into pre-disaster production.</li> <li>• Assessing how much additional debt from banks and NDRA loans the farm business can afford to carry until a return to normal income is achieved.</li> <li>• Restructuring finances.</li> <li>• Identifying options for improvement or adjustment from agriculture.</li> <li>• Accessing assistance measures such as NDRA.</li> <li>• Assisting in negotiations with financial institutions.</li> <li>• Providing referrals to a functional network of professional service providers for advice on legal, accounting, agronomic and social and welfare matters.</li> <li>• Continuing the roll out of Operation Farm Clear.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Manager, Emergency Management – undertake Lessons Learnt with Department of Primary Industries and Fisheries staff and Industry Liaison Officers.</li> </ul>

## DEPARTMENT OF HOUSING

### Roles and Responsibilities

The Department of Housing has a direct (legal) responsibility for people residing in departmental properties, in accordance with usual landlord responsibilities within the legislative framework of the Residential Tenancies Act 1994. Additionally, on behalf of Government, the Department of Housing has a critical role in responding to residents in disaster affected areas who have been displaced from their housing, and to ensure a coordinated approach between all agencies that have responsibility for housing related strategies in relation to medium and long term community recovery.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Department of Housing's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Immediate response (Initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities.</li> <li>• Develops appropriate fact sheets relating to housing referral and options where appropriate.</li> </ul> <p><b><u>Community Recovery Centres</u></b></p> <ul style="list-style-type: none"> <li>• Participates in the operation of Community Recovery Centres.</li> </ul> <p><b><u>Outreach Services</u></b></p> <ul style="list-style-type: none"> <li>• Assesses the immediate accommodation needs of social housing tenants in partnership with community housing providers.</li> </ul> <p><b><u>Accommodation</u></b></p> <ul style="list-style-type: none"> <li>• Arranges for additional staff to be deployed to the disaster region as required.</li> <li>• Facilitates the provision of emergency accommodation for displaced households in motels and caravan parks where available and appropriate.</li> <li>• Develops options for the provision of temporary accommodation in consultation with local governments where available and appropriate.</li> <li>• Ensures a coordinated approach to the housing related strategies in partnership with other agencies and, where appropriate, insurance industry representatives.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Accommodation</u></b></p> <ul style="list-style-type: none"> <li>• Assesses and arranges repairs to all damaged social housing properties.</li> <li>• Provides accommodation for social housing tenants during the repair/rebuilding of their properties.</li> <li>• Considers options to provide medium-term accommodation for eligible residents who are unable to return to their homes.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul>

## DEPARTMENT OF STATE DEVELOPMENT

### Roles and Responsibilities

The Department of State Development has responsibility for facilitating and supporting business, industry and economic recovery in disaster affected areas. The Department's role encompasses providing one-on-one client interviews, information, business tools, access to expertise, workshops and programs that will enable individual business, place-based recovery and industry sectoral recovery. To support long term regional business and economic recovery, the Department may collaborate with other government, non-government business and industry organisations and regional stakeholders to compile and then implement a business and economic recovery strategy and implementation plan.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Department of State Development's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Facilitate business, industry and economic recovery through a range of activities using Department of State Development (DSD) products and services, which will vary according to the scale, impact and consequences of the event.</li> <li>• Maintain awareness within DSD's Internal Disaster Management Group (IDMG), of recovery role and activity for the State Community Recovery Committee and DSD.</li> <li>• Undertake review of processes, support services, programs and recovery frameworks.</li> <li>• Participate in training and exercises.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensure any staff placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<i>staff being placed on standby</i>	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Alert Internal Disaster Management Group and State Development Centre (SDC) Director/s in possible impact zone, to potential event.</li> <li>• Commence preparation activities to support DSD's response and recovery.</li> <li>• Maintain flow of information (situation reports) to the IDMG and SDC Directors, as information comes in from State Disaster Coordination Group and the regions.</li> <li>• Commence profiling and development of maps of potential impact region.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• Coordinate DSD activity for response and preparation for recovery through the IDMG. If SDC is non-functional, facilitate alternative operational arrangements to support DSD activity in impact region.</li> <li>• Maintain internal and external communication flow.</li> <li>• Complete impact zone regional profile and preliminary impact assessment.</li> <li>• Liaise with the State Community Recovery Committee with a draft of the impact area profile to share with other agencies, and gather further information regarding impact.</li> <li>• Liaise with Business Information Services unit to ensure website and hotline have all the information required to inform clients of assistance available.</li> <li>• Liaise with the State Community Recovery Committee and other relevant agencies such as Department of Primary Industries and Fisheries, Tourism Queensland, Department of Tourism, Fair Trading and Wine Industry Development regarding action planning for business and industry recovery.</li> </ul> <p><b><u>Community Recovery Centres</u></b></p> <ul style="list-style-type: none"> <li>• May attend one-stop-shop or provide business information for dissemination through one-stop-shop and/or Community Recovery Centres, if required.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
	<p><b><u>Outreach Services</u></b></p> <ul style="list-style-type: none"> <li>• Back up staffing briefed and deployed to the region or individual community to deal with business inquiries, if required.</li> </ul> <p><b><u>Client Support</u></b></p> <ul style="list-style-type: none"> <li>• Contact clients and respond to client inquiries (face-to-face, phone, email, and referrals from Business Information Services hotline and other agencies).</li> <li>• Implement appropriate recovery activities from a selection of DSD activities that address specific recovery needs.</li> </ul> <p><b><u>Secondary and Tertiary immediate and short term recovery</u></b></p> <ul style="list-style-type: none"> <li>• Implement the Secondary and Tertiary industry recovery framework. This framework is to engage with key local stakeholder business and industry representatives to develop a secondary and tertiary industry recovery plan. This would be to address immediate and short term recovery needs.</li> </ul> <p><b><u>Regional Support</u></b></p> <ul style="list-style-type: none"> <li>• Participate in regional-based recovery meetings to capture local information of activities being undertaken by other agencies and to communicate business and industry issues to these inter-agency meetings.</li> <li>• If established, participate in a WOG taskforce.</li> <li>• Participate in locally established recovery group to contribute to recovery planning and organisation and represent business and industry issues and needs.</li> <li>• If the Tourism Crisis Management Plan is activated, may contribute to meetings and requests for information.</li> </ul> <p><b><u>Counselling Services</u></b></p> <ul style="list-style-type: none"> <li>• Refer clients requiring counselling to appropriate agencies.</li> </ul> <p><b><u>Specialist Services</u></b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Undertake an initial de-brief to assess implications for long term recovery planning relating to resources needs, impact and consequences.</li> <li>• Facilitate business, industry and regional economic recovery and renewal through a range of mechanisms depending upon the scale, impact and consequences of the event. This could include implementation of the long term business and economic recovery and renewal framework to guide consultation and compilation of a recovery Strategy, implementation of a Worker Assistance Program and other relevant DSD programs. Actions developed to articulate with State Community Recovery planning and local recovery.</li> <li>• The recovery framework provides a mechanism to engage with WOG agencies involved in recovery activities and regional and industry stakeholders to develop a tailor-made strategy to support long term recovery and renewal. DSD and other agencies may be involved in</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
	<p>the implementation of some actions and projects.</p> <ul style="list-style-type: none"> <li>• Monitor implementation of the recovery actions implemented.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• DSD to review progress of recovery activities to guide planning for scaling down of recovery activities and move to standard DSD operations.</li> <li>• Trigger point for stand down will vary depending upon the event, but decision would be based on business and industry returning to normal operations and minimal request for recovery assistance.</li> </ul>

## DEPARTMENT OF EDUCATION, TRAINING AND THE ARTS

### Roles and Responsibilities

The Department is responsible for the delivery of quality education and training services to all Queensland students and for the provision of advisory and advocacy services for arts and cultural development in Queensland.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Department of Education, Training and the Arts' disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that departmental staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake their departmental responsibilities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
<p><b>Immediate response (Initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b>Information provision</b></p> <ul style="list-style-type: none"> <li>• Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p>N/A</p>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, debriefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p>N/A</p>

# LIFELINE COMMUNITY CARE QUEENSLAND

## Roles and Responsibilities

Lifeline Community Care Queensland provides counselling and support to victims of disasters through its community recovery program. Lifeline Community Care provides its community recovery service in the period immediately following these events and for such length of time as is considered appropriate to effect successful recovery.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to the participation of a senior officer (and an alternate), with appropriate delegations, to serve as a sitting member on the <i>State Community Recovery Committee</i>. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares information materials to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> <li>• Includes awareness of Lifeline's community recovery roles and responsibilities, as well as those of partner organisations, in organisational induction and training programs for relevant staff.</li> <li>• Commits to the participation of senior officers from Lifeline Community Care Queensland in disaster community recovery briefing sessions to ensure a shared understanding of their role in planning and preparation for disaster recovery including the expectations that will be placed on their State Community Recovery representative and their organisation during disaster recovery operations.</li> <li>• Establishes and maintains internal organisational protocols that enable effective coordination of regional and central office communications regarding community recovery responses.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Provides information regarding the psychological impact of disasters on victims and strategies that may be used to assist those victims in the process of recovery.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, Lifeline Community Care Queensland advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures staff who are placed on standby for community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>As a member of the State Community Recovery Committee, Lifeline Community Care Queensland advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<ul style="list-style-type: none"> <li>At the request of the Chair of the State Community Recovery Committee activates plans according to the scale, impact and location of the specific disaster event.</li> <li>Presents Certified Accounts to the Chair of the State Community Recovery Committee for goods purchased and services obtained at the Department of Communities' request.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>Provide locally derived information to assist appropriate referrals for disaster affected individuals and families.</li> </ul> <p><b><u>Community Recovery Centres</u></b></p> <ul style="list-style-type: none"> <li>Provide staff or volunteers to participate in Community Recovery Centre operations.</li> </ul> <p><b><u>Counselling Services</u></b></p> <ul style="list-style-type: none"> <li>Provides workers to counsel and support individuals affected by disaster.</li> <li>Provides immediate counselling (psychological first aid) to victims of disasters who have been overwhelmed by their experience and who are unable to commence the process of recovery.</li> </ul> <p><b><u>Specialist Services</u></b></p> <ul style="list-style-type: none"> <li>Provides training for Lifeline personnel in specialist crisis counselling (psychological first aid).</li> <li>Assesses and makes appropriate referrals of those victims requiring longer term or more specialised counselling to assist them in the process of recovery, including referrals to mental health specialist services.</li> <li>Where appropriate, provides critical incident stress de-briefing within the context of appropriate critical incident stress management principles.</li> </ul> <p><b><u>Outreach Services</u></b></p> <ul style="list-style-type: none"> <li>Trains and participates in Outreach Service Teams.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services),</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Community Development</u></b></p> <ul style="list-style-type: none"> <li>Undertakes appropriate activities including community needs analysis, assisting the Local Government Authority, as lead agency, in developing community profile, developing and delivering related projects or activities as</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><i>community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p>required, undertaking appropriate research and evaluation of all related activities.</p> <ul style="list-style-type: none"> <li>• Works with the Local Government Authority in developing appropriate Community Development initiatives to assist the community in the process of recovery.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of community recovery operations that worked effectively and well as those that did not, and to utilise this information in agency reviews of policies and procedures that inform future community recovery operations.</li> </ul>

# AUSTRALIAN RED CROSS

## Roles and Responsibilities

Australian Red Cross (ARC) is dedicated to providing a support role to State & Territory emergency management agencies, especially by its administration of the National Registration and Inquiry System and the provision of personal support and other services for disaster affected community members. ARC's support enables emergency management agencies to utilize their recovery resources more effectively.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of the Australian Red Cross' disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that agency staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Provides a resource for young people on dealing with a disaster 'before, during and after' the event.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet</i></p>	<ul style="list-style-type: none"> <li>• As a member of the <i>State Community Recovery Committee</i>, advises regional counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>.</li> </ul>

MEMORANDUM OF UNDERSTANDING - between key Government and Non-Government Signatories for the Provision of Community Recovery Services in a Disaster

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><i>the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	
<p><b>Immediate response (Initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<ul style="list-style-type: none"> <li>• At the request of the Chair of the State Community Recovery Committee activates plans according to the scale, impact and location of the specific disaster event.</li> <li>• Presents Certified Accounts to the Chair of the State Community Recovery Committee for goods purchased and services obtained at the Department of Communities' request.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• Takes responsibility for Registration at the disaster site e.g. Evacuation Centre and hospital, and support the Police at the State Inquiry Centre with handling Inquiries from relatives and friends of those affected by the disaster.</li> <li>• Provides information to the public on what assistance is available from Australian Red Cross (ARC) and how and where to access it.</li> <li>• Provides community members and other agencies with copies of the Australian Red Cross publication 'Coping with a Major Personal Crisis'.</li> <li>• Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul> <p><b><u>Outreach Services</u></b></p> <ul style="list-style-type: none"> <li>• Has multiple teams available to check on the wellbeing of affected community members, provides information on recovery services and refers to other agencies as required.</li> </ul> <p><b><u>Personal Support</u></b></p> <ul style="list-style-type: none"> <li>• Provides 'Care &amp; Comfort' at Evacuation Centres (as tasked under Local Government Authority arrangements), and at Community Recovery Centres and in affected community member's homes.</li> <li>• Disseminates recovery information available from ARC and other agencies.</li> <li>• Makes referrals to other agencies.</li> <li>• Assists with the provision of clothing to disaster affected individuals if required.</li> </ul> <p><b><u>Accommodation</u></b></p> <ul style="list-style-type: none"> <li>• Takes responsibility for managing evacuation centres.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Community Development</u></b></p> <ul style="list-style-type: none"> <li>• Partners the Department of Communities in providing community development programs as required.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><i>of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant organisational reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul>

## SALVATION ARMY

### Roles and Responsibilities

The Salvation Army Emergency Services is dedicated to providing a support role to State and Territory Emergency Management agencies, by providing catering for all personnel involved in the disaster effected community. Accredited, uniformed personnel trained in Food Hygiene will provide this service. All personnel will be identified by the wearing of uniform and Photo numbered Identification.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<p><u>General Roles and Responsibilities</u></p> <ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with the delegation level necessary to commit organisational resources to disaster recovery, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Ensures approved training, including specific Disaster Recovery training, is provided to Salvation Army volunteers and employees at all levels in the organisational structure.</li> <li>• Includes awareness of disaster recovery roles and responsibilities of partner organisations in organisational induction programs and training activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other participating agencies, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul> <p><u>Specific Roles and Responsibilities</u></p> <ul style="list-style-type: none"> <li>• Develops plans for the management of catering services for individuals affected by disaster, recovery workers and volunteers.</li> <li>• Ensures the Salvation Army has a plan to access catering supplies that may be required during a disaster.</li> <li>• Maintains lists of trained Catering Team Leader contacts across Queensland's Disaster Districts.</li> <li>• Ensures nominated Catering Team Leaders disseminate information to team members and supporting organisations within their area to ensure a state of readiness to provide disaster recovery services.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<p><u>General Roles and Responsibilities</u></p> <ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are to be deployed in disaster recovery operations have a clear understanding of their roles and responsibilities, as well as those of partner organisations.</li> </ul>

Phases of Community Recovery	Roles and Responsibilities
	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>At the request of the Chair of the State Community Recovery Committee prepares to activate catering plans according to the anticipated scale, impact and location of the threatened disaster event.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>
<p><b>Immediate response (Initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<ul style="list-style-type: none"> <li>At the request of the Chair of the State Community Recovery Committee activates catering plans according to the scale, impact and location of the specific disaster event.</li> <li>Ensures nominated Catering Team Leaders disseminate information to team members and supporting organisations within their area.</li> <li>Provides Situation Reports, as required, to the Chair of the State Community Recovery Committee.</li> <li>Presents Certified Accounts to the Chair of the State Community Recovery Committee for goods purchased and services obtained at the Department of Communities' request.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p><b>Catering</b></p> <ul style="list-style-type: none"> <li>Establishes catering facilities, including mobile feeding centres as necessary</li> <li>Purchases necessary provisions and equipment.</li> <li>Provides Catering Team Leaders and/or teams to nominated Community Recovery Centres to manage catering services to individuals affected by disaster, recovery workers and volunteers.</li> <li>Ensures catering volunteers and employees are briefed and de-briefed during disaster recovery operations.</li> <li>Arranges for a roster of volunteers and employees to provide catering services over an extended period.</li> </ul> <p><b>Community Recovery Centres</b></p> <ul style="list-style-type: none"> <li>Commits to providing a nominated person from the Salvation Army to liaise with the relevant Community Recovery Centre Manager.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Manages the roster of volunteers and employees to provide catering services over an extended period.</li> </ul>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of community recovery operations that worked effectively and well as those that did not, and to utilise this information in organisational reviews of policies and procedures that inform future community recovery operations.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Ensures catering volunteers and employees are effectively de-briefed after the disaster event.</li> </ul>

## ST. VINCENT DE PAUL

### Roles and Responsibilities

The St Vincent de Paul Society is a global organisation that operates in 130 countries and is funded through donations. The Society enjoys a close relationship with the Catholic Church. The St Vincent de Paul Society's role in a disaster is to provide those affected, particularly evacuated people with essential material items, such as blankets; toiletries; mattresses; essential new clothing; food and water and children's and babies' necessities.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the <i>State Community Recovery Committee</i>. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of St Vincent de Paul's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that organisational staff who may be involved in the delivery of disaster community recovery service delivery are appropriately trained to undertake these activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster community recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the <i>State Community Recovery Committee</i>, advises regional counterparts of 'alert' and 'standby' status when advised by the Chair of the <i>State Community Recovery Committee</i>.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the <i>State Community Recovery Committee</i>, advises regional counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<ul style="list-style-type: none"> <li>• At the request of the Chair of the State Community Recovery Committee activates plans according to the scale, impact and location of the specific disaster event.</li> <li>• Presents Certified Accounts to the Chair of the State Community Recovery Committee for goods purchased and services obtained at the Department of Communities' request.</li> </ul> <p><b>Specific Roles and Responsibilities</b></p> <p><u>Information provision</u></p> <ul style="list-style-type: none"> <li>• Provides information to disaster affected individuals and communities on St Vincent de Paul's disaster community recovery services.</li> <li>• Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul> <p><u>Community Recovery Centres</u></p> <ul style="list-style-type: none"> <li>• May participate in services delivered through Community Recovery Centres/One-Stop Shops, if required.</li> </ul> <p><u>Personal Support</u></p> <ul style="list-style-type: none"> <li>• Provides essential material items, such as blankets; toiletries; mattresses; essential new clothing; food and water and children's and babies' necessities.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	<p><b>Specific Roles and Responsibilities</b></p>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant departmental reviews of policies and procedures to inform future disaster community recovery operations.</li> </ul>

## CENTRELINK

### Roles and Responsibilities

When a disaster occurs Centrelink has a multi-functional role. Centrelink:

- ensures that continuity of services provided on behalf of its client agencies is maintained/restored with minimal disruption to customers;
- ensures that pensions, allowances and benefits payable under the *Social Security Act 1991* continue to be received by existing customers so that their normal incomes are not disrupted;
- financially assists people whose normal means of livelihood have been disrupted whether in the short or long term by the disaster; and
- through Social Workers provides personal support, counselling and/or referral to other available services.

Centrelink is committed to working co-operatively with the State Community Recovery Committee.

Phases of Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b></p> <p><i>Characterised by planning, participation in disaster community recovery training and exercises, and the provision of general information on community recovery services</i></p>	<ul style="list-style-type: none"> <li>• Commits to providing a senior officer (and an alternate), with appropriate delegations, to serve on the State Community Recovery Committee. This officer would also serve as an 'escalation point' with responsibility for timely resolution of issues arising under this Memorandum of Understanding.</li> <li>• Includes awareness of Centrelink's disaster community recovery roles and responsibilities, and those of partner organisations, in agency induction programs.</li> <li>• Ensures that Centrelink staff who may be involved in the delivery of disaster community recovery service delivery in Queensland are appropriately trained to undertake these activities.</li> <li>• Participates in the development of information sharing and financial management protocols with the Department of Communities and other signatories to this Memorandum of Understanding, to support effective disaster recovery service delivery (including referral processes) and meaningful disaster event reporting.</li> <li>• Develops, maintains and shares key disaster recovery information materials with participating agencies to support individual and community recovery, including reciprocal website links for the provision of information to the public.</li> </ul>
<p><b>Alert/Standby</b></p> <p><i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster community recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises national and Queensland regional counterparts of 'alert' and 'standby' status when advised by the Chair of the State Community Recovery Committee.</li> <li>• Ensures any staff who are placed on standby for disaster community recovery operations are briefed on their roles and responsibilities, as well as those of partner organisations.</li> </ul>
<p><b>Activation</b></p> <p><i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a</i></p>	<ul style="list-style-type: none"> <li>• As a member of the State Community Recovery Committee, advises regional counterparts of 'activation' status, when advised by the Chair of the State Community Recovery Committee.</li> </ul>

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><i>disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	
<p><b>Immediate response (initial recovery)</b></p> <p><i>Covers the formal activation of disaster community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, operational briefings, deployment of staff and immediate community recovery service provision. The aim of initial recovery operations is to satisfy personal and community needs and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process</i></p>	<p><b>Specific Roles and Responsibilities</b></p> <p><b><u>Information provision</u></b></p> <ul style="list-style-type: none"> <li>• Provides information to disaster affected individuals and communities on Centrelink services.</li> <li>• Provides information on Centrelink services to members of the <i>State Community Recovery Committee</i>.</li> <li>• Contributes information to the <i>State Community Recovery Committee</i> on the scale and impact of the disaster on individuals and Queensland communities.</li> </ul> <p><b><u>Community Recovery Centres</u></b></p> <ul style="list-style-type: none"> <li>• Participates in the operation of <i>Community Recovery Centres</i>.</li> </ul> <p><b><u>Outreach Services</u></b></p> <ul style="list-style-type: none"> <li>• Contributes to the training of <i>Outreach Services Teams</i>.</li> <li>• Participates in <i>Outreach Services Teams</i>.</li> </ul> <p><b><u>Financial Services</u></b></p> <ul style="list-style-type: none"> <li>• Administers financial entitlements including Australian Government <i>Disaster Recovery Payment, Special Benefit and Crisis Payment</i> and other payments as appropriate to individual circumstances.</li> </ul> <p><b><u>Personal Support</u></b></p> <ul style="list-style-type: none"> <li>• As appropriate, has staff available with specialist skills to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers.</li> </ul> <p><b><u>Counselling Services</u></b></p> <ul style="list-style-type: none"> <li>• Provides counselling workers.</li> </ul> <p><b><u>Reception Services</u></b></p> <ul style="list-style-type: none"> <li>• Participates in the provision of reception services at International Airports.</li> </ul>
<p><b>Medium to Long-Term Recovery</b></p> <p><i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities</i></p>	

<b>Phases of Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Stand-down</b></p> <p><i>Includes operational briefings with community recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster community recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• Participates in operational debriefs to identify elements of disaster community recovery operations that worked effectively, as well as those that did not, and utilises this information in relevant Centrelink reviews of policies and procedures to inform future Queensland disaster community recovery operations.</li> </ul>

# DEPARTMENT OF FAMILIES, COMMUNITY SERVICES AND INDIGENOUS AFFAIRS

## Roles and Responsibilities

The Australian Government Department of Families, Community Services and Indigenous Affairs (FaCSIA) has responsibility for leading and coordinating Australian Government social and community recovery assistance following major onshore or offshore disasters or critical events. FaCSIA discharges this responsibility through the Australian Government Disaster Recovery Committee (AGDRC). The AGDRC is chaired by FaCSIA and comprises senior officials from some 27 Australian Government central, policy, programme delivery and specialist agencies. The AGDRC also has a role in the planning and preparation for the social and community impacts of a disaster.

Phases of Disaster Community Recovery	Roles and Responsibilities
<p><b>Preparedness</b>  <i>Characterised by planning, training and exercises, and the provision of general information on disaster recovery services</i></p>	<ul style="list-style-type: none"> <li>• Participates in the <i>State Community Recovery Committee</i> as required. The responsible officer involved would undertake to resolve any issues arising under this Memorandum of Understanding (MOU) in a timely manner.</li> <li>• Participates in the development of information sharing protocols with the Department of Communities, to support effective disaster recovery service delivery and disaster event reporting.</li> <li>• Maintains and shares relevant disaster recovery information with Department of Communities to support individual and community recovery.</li> </ul>
<p><b>Alert/Standby</b>  <i>Covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant disaster recovery staff being placed on standby</i></p>	<ul style="list-style-type: none"> <li>• Participates in the <i>State Community Recovery Committee</i> as required. The responsible officer involved would undertake to resolve any issues arising under this MOU in a timely manner.</li> <li>• Participates in the development of information sharing with the Department of Communities, to support effective disaster recovery service delivery and disaster event reporting.</li> <li>• Maintains and shares relevant disaster recovery information with Department of Communities to support individual and community recovery.</li> </ul>
<p><b>Activation</b>  <i>Covers the formal activation of community recovery responses including the convening of community recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a disaster event, the development of disaster specific Operational Plans, operational briefings and the deployment of staff</i></p>	<ul style="list-style-type: none"> <li>• As a member of the <i>State Community Recovery Committee</i>, advises national counterparts of 'activation' status, when advised by the Chair of the <i>State Community Recovery Committee</i>.</li> </ul>

<b>Phases of Disaster Community Recovery</b>	<b>Roles and Responsibilities</b>
<p><b>Immediate response (Initial recovery)</b>  <i>covers the formal activation of disaster recovery responses including the convening of disaster recovery committees, the establishment of actual resource commitments from partners to meet the specific needs of a defined disaster event, briefing, deployment of staff and immediate disaster recovery service provision</i></p>	<ul style="list-style-type: none"> <li>• Participates in the State Community Recovery Committee as required. The responsible officer involved would undertake to resolve any issues arising under this MOU in a timely manner.</li> <li>• FaCSIA will contribute relevant information, following the Australian Government Disaster Recovery Committee (AGDRC) meetings, to the Department of Communities.</li> <li>• Ensure that timely and relevant information is fed through to the AGDRC from the State Community Recovery Committee meetings.</li> </ul>
<p><b>Medium to Long-Term Recovery</b>  <i>Includes ongoing case management, (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities.</i></p>	<ul style="list-style-type: none"> <li>• Provide the Department of Communities information on the status of FaCSIA's programs and services.</li> </ul>
<p><b>Stand-down</b>  <i>Includes operational briefings with disaster recovery committees (both district and state), staff, volunteers and communities, de-briefs with staff and volunteers, and the identification of improved disaster recovery procedures and protocols</i></p>	<ul style="list-style-type: none"> <li>• FaCSIA will participate in the lessons learnt with the Department of Communities to help identify elements of the recovery operation that worked effectively, as well as those that did not, and procedures to inform future Queensland disaster community recovery operations.</li> </ul>

## Appendix 3

### Glossary

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#### **Activation of Community Recovery Services**

The Department of Communities and partner agencies prepare to deliver recovery services, if required, in the immediate aftermath of an event. Advice on the impact of the disaster from the Disaster District Management Group to the Department of Communities Regional Director, or advice from the Department of Emergency Services via the Manager, Disaster Recovery Management Unit, Department of Communities will assist in determining the level of activation. The Department of Communities Regional Director alerts the District Community Recovery Committee and Department of Communities staff to prepare to coordinate and deliver community recovery services.

#### **Activation of Financial Relief Arrangements**

The Minister for Emergency Services, on advice from the Department of Communities and Emergency Management Queensland, activates the delivery of Natural Disaster Relief Assistance (NDRA). The activation of NDRA is dependent on the damage caused by a natural disaster event and exceeding a prescribed threshold amount. Where the Commonwealth / State funding threshold will not be reached, the Minister may consider the activation of State Disaster Relief Assistance (SDRA) for community response or personal hardship needs.

#### **Associations Natural Disaster Relief Scheme**

Provides concessional rate loans and accompanying grants to non-profit organisations to repair or replace facilities damaged or lost as a result of natural disaster.

#### **Commonwealth Disaster Relief Payment**

Provides an immediate payment to people whose residence or place of employment has been damaged or who have had their normal source of livelihood disrupted by disaster. It is only paid where the Commonwealth Minister for Family and Community Services declares an event to be a major disaster by notification in the Commonwealth of Australia Gazette.

#### **Commonwealth Special Benefit**

This benefit is paid through Centrelink to persons experiencing severe financial hardship who are not eligible for pension or other benefits. This benefit covers a variety of individual needs including hardship caused by disasters.

#### **Community Recovery**

Refers to the coordinated process of supporting disaster affected individuals, families and communities towards the restoration of emotional, social, economic and physical well-being following a disaster. Services delivered typically include provision of information, payment of financial assistance, and provision of personal and psychological support.

#### **Community Recovery Coordination Centre**

A key operational and administrative centre established by the Department of Communities to direct and coordinate the department's community recovery disaster response. A Community Recovery Coordination Centre is generally established within the Department's of Communities' regional offices. Functions performed at a Community Recovery Coordination Centre are:

- coordination of departmental field operations;
- provision of administrative support to departmental staff and recovery operations including processing financial assistance applications; and
- delivery of outreach services.

#### **Community Recovery Centre**

This centre is established by the Department of Communities to facilitate the delivery of recovery services to disaster affected communities, by multiple agencies from a single location. Community Recovery Centres were also referred to as a One Stop Shop or a One Stop Recovery Centre.

#### **Community Recovery Services**

Those services that assist disaster affected individuals, families and communities to recover from the disaster event through the provision of information, personal support, resources, specialist counselling, mental health and community development services.

**Disaster District**

Disaster Districts are a regional organisational structure based on Queensland Police Districts.

**Disaster District Community Recovery Committee**

This is a sub-committee to the relevant *Disaster District Management Group* and is responsible to plan and coordinate the delivery of community recovery services.

**Disaster District Coordinator**

This is a representative of the Queensland Police Service appointed by the Governor-in-Council as the coordinator of a police disaster district.

**Disaster District Management Group (District Disaster Management Group)**

The role of this group is to coordinate the resources to plan for and respond to the effects of disaster within the disaster district.

**Disaster Management**

Refers to arrangements for managing the potential adverse effects of an event, including arrangements to for preventing, preparing, responding and recovering from, a disaster.

**Disaster Management Act 2003 (the Act)**

This act was proclaimed on 31 March 2004 and is administered by the Department of Emergency Services to provide effective disaster management for Queensland. The Act defines a disaster as a serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. A serious disruption is defined as:

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

**Disaster Recovery**

Refers to the four elements of recovery as: community recovery including psychosocial recovery; infrastructure; economic; and environment.

**Free Call 1800 Number (1800 440 074)**

Provides a central telephone contact point for assistance for people affected by a disaster event. The Free Call 1800 number is operated by Smart Services Queensland and is activated following a decision to activate a community recovery response.

**Lead Agency**

Is a State Government Agency which has designated responsibility for a specific function?

**Liaison Officer**

Is the nominated representative of each participating agency in disaster recovery responses who is responsible for gathering and disseminating information, reports and requests between agencies, committees and groups?

**Local Disaster Management Group (Local Disaster Management Group)**

Coordinates the resources to plan and counter the effects of disaster within the local government area.

**Local Community Support Committee**

The role of this Local Disaster Management Group is to plan, coordinate and deliver community support services to meet the immediate welfare needs of affected persons within the local government area. The committee was previously known as the Welfare Committee.

**Member Organisation**

Is a member of the *District Community Recovery Committee* who provides community recovery services in accordance with the Memorandum of Understanding and *Disaster District Community Recovery Plan*.

**Natural Disaster Relief Arrangement (NDRA)**

Provides assistance to disaster-affected persons whose financial position is such that they are unable to provide for their own recovery from the effects of natural disaster. The NDRA scheme is not a compensation scheme for the value of lost goods, nor is it operated as an alternative to commercially available insurance. Eligibility is means tested with respect to both assets and income to target those least able to recover

MEMORANDUM OF UNDERSTANDING - between key Government and Non-Government Signatories for the Provision of Community Recovery Services in a Disaster

financially from natural disaster damage or loss. The scheme provides financial assistance to those in emergent circumstances, those incurring loss or damage to essential household contents, and for the repair of owner-occupied residences to a habitable condition.

#### **Prevention**

Refers to identifying hazards, assessing threats to life and property, and taking measures to reduce or eliminate potential loss to life or property and protect economic development.

#### **Preparedness**

Refers to actions to minimise loss of life and damage and to organise and facilitate timely rescue, relief and recovery in the event of a disaster. Preparedness considers the understanding of a threat, forecasting and warning, educating and training communities and staff. Also, to establish organisations including the preparation of operational plans and readiness for a community recovery response.

#### **Recovery**

Is the process to support a disaster affected community in the restoration of their wellbeing and identified in two broad phases.

- **Initial Recovery:** provides immediate, short term emergency services and supports by providing care and comfort, personal support, counselling, mental health services, personal hardship grants and temporary accommodation arrangements, and to restore services to enable the recovery process to be managed by local government and community based agencies.
- **Medium to Long Term Recovery:** provides ongoing psychological services, community development, re-establishment of social and cultural activities, supports community networks and restoration of services that enable the recovery process to be managed by the community and community based agencies. Support may be provided to assist disaster affected people in the demolition and reconstruction of their homes.

#### **Response**

Response is the process of implementing action immediately following a disaster and providing assistance to affected people. The aim of response operations is to save lives, protect property and make an affected area safe. This function is undertaken by a number of Organisations, including Local Government Counter Disaster Committees, State Emergency Service units, Police, Fire, Ambulance and Defence. The State's disaster management arrangements, mandated under provisions of the Disaster Management Act 2003 ensure support and assistance are available as required by disaster affected communities.

#### **State Coordination Group**

This group carries out the day to day business of the State Counter Disaster organisation including supervision of State level operations of disaster affected communities.

#### **State Community Recovery Committee**

Maintains preparedness for recovery services across the State.

#### **State Disaster Coordination Group**

The role of this group is to develop and implement comprehensive whole of government disaster management arrangements within Queensland and is the working body of the State Counter Disaster Organisation.

#### **State Disaster Relief Assistance (SDRA)**

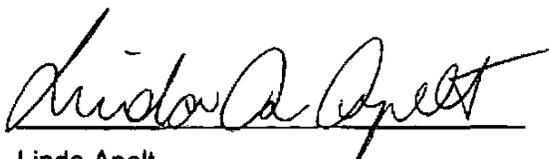
These financial assistance arrangements are implemented by the Minister for Emergency Services on behalf of the Queensland Government. SDRA may be activated where the impact of an event is not of the scale which would activate Natural Disaster Relief Arrangements or where the impact is not the result of a natural disaster. (refer to Natural Disaster Relief Arrangements)

#### **State Welfare Committee**

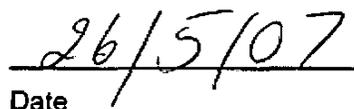
This committee maintains preparedness for the delivery of welfare services across the state. This committee has been amalgamated with the State Community Recovery Committee.

**Signed as a MEMORANDUM OF UNDERSTANDING BY**

**Department of Communities**



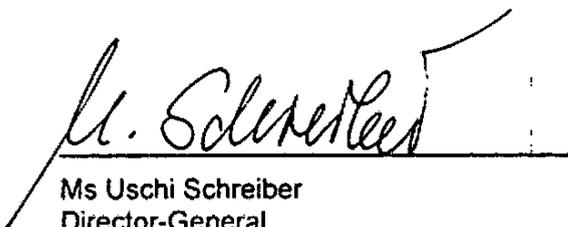
Linda Apelt  
Director-General  
Department of Communities



Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Department of Health



A handwritten signature in black ink, appearing to read 'U. Schreiber', is written over a horizontal line.

Ms Uschi Schreiber  
Director-General  
Department of Health

16-6-07  
Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

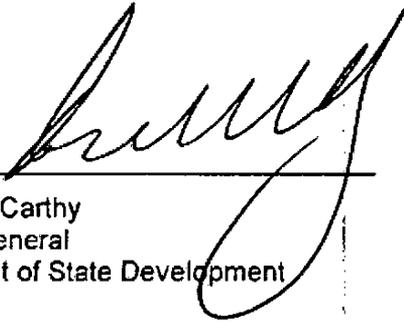
Department of Primary Industries and Fisheries

  
\_\_\_\_\_  
Mr Jim Varghese  
Director General  
Department of Primary Industries  
and Fisheries

25/06/07  
\_\_\_\_\_  
Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Department of State Development



Mr Bob McCarthy  
Director-General  
Department of State Development



Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Department of Housing



Ms Natalie MacDonald  
Director-General  
Department of Housing



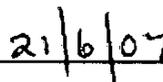
Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Department of Education, Training and the Arts



Ms Rachel Hunter  
Director-General  
Department of Education, Training and  
the Arts



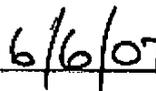
Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Lifeline Community Care



Mr Trevor Carlyon  
Executive Director  
Lifeline Brisbane



Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

Australian Red Cross



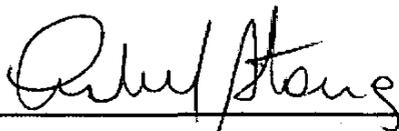
Mr Greg Goebel  
Executive Director  
Australian Red Cross

8 JUNE 2007

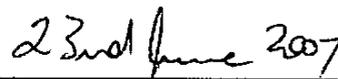
Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

The Salvation Army



Les Strong (Commissioner)  
Territorial Commander  
Australia Eastern Territory  
The Salvation Army

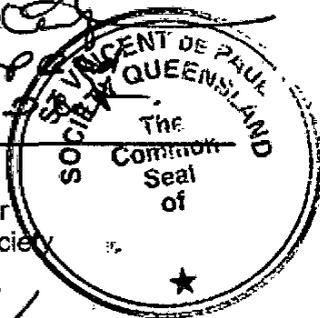


Date

Signed as a MEMORANDUM OF UNDERSTANDING BY

St Vincent de Paul

*John Camp*  
John Camp  
State President



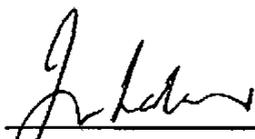
Mr Peter Maher  
Chief Executive Officer  
St Vincent de Paul Society

5/6/07  
Date

*Peter L Maher*  
CEO

Signed as a MEMORANDUM OF UNDERSTANDING BY

Centrelink



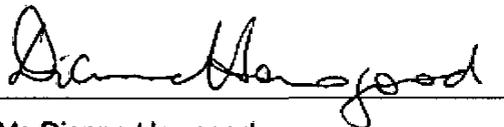
Mr Jeff Whalan  
Chief Executive Officer  
Centrelink

28.6.07

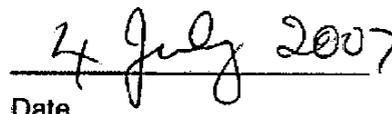
Date

Signed as a **MEMORANDUM OF UNDERSTANDING BY**

**Department of Families, Community Services and Indigenous Affairs**



Ms Dianne Hawgood  
Queensland State Manager  
Department of Families, Community Services  
and Indigenous Affairs



Date

Department of Communities  
fair, cohesive and vibrant communities

'DOC-04'

# 2009-10 Disaster Season Debrief Report

Lessons learned and a way  
forward

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Version	Date	Comments
Version 1	7 September 2010	
	8 September 2010	Provided to Director for comment
	9 September 2010	Feedback received and incorporated
Version 2	9 September	Forwarded to Director for feedback
Version 3	14 September	With comprehensive Work Plan
Version 4	15 September	Final

## 1. INTRODUCTION

The purpose of this paper is to document the processes of debriefing and lessons learnt from the Natural Disaster Relief and Recovery Arrangements (NDRRA) activations that have occurred during 2009 -2010. The paper will also incorporate other State funded events and will present a way forward in the development of best practice for the community recovery services in Queensland.

This document is written for distribution within the Department of Communities and to partner agencies that are members of the State Community Recovery Committee (SCRC).

The Department of Communities has a functional lead role for the provision of community recovery following a disaster. The department coordinates the efforts of government and non-government agencies to provide information, support services and financial assistance to people affected by disasters.

The State Community Recovery Committee, chaired by the Department of Communities, supports the department to fulfil its functional lead agency responsibility for community recovery. The SCRC brings together a range of government and non-government agencies that have key roles to play in assisting communities recover after disasters. The department has a Memorandum of Understanding (MOU) with members of this committee to provide a range of support services.

The department administers financial assistance under the State/Commonwealth, Natural Disaster Relief and Recovery Arrangements.

The Department of Communities' seven regions convene Community Recovery Committees for each of the State's disaster districts. These districts are based on the Queensland Police Service (QPS) boundaries. A community recovery plan is developed for each of these 23 districts and reviewed annually. District Community Recovery Committees take guidance from the State Community Recovery Committee through this review process.

In a disaster event, the District Community Recovery Committees respond to the need for recovery services, with consideration of the scale, impact and location of the event and the capacity of local agencies to respond.

## 2. BACKGROUND

There were a number of events in 2009-2010 that had a significant impact across much of the state including bushfires, cyclones and monsoonal flooding. Community recovery services were provided through a combination of recovery centres, outreach and new online application processes for financial assistance to affected residents.

Natural Disaster Relief and Recovery Arrangements were activated for communities in three of the department's regions (South West, Central and North Queensland). These arrangements, administered by the department, assisted affected communities in the Isaac, Murweh, Western Downs, Maranoa, Mackay, Whitsunday Regional Councils and the Quilpie, Balonne, Paroo, Banana, Bulloo, Burke and Carpentaria Shire Councils to meet basic needs for food, accommodation, essential medication and clothing in the immediate aftermath of the disaster through Emergent Assistance Grants.

Natural Disaster Relief and Recovery Arrangements also assisted Queenslanders who did not have the means to affect their own recovery to replace essential household goods and/or to repair their dwelling to a safe and habitable condition. Additionally, the affected communities were immediately able to access information

and support from a range of government, industry and non-government agencies. The following events were funded under the NDRRA:

- **Queensland bushfires – September 2009**

The Community Recovery Unit supported Central Queensland region in the aftermath of wild fires that took hold in the Bundaberg and Rockhampton area. The region provided assistance to property owners where hardship had been identified.

- **Monsoonal Flooding and Tropical Cyclones Olga, Neville, Paul and Ului – January to April 2010**

This activation began in February 2010 with monsoonal flooding in the South West Region and continued to be updated to include tropical cyclones with Tropical Cyclone Ului (TC Ului) crossing the coast in the North Queensland region. Services were established in both South West and North Queensland regions with over 520 Queensland government employees trained in community recovery operations under the *Queensland Government Community Recovery Workforce Strategy*.

### Summary

- Between 1 January and **30 June 2010**, the department processed:
  - **Over 19 000** calls for assistance received by the 1 800 Hotline including over 10 000 online applications for assistance.
- In total, as at **30 June 2010**, the department has:
  - paid over **20 000** Emergent Assistance Grants totalling **\$7 772 604**
  - paid over **680** Essential Household Contents Grants totalling **\$789 140**
  - received **131** Structural Assistance Grant applications, of which **39** have been assessed as eligible for progression.
- The department recruited and trained a whole-of-government recovery workforce of approximately **1 500** individuals from across **11** departments.
- Over **520** people were deployed to support the response to cyclones and flooding between February and May 2010.
- The department provided social, psychological and welfare support, including outreach to affected householders, and coordinated partnership arrangements with other departments and a range of non-government agencies.

The following events were primarily funded within the Community Recovery Unit's budget with some extraordinary financial allowance made for specific purposes:

- **H1N1 (Swine Flu)**

The Community Recovery Unit supported Queensland Health as lead agent for pandemic in a cross government response to an outbreak of Swine Flu. After participating in the development of the Queensland Pandemic Plan, the Community Recovery Unit monitored the event.

- **Asia Pacific Earthquake and Tsunami**

The Minister for Multicultural Affairs requested a response in Queensland for those whose families were affected by these events overseas. Multi lingual service information brochures were developed by the Community Recovery Unit in close consultation with Multicultural Services Queensland (MSQ).

These brochures provided important information and referral details for support services for the Queensland communities linked to the affected regions.

- **Tsunami watch**

In cooperation with Emergency Management Queensland, the Community Recovery Unit developed Tsunami sub plans and participated in the testing of the Tsunami Notification Protocol. On 27 February 2010 a Tsunami watch was issued. The Community Recovery Unit responded appropriately.

The Community Recovery Unit continued throughout the season with the routine work including:

- Supporting the Director of Community Recovery and Youth Detention Operations in CDSMAC – Disaster Recovery Sub Committee and associated projects.
- Briefing the Director-General on the State Disaster Management Group
- Supporting the Director of Community Recovery and Youth Detention Operations in the State Disaster Coordination Group
- Providing secretariat to the State Community Recovery Committee and four Subcommittees (Training, Communications, Planning and Volunteers)
- Continuation of monthly business reporting including financial reports, workforce reporting and financial reporting accountabilities continue in pre and post event times.
- District planning and annual updates as part of the pre-season and post event reviews.
- Continuous improvement of the service delivery system resources and guides, including annual financial forms and guidelines review.

This core business has been influenced by the debriefing outcomes and has contributed to the development of the Community Recovery Workplan for 2010/11, Attachment 1.

### **3. DEBRIEFING PROCESS**

Debriefs are conducted at the end of each disaster season and/or event to capture lessons learnt that, in turn, inform quality improvements in the community recovery service system. As part of the debriefing process the Community Recovery Unit coordinates the facilitation and participation by key stakeholder groups including:

- SCRC and sub-committees,
- Internal Coordination Group;
- District Community Recovery Committees and
- Regional coordination teams.

The lessons learnt from each debrief are recorded, analysed, prioritised and converted into work plans for the following year.

During 2009-2010 the Community Recovery Unit utilised the following debriefing strategies:

- The "Survey of government staff deployed for Community Recovery - Monsoonal Flooding and Tropical Cyclones Olga, Neville, Paul and Ului – January to April 2010". This online survey sought feedback from government staff deployed to the South West Queensland Floods and Tropical Cyclone Ului. Key issues identified in this survey have been discussed with each of the 11 government departments that deployed staff and the lessons are synthesised within this document.
- A total of 11 workshops were held to draw out key themes of planning, coordination (including logistics), service delivery, governance, communications and media, training and development.

Workshops details are as follows:

<b>Date</b>	<b>Location</b>	<b>Participants</b>
7 May 2010	Rockhampton	Representatives from service areas.
20 May and 21 June 2010	Brisbane	<b>State Community Recovery Committee.</b> The "2009-2010 Season Community Recovery Debrief Outcomes – Discussion paper prepared for the State Community Recovery Committee" was tabled at the committee meeting on 16 August 2010.
31 May 2010	South East Region	Regional staff deployed to North Queensland in March 2010.
16 and 17 June 2010	North Queensland Region	Mackay coordination team and Mackay District Community Recovery Committee members.
18 June 2010	Brisbane	Human resources practitioners from across Queensland government agencies.
22 June 2010	South West Region	Toowoomba coordination team
15 July 2010	Brisbane, South East and South West Regions	Community Support Officers (Community Recovery).
16 July	Brisbane	<b>Incident Management Team (IMT)</b> members from the Community Recovery Unit.
20 July 2010	Brisbane	<b>Internal Coordination Group.</b> Internal partners from Human Resources, Information and Communication Technology, Strategic Communications, Workplace Health and Safety, Finance and Shared Service Agency.
27 and 28 July 2010	Brisbane	Community Support Officers (Community Recovery) and other regional stakeholders.
30 July 2010	Brisbane	<b>Community Recovery Unit.</b>

#### 4. FINDINGS

Key findings from 2009-10 season debriefs are outlined below:

##### 4.1 Areas of Excellence

###### 4.1.1 Planning

- District planning was well established and this enabled regions to commence recovery operations in a timely way.
- Clear lines of communication and well established relationships with all key partners enabled collaborative planning throughout the different phases of recovery.
- The response to Machinery of Government changes provided opportunities for effective collaboration and for agencies to review key partnerships, functions, work plans and next steps.

###### 4.1.2 Coordination (including logistics)

- Effective communication between the regions and Community Recovery Unit supported timely mobilisation of logistics.

- Cooperative partnerships with all key agencies provided support in a complex multi regional recovery operation over many months.
- The regions' capacity to implement service models and respond to shifting demand enabled the introduction of an online application process.
- Examples of excellent practice in the rapid establishment of Community Recovery Centres (CRC) included queue management and flow-through process.
- Well established relationships with key stakeholders, for example Queensland Health and Emergency Management Queensland, through liaison officers at the State Disaster Coordination Centre were enhanced.
- Relationships between District Disaster Management Groups, District Community Recovery Committees, district coordination centres and community recovery centres were proven as exceptional.

#### 4.1.3 Resources

- The suite of products developed by the Community Recovery Unit to support staff on the ground was reported as a valuable resource, particularly the *Practice Guide*.
- The pre deployment kit provided to the group that was deployed was identified as useful and was appreciated.

#### 4.1.4 Service Delivery

- Key partners provided critical support in reconnaissance, intelligence gathering for impact assessment and provided empathic and effective 'meet and greet' support which assisted in the management of unprecedented crowds presenting at centres.
- The new *Community Recovery Processing System* (CRPS) database, proved its capability when activated for both Tropical Cyclone Ului 2010 and South West flooding events. This system withstood data capture of 20,000 applications for Emergent Assistance Grants, Essential Household Contents and Structural Assistance Grants.
- The adaptation of service delivery models in North Queensland to include Cheque Collection Centres enabled an increased capacity to accept unprecedented numbers of applications.
- Service delivery staff in the South West Region managed coordination across disparate geographic sites well, building on local knowledge and community networks.
- Grants processing was remarkably efficient given the volume of applications and multiple systems of application entry.

#### 4.1.5 Queensland Government Community Recovery Workforce Strategy

- Key contacts were established in each government department and in each central office business stream to facilitate statewide deployment.
- Deployment Protocols were negotiated with key contacts from other government agencies, central office business streams, and regions. These protocols address concerns raised through previous activations including the need for strategic consideration of business continuity requirements by key contacts prior to the release of staff.
- A Recruitment and Retention Strategy was developed to increase participation from other government agencies. Strategies include:
  - Promotional materials developed and distributed to other agencies.
  - First on-line survey of deployed staff undertaken in 2010:

- 280 deployed staff responded (53% response rate);
- 98% said they would be willing to go on future community recovery deployments and
- 95% found the experience rewarding.
- Development of testimonials from deployed staff for publication.
- Organisation of information sessions for potential registrants.

#### 4.1.6 Training and Development

- Well developed procedures and training for implementation of the *Critical Incident and Entitlements Directive* by multiple payroll, finance and human resources management groups across government ensured the 520 people deployed from across government received their pay and entitlements.
- A pool of core staff were trained and capable of being deployed to work within the new Community Recovery Service Delivery Model.
- Effective support was given to disaster affected regions by delivering just in time training to departmental and other government agencies' staff selected for deployment.

## 4.2 Lessons Learnt

### 4.2.1 Planning

- There is an identified need to define the department's role in the transition from 'response to recovery' to improve operational recovery planning and understanding of roles as defined in the department's Recovery Plan. This includes defining the differences between evacuation centres, recovery centres, reception centres and shelters.
- State and district plans would be improved through the incorporation and rotation of leadership for protracted multi district events. This will reduce fatigue and increase experience for departmental staff.
- Regions benefit by undertaking a risk assessment of the delivery of community recovery services, that is, what are the:
  - existing community networks, services and infrastructure which can be built on?
  - barriers to delivering and maintaining services on the ground?
  - likely impacts of events on specific population groups?
  - types of services that are likely to be required?
  - impacts on existing service delivery in the community, and what disruptions may occur?

This should improve service delivery by assisting regions to understand the community and inform forward planning for a range of disaster threats identified in Local and District Disaster Management Plans.

- Operational recovery plans written at the time of the event would be enhanced by focussing on projecting and analysing what may occur (over one week, two weeks, one month and three months) based on community vulnerability.

### 4.2.2 Governance

- Confirmation of areas of responsibility of key partners in Community Recovery Committees through the revision of the Memorandum of Understanding was identified as requiring improvement.
- There is an identified need to clarify the roles of Centrelink and Housing and Homelessness Services within the Memorandum of Understanding after Machinery of Government changes.

#### 4.2.3 Coordination (including logistics)

- Early deployment of Community Recovery Unit staff to assist the region would aid rapid impact assessment and implementation of service systems.
- Information and Communication Technology (ICT), such as internet based systems, SMS and email, could be more widely utilised for information collection to ensure effective high level briefings and enable forward planning.
- Community Recovery Unit and regional offices event structures for activation could be reassessed to ensure consistency. Consideration of existing incident management models for example, Australasian Interagency Incident Management System and Australian Emergency Coordination System, would also enhance interoperability across agencies.
- Amendment of the role statements within the Community Recovery Guide would allow officers seconded during activation a greater understanding of their duties.
- The Internal Coordination Group identified that the establishment and documentation of service level expectations would assist in clarifying roles and responsibilities during activation.
- Appointment of staff to leadership roles in the affected region could be enhanced by better skill matching and consideration to core business continuity.
- District coordination centres could be established away from the regional service centres to minimise the impact on the region's core business.
- The District Community Recovery Committees would benefit by convening as early as practical to ensure local government and other key partners are adequately informed and involved in service delivery operations.
- ICT resources should be made accessible in sufficient time and quantity to enable timely and efficient recovery operations.

#### 4.2.4 Service Delivery

- Better targeting and deployment, supporting infrastructure, standard operating procedures, and appropriate public messages were identified as required prior to the online application for Emergent Assistance Grants being used in future events. Feedback from all sources indicated the online applications system was high risk and generated an almost unmanageable workload. This process increased workload risk of errors in grant distribution.
- If a new system is being introduced mid-event, for example, online applications, supporting infrastructure and standard operating procedures should be created, and the appropriate messages to the public designed.
- An improved system of rotations and deployment, along with providing training to a broader number of people, including interstate counterparts, could be further explored to reduce exhaustion of human resources with large-scale and multiple events.
- Client needs would be better addressed by prioritising on presentation to a community recovery centre. This will ensure that those most in need are provided services as a matter of priority, including:
  - intake process to simplify assessment and referral for all community recovery partners.
  - throughput and queue management strategies
- The creation of new roles in Community Recovery Centres, such as administration officer, rostering officer and Workplace Health and Safety Officer would minimise risks within these centres.
- Regions should improve engagement with indigenous communities prior to and during events to support capacity building with these communities.

- Different methods of providing immediate relief, for example rebates on electricity bills, food vouchers and hampers could alleviate service delivery pressures.
- Community recovery stakeholders trained in psychological first aid are better equipped to deal with any eventuality; therefore a greater emphasis should be placed on these skills in the training environment.
- Privacy issues in relation to referrals to and from key partner agencies could be better understood by establishing a protocol to prevent confusion in future events.
- Companion animals should be catered for at the earliest time practical to alleviate the owners concern for their welfare.
- Consistent messages regarding eligibility criteria for grant applications, including the definition of hardship would promote potential applicants with a way to self assess. It was recommended that these be made available to the public in multiple modes, posters, noticeboards and pamphlets in local government offices and community recovery centres.
- There is an identified need to improve reporting and intelligence gathering frameworks to enable timely and accurate reporting to senior executive managers, stakeholders within the disaster management and community recovery systems and the community pre, during and post event

#### **4.2.5 Queensland Government Community Recovery Workforce Strategy**

- Provision of information regarding the nature, impact of the disaster and intended community recovery operations could be made available prior to deployment of other government agency's staff to allow sufficient situational awareness before arriving in the affected area.
- Deployment practices should be consistent across the state so when staff move to any site the process the need to rotate staff through different areas of the recovery operation.
- Strategies for providing guidance and support to regions in identifying staffing numbers and skills sets required may be enhanced to assist the planning for sustainable deployment across the state.
- Ensuring staff skills and experience are considered before allocating staff to positions in the recovery operation; and providing some written instructions on how to manage paperwork was identified as an area of improvement.

#### **4.2.6 Strategic Communications**

- The development of a communication strategy that outlines the communication methods to be utilised in an event would assist all stakeholders in providing consistent messages.
- A common vocabulary based on Australian Emergency Management Institute (AEMI) and Emergency Management Queensland (EMQ) definitions was identified for development to ensure consistency of language across agencies.
- Ministers' advisors may benefit from attendance at meetings to support the Ministerial briefing process and provide consistent, constructive messages to the media during an event.
- It was identified that public messages being developed and monitored during an event need to be consistent.

#### **4.2.7 Community Recovery Processing System (CRPS)**

- The CRPS should be enhanced to provide data entry as soon as practical after the application is received by the client.

- A cohesive suite of information technology processes and infrastructure should be developed to enable accessible networks, avoid double-handling of data and facilitate tracking and accurate reporting of individual and community impacts.

#### **4.2.8 Training and Development**

- The continuing, regional scenario based exercises, organised by Community Support Officers (Community Recovery) will further build relationships and inter-agency awareness.
- To support an integrated approach in the delivery of community recovery services and an enhanced understanding of the department's functional lead role in community recovery it was recommended that new partners from across government, for example, Department of Justice and Attorney- General, be invited to attend the existing training programs.
- While the creation of community recovery role statements have assisted staff in undertaking the various positions, there is a need to develop and deliver Role Specific training. This will address the issues of capability, consistency and availability for the Leadership, Management and Supervisory positions raised during the debriefing workshops.

### **5. FUTURE ACTIONS**

- Service delivery and coordination are the two priorities identified as continuous themes throughout the debriefing process as requiring quality improvements. Service delivery improvements include the re-evaluation of CRPS in light of developing online processes for applicants, impact assessment and review of existing guides and resources. Coordination includes the development of an agreed incident management model and development of service level expectations with the Incident Coordination Group.
- The changes in legislation, recovery policy and the development of recovery guidelines will impact community recovery. This is an expected transition that will provide an opportunity for the governance, planning and policy issues raised during debriefing processes to be addressed.
- The Community Recovery Unit has developed a debrief tracking tool to capture the findings from each debrief and provide a mechanism for implementation of agreed improvements in any future event.
- Attachment 1 outlines the intended work plan for the Community Recovery Unit across 2010/11. The work plan is themed into major areas mirrored throughout this document and detailed to include projects and actions in no priority order.

## 6. Appendix 1 - Community Recovery Unit Work plan 2010- 2011

Projects	Timeframe	Interdependencies
<b>GOVERNANCE</b>		
1. Participate and contribute to the development of Strategic Policy Framework, State Disaster Management Plan and Queensland State Recovery Guidelines	Stage 1 September 2010 Stage 2 November 2010	Interdependent on Emergency Management Queensland (EMQ)
2. Respond to Recommendation 3 of Royal Commission into the Victorian Bushfires in relation to vulnerable communities	Sept/Oct 2010	Interdependent on Project 1
3. Contribute to the development of a Cabinet Submission in relation to all recommendations of the Royal Commission into Victorian Bushfires.	December 2010	
4. Review MOU arrangements, review Terms of Reference and training, planning, volunteers and communications sub committees for the State Community Recovery Committee -	June 2011	Interdependent on Project 1
5. Attendance, briefings, and preparation of papers relating to a variety of governance groups including: <ul style="list-style-type: none"> <li>• CDSMAC – DRSC and associated projects</li> <li>• State Disaster Management Group</li> <li>• State Disaster Coordination Group</li> <li>• State Community Recovery Committee</li> </ul>	Ongoing	
<b>PLANNING</b>		
6. Undertake the annual review of district plans	1 October 2010	
7. Review template documents and guides for district planning processes	June 2011	Interdependent on Project 1
<b>COORDINATION</b>		
8. Reassess community recovery support to regions including investigation and adoption of a common incident management model.		
<b>Staged approach:</b> Stage 1: Development of concept of rapid response team Stage 2: Community Recovery Unit workforce continuity Stage 3: Implementation of agreed incident management model	December 2010 June 2011 December 2011	
9. Review Internal Coordination Group support for Community Recovery Unit activations		

Projects	Timeframe	Interdependencies
<b>Staged project:</b> Stage 1: Convene Internal Coordination Group to discuss transitional arrangements from usual business to incident management Stage 2: Negotiate and document service level expectations Stage 3: Test new arrangements	1 November 2010  June 2011 October 2011	
<b>WORKFORCE DEVELOPMENT</b>		
10. Explore options for Community Support Officer upgrade during and post event	November 2010	
11. Review, enhance and document existing workforce recruitment and retention strategy for community recovery.	December 2010	
<b>TRAINING</b>		
12. Deliver state-wide regional preparedness training to increase number of staff available for deployment. Key focus of training will be on increasing the number of regional whole of government staff available for deployment	October 2010	
13. Deliver CBD training sessions : Part A - Community Recovery Awareness; Part B - Disaster Relief Financial Assistance forms. Key focus of training will be on increasing the number of CBD based whole of government staff available for deployment	Delivery as required throughout 2010 -2012	
14. Develop and deliver a short information session on Community Recovery for workgroups across government. Session to be designed for delivery to workgroups to increase their knowledge of Community Recovery and to encourage support for participation in formal training and deployment	Develop session by End November 2010  Delivery as required throughout 2010-2011	Interdependent on Project 11
15. Develop Community Recovery Role Specific training	End March 2011	Interdependent on Project 1, 17 and 19
<b>SERVICE DELIVERY</b>		
16. Review existing impact assessment tools	November 2010	
17. Develop enhanced service delivery model for Community Recovery including improved communication strategies Requires clarification regarding Minister and Senior Executive (including EMQ) expectations in relation to enhanced communications strategy.		
<b>Staged Project:</b> Stage 1: Documents with financial implications	1 October 2010	

Projects	Timeframe	Interdependencies
Stage 2: Other documents, including template, resources and practice guide.	November 2010	
19. Review regional community recovery practice role structures <b>Staged Project:</b> Stage 1: Amend existing role statements Stage2: Develop new role statements for intake officers, administration officers, WH&S officer	November 2010	
20. Participate in the review of Natural Disaster Relief and Recovery Arrangements (NDRRA)	Ongoing	Interdependent on Emergency Management Queensland (EMQ)
<b>COMMUNICATION and INFORMATION TECHNOLOGIES</b>		
21. Review and modify Community Recovery Processing System <b>Staged project:</b> Stage 1: Identification of work to upgrade CRPS Stage 2. Development of CRPS to enhance access to outside agencies	July 2011 December 2011	
22. Develop service systems and processes to support multiple points of entry in providing financial assistance grants.	December 2010	

DOC-05



**Queensland Government**  
Department of Communities

## Meeting minutes

### Meeting details:

<b>Title:</b>	<b>State Community Recovery Committee</b>
<b>Date:</b>	<b>18 October 2010</b>
<b>Start time:</b>	2.00-4.30pm
<b>Venue:</b>	Level 9 Conference Room, 111 George Street, Brisbane
<b>Chairperson:</b>	Phil Carney, Director Youth Detention Operations and Community Recovery
<b>Minute taker:</b>	Kerrie Oakes

### Attendees:

Partner Agency	Name
Adventist Development and Relief Agency	Ron Jenkins
Australian Red Cross	Carolyn Parsons
Centrelink	Sue Morrison; Tuyen-Duong
Department of Communities (Community Recovery)	Phil Carney, Steve Waddell, Helen Rowlands, Kerrie Oakes, Russell Gordon
Lifeline Community Care	Richard Johnson
Queensland Rural Adjustment Authority	Deborah Kirkwood
Ergon Energy	Helen Poropat
Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)	Sue Sheppard
St Vincent de Paul	John Goodwin
Salvation Army	Norm Archer
Department of Education Training and the Arts (DETA)	Julie Christensen

### Visitors:

Agency	Name
DOC	Mikail Ruutu

### Apologies:

Agency/ NGO	Name
DETA	Gary Francis
DOC - Sport and Recreation Services	Ben Klaassen
EMQ	Michael Shapland
RSPCA Qld Inc	Mike Pecic; Tracey Jackson
Volunteering Queensland	Jelenko Dragisic; Chris Duncan
Queensland Health	Greg Eustace; Stephen Monseigneur
Department of Public Works	Trevor Leverington

Item No	Topic	Discussion/ Action	
1	Welcome and Apologies	Apologies were received. Welcome to Sue Morrison (Centrelink) replacing Sally Wellington. Contact details: Sue Morrison, Area Business Manager, Area South and East Qld, Centrelink [REDACTED]	
2	Minutes of the previous meeting held 19 April 2010	The minutes of the previous meeting were circulated prior to the meeting and accepted as read.	
3.	Actions arising from previous meetings	As per Attachment 1 Master Action List	
	Topic	Discussion	Actions
4	SCRC partner updates (by exception)	<p><b>Seasonal update</b> – forecast for a busy season with high probability of wet weather and high temperatures; possibility of 6-7 cyclones including closer to SE corner and possibly before Christmas</p> <p><b>Red Cross</b> – undertaking planning and preparedness for coming season; business continuity arrangements confirmed; volunteer training and preparedness; negotiating MOU's with local councils for management of evacuation centres; new Emergency Operations Centre outfitting; partnering with GIS agencies for mapping services; submission for national resilience project funding</p> <p><b>Salvation Army</b> – training and preparedness; equipment checks; considering pre-positioning equipment for the season; welcoming new staff</p> <p><b>Lifeline</b> – psychological first aid training and resilience including development of processes and tools for supporting clients in developing personal recovery plans</p>	

		<p><b>FaHCSIA</b> – recent machinery of government changes mean shift of disaster management to Attorney-General's department; arrangements still be worked out.</p>	
5	<p><b>Reports from Subcommittees</b></p> <p><b>Training</b> Helen Rowlands</p> <p><b>Volunteering</b> Jelenko Dragisic</p> <p><b>Communications</b> Steve Waddell</p> <p><b>Planning</b> Kerrie Oakes</p>	<p>Training and Volunteering sub-committees in abeyance pending disaster management arrangements and national projects.</p> <p>Update will be provided at next meeting.</p> <p>Workplan was circulated to members.</p>	
6	<p><b>Season debrief – Update and Progress</b></p>	<p>Copy of the report circulated. A major emphasis for future will be on assessment of needs prior to service delivery to allow targeting approaches to those most in need; supporting local services; developing more depth in analysis and gathering information from a range of sources including rapid assessment teams; role of SCRC members during telelinks to provide input into selection of appropriate strategies; decreasing levels of dependency.</p> <p>Supporting resilience – National Resilience Framework is being developed; project for the Disaster Recovery Sub Committee; consider mapping projects being undertaken so that partner agencies can identify possible areas of collaboration</p> <p>Suggestion is that future debriefing processes include undertaking one-on-one</p>	<p>6.1 Extend invitation to Qld Fire and Rescue Service to present re the rapid assessment process they undertake.</p> <p>6.2 DOC to explore options for extending access to the Common Operating Picture (EMQ) to partner agencies to facilitate information sharing and planning re vulnerable populations.</p> <p>6.3 DOC to circulate National Resilience Framework once endorsed</p> <p>6.4 DOC to consider mapping projects to provide to members</p> <p>6.5 Members invited to provide any further comment or input to the debrief report to Phil Carney</p>

		agency feedback loops	
7	<b>Review of Community Recovery Manual</b>	Workshops have been held across the four spheres of recovery; manual structure is being reviewed; print version expected to be finalized by March 2011 and available 1 July 2011; writing team includes representatives from Australian Red Cross, Disaster Recovery Sub-Committee consultant, FaCHSIA, EMA and DOC	7.1 Helen Rowlands to provide the Table of Contents for the reviewed manual to members for their information. 7.2 Members will be invited to view Print-ready chapters once available (December 2010)
8	<b>Feedback from Disaster Recovery Sub-Committee</b>	The sub-committee met in Brisbane over two days; now represented on the National Emergency Ministerial Council (NEMC); projects include vulnerable populations and resilience	
9	<b>RSPCA Presentation</b>	To be postponed to a future meeting	
10	<b>Centrelink presentation</b>	Centrelink is waiting on additional details from Canberra before undertaking a presentation on reverse EFTPOS. A presentation will be arranged once information arrives.	10.1 DOC to liaise with Centrelink to advise numbers, dates and venue for the presentation.
11	<b>Overview of Portable Office Kit</b>	Kit was demonstrated. Potential benefits and opportunities were discussed including facilitation of referral processes, data capture, pre-deployment of kits	
12	<b>General business</b>	None	
13	<b>Next meeting and close</b>	Next meeting 13 December 2010	
	<b>Items deferred to future meeting</b>	RSPCA presentation Centrelink presentation	

Attachment 1 – Action Summary - Master List – outstanding actions from previous meetings

## Action Summary – Master List

18 October 2010		Who and Organisation	Status
6.1	Extend invitation to Qld Fire and Rescue Service to present re the rapid assessment process they undertake.	Secretariat	
6.2	Explore options for extending access to the Common Operating Picture (EMQ) to partner agencies to facilitate information sharing and planning re vulnerable populations.	DOC	
6.3	Circulate National Resilience Framework once endorsed	DOC	
6.4	Consider mapping resilience projects to provide to members	DOC	
6.5	Members invited to provide any further comment or input to the debrief report to Phil Carney	All	
7.1	Provide the Table of Contents for the reviewed manual to members for their information.	Helen Rowlands	
7.2	Members will be invited to view Print-ready chapters once available (December 2010)	Helen Rowlands	
10.1	liaise with Centrelink to advise numbers, dates and venue for the presentation	Secretariat	
16 August 2010		Who and Organisation	Status
5.1	Queensland Health report to be emailed as attachment to record of meeting.	Old Health, Secretariat	Complete
5.2	Outcomes of work to be provided to members when available	EMQ, Communities	Ongoing
6.1	EMQ invited collaboration with Communities in development of Recovery Guidelines and associated documents	EMQ, Communities	Complete
6.2	EMQ contact details to be provided to Communities	Warren Bridson	Complete
6.3	File note to be prepared and circulated by Kerrie Oakes regarding timelines and processes for development of guidelines	Kerrie Oakes	Dept of Community Safety anticipates legislation and arrangements to be operational by 1 November 2010; waiting on endorsement of documents.
6.4	Kerrie Oakes to facilitate SCRC, CR, and Department of Communities regional input to development of the guidelines	Kerrie Oakes	Complete
7.1.1	Copy of Communications Subcommittee report to be emailed as attachment to record of meeting	Communications sub-committee, secretariat	Complete
7.1.2	Electronic version of referral form to be circulated. Comment back to Kerrie Oakes ( [redacted]@communities.qld.gov.au) by COB Friday 27 August	All members	Referral form being updated and guidelines will be developed
7.1.3	Flying minute seeking final endorsement to be circulated to members	Communications sub-committee	Complete
7.2	Details for accessing the portal to be provided to members once available	Volunteering Qld	
7.3	Planning sub-committee to review workplan	Planning sub-committee	Complete
8.1	Scan existing workplans to identify priorities already being addressed	Kerrie Oakes	Complete
8.2	Document priorities, groupings and workplans identified by members and circulate for endorsement out-of-session	Kerrie Oakes	Complete
19 April 2010		Who and Organisation	Status
4.1	Include Review of Community Recovery Manual as agenda item for June meeting	Secretariat	Complete
15 February 2010		Who and Organisation	Status
4.1.1	Coordinate feedback on SA Rapid Induction Project scoping document	Volunteering and Training Subcommittee	Complete

6.4.1	Centrelink to continue discussions with the Department of Communities regarding the use of new technologies for payments of grants.	Centrelink and Department of Communities	To be carried forward; DoC to liaise with Centrelink to schedule venue and date for the presentation
6.7.3	RSPCA to present at a future SCRC meeting on findings from overseas experiences.	RSPCA and Secretariat	To be carried forward
7.5.1	The draft generic referral form to be amended to show how referral occurs in the field.	Communications Sub committee	Ongoing
8.5.1	Explore with CSOs any feedback that has been collected from affected communities	Secretariat	Complete; Suggestion that this item be included in future agenda to consider processes for receiving quality assurance advice from clients
8.6.1	Review /Evaluation of service delivery by the community affected to be on the April meeting Agenda	Secretariat	Complete
	<b>Previous meetings</b>	<b>Who and Organisation</b>	<b>Status</b>
12.	Insurance issues to be further explored with Local Government Authorities	Volunteering Subcommittee	Steve Waddell to circulate copy of Queensland Government insurance information to members
13.	Statement of Intent – negotiations to be finalised (this will also be impacted by the review of DM Arrangements)	Planning Subcommittee	Included in workplan of Planning Sub-Committee pending recovery guidelines and policy framework completion from EMQ
17.	<b>Exercise Kimba Outstanding Actions</b> Maps and overlays: <ul style="list-style-type: none"> <li>- information from SDCG of impacted areas within 48-72 hours of the event</li> <li>- agency specific client mapping and geo-spatial and local level</li> <li>- GIS expertise across agencies to scope what is currently available</li> </ul> Exit strategies, including Principles of transition from response to recovery; principles of exit (need to refer back to State Recovery Policy).		Ongoing – waiting on advice from QPS  Some operational work is underway, awaiting DM Review outcomes

**Bureau of Meteorology Update – Wednesday 8 December 2010**

- The September to November period (Spring) has been on average 4 times wetter than on record, in particular the southwest quadrant extending from Emerald.
- Some parts of the state have received above the average rainfall for the month of December within the first six days.
- Queensland is expected to remain in the *La Nina* weather pattern until at least February 2011.
- The revised weather modelling indicates that most of the state with the exception of Hervey bay south to the border and from the ranges east will receive approximately 50% above average rainfall and the remainder of the state (SEQ corner) will receive approximately 70% above average rainfall for the December – February 2011 period
- Modelling continues to indicate a high likelihood of tropical cyclone activity for the western side of Australia in the period 13 – 19 December 2010 and for the eastern side 20 – 27 December 2010.
- Currently most of the rainfall is within New South Wales and Victoria.
- In the next few days a strong rain band will come from across the west coast reasonably rapidly however slowing and potentially stopping over the ranges and eastern shore line.
- BOM have indicated that it is hard to predict what the rainfall or where the rain will be over the next 5 days. "wait and see"
- Of significant note will be the weather patterns over the central highlands and Gemfields for the next 8 days but in particularly Monday and Tuesday next week 13/14 December 2010.
- The river at Rockhampton is expected to peak at approximately 7.8m next Monday or Tuesday. This height is the highest since 1991.
- The South West area around Roma and Charleville are not expected to be areas of concern over the next 8 days.



## Meeting minutes

### Meeting details:

<b>Title:</b>	<b>State Community Recovery Committee</b>
<b>Date:</b>	<b>13 December 2010</b>
<b>Start time:</b>	<b>2.00-4.00pm</b>
<b>Venue:</b>	<b>Level 9 Conference Room, 111 George Street, Brisbane</b>
<b>Chairperson:</b>	<b>Phil Carney, Director Youth Detention Operations and Community Recovery</b>
<b>Minute taker:</b>	<b>Kerrie Oakes</b>

### Attendees:

<b>Partner Agency</b>	<b>Name</b>
Adventist Development and Relief Agency	Ron Jenkins
Australian Red Cross	Carolyn Parsons
Centrelink	Sue Morrison, Ellen Ferris
Department of Communities (Community Recovery)	Phil Carney, Steve Waddell, Kerrie Oakes, Anita Chauvin Russell Gordon
Lifeline Community Care	Richard Johnson, Linda Fielding
Queensland Rural Adjustment Authority	Deborah Kirkwood
Volunteering Queensland	Jelanko Dragisic;
St Vincent de Paul	John Goodwin
Salvation Army	Norm Archer
FaHCSIA	Sue Sheppard
Queensland Health	Stephen Monseigneur

### Apologies:

<b>Agency/ NGO</b>	<b>Name</b>
EMQ	Michael Shapland, Jeff Cheadle, Scott Leonard, Lana Mack
RSPCA Qld Inc	Mike Pecic; Tracey Jackson
Queensland Health	Greg Eustace
Ergon Energy	Helen Poropat
Department of Public Works	Trevor Leverington, John Rossiter
DOC	Helen Rowlands
DEEDI	Jackie Mooney

Item No	Topic	Discussion/ Action	
1	Welcome and Apologies	Apologies were received. Welcome to Linda Fielding new operations manager (Lifeline Community Care). Contact details: Linda Fielding, Lifeline Community Care [REDACTED]	
2	Minutes of the previous meeting held 18 October 2010	The minutes of the previous meeting were circulated prior to the meeting and accepted as read.	
3.	Actions arising from previous meetings	As per Attachment 1 Master Action List	
	Topic	Discussion	Actions
4	SCRC partner updates (by exception)	<p><b>Seasonal update</b> – Regional areas report no major activity. Impact is less serious than portrayed in the media reports.</p> <p><b>Red Cross</b> – Some areas have been impacted from multiple events and sustained damage to first season crops. Reports of some suicides. Possible ongoing issues for human/social recovery.</p> <p><b>Qld Health</b> – Some isolation issues. No significant demand beyond core business activities.</p> <p><b>Lifeline</b> – Introduced Linda Fielding new operations manager for events. Currently active in Emerald. Looking for some relief staff. Rockhampton on alert and ready for flood relief if the Fitzroy River's banks burst.</p> <p><b>QRAA</b> – Client Liaison Officers in Brisbane this week. Exceptional circumstance drought relief ending on the 15/12/2010. Assistance eligibility for last season extended to 17 March. Currently receiving 20-30 applications per week and have approved \$15m in grants.</p> <p><b>Centrelink</b> – discussed surge capacity support available through call centres and capacity for reverse EFTPOS to pay grants.</p>	Red Cross to follow up with Jackie from DEEDI.

	Topic	Discussion	Actions
5	<b>Reports from Subcommittees</b>  <b>Communications</b> Steve Waddell  <b>Planning</b> Kerrie Oakes	<p>Intake &amp; Referral Form reviewed and comments taken. Amendments will be made and the form re-circulated for use this season</p> <p>Sub-Committee has not been able to meet. Will meet in early 2011.</p>	<p>Steve to edit referral form and circulate the amended version with minutes to use for current season.</p>
6	<b>Draft Recovery Guidelines</b> (Phil Carney)	<p>Feedback sent to EMQ for consideration. DDMG documents have been endorsed by the SDMG. 2009/2010 NDRRA Guidelines updated and yet to be published.</p>	<p>When version 2.7 of the Recovery Guidelines is available it will be circulated to members.</p>
7	<b>Lifeline – Personal Recovery Plan Presentation</b> (Richard Johnson)	<p>A copy of the document "Personal Recovery plan" is enclosed.</p> <p>The document is to be used as a tool for Lifeline staff to support the conversation with the client, make notes for future reference, flag concerns and support the client to better manage post event. Lifeline was asked to include prompts around building on the person's strengths. Also suggested that the scale on page 1 be applied again after strengths have been discussed so that the person has a reassuring picture and not a reminder of feeling overwhelmed.</p>	<p>Lifeline to amend form and use for the coming months. The form to be reviewed at the next ordinary meeting.</p>
8	<b>Disaster Resilience projects</b> (Anita Chauvin)	<p>Piloting methods of building resilience in three local council sites: Charleville, Bundaberg and Cassowary Coast, by placing project officers to build links with local leaders.</p> <p>VQ has a number of projects funded across Queensland, under the National Resilience Program. This includes 6 projects (independent or combined) with funding over 3 years to build partnerships with universities, indigenous communities and the private sector (e.g. Westpac).</p> <p>Emergency Volunteering Portal nearly done and will include a resilience sub-portal to help develop a community of practice.</p>	<p>VQ will complete Emergency Volunteering Portal and present in the near future.</p>

	<b>Topic</b>	<b>Discussion</b>	<b>Actions</b>
9	<b>Changed Administrative Arrangements for Commonwealth – move of responsibility from FaHCSIA to Attorney General's Dept.</b>	FaHCSIA involvement at a state/district level at this point of time continuing with intelligence sharing as a role during events. Clarifying responsibility between FaHCSIA and AG. Need to clarify communication paths. Awaiting clarification from parties involved.	
10	<b>Progress on arrangements for Queue Management exercise between Commonwealth and partner agencies.</b>	Currently in discussions with Sally Mackay (DRSC Consultant).  Possible adaptation of strategies to assist in Recovery Centres/ Centrelink and other states.	Continue discussion with Sally Mackay and report progress during the next meeting.
11	<b>Seasonal Preparedness</b>	BOM update dated 8 Dec 2010 circulated to members.  A major emphasis for future will be on assessment of needs prior to service delivery to allow optimal model to be implemented; targeting approaches to those most in need, supporting local services; developing more depth in analysis and gathering information from a range of sources.  DOC is developing an impact assessment tool to better understand models required, partners to engage, resources to mobilize.  There may be some difficulty getting staff for small events over Christmas/New Year.	Update contact details including alternative numbers for Christmas. Agencies to consider own internal arrangements.
12	<b>General Business</b>	Draft 2011 meeting schedule was circulated to members.	Circulate final 2011 meeting schedule to members
13	<b>Next meeting and close</b>	Next meeting see 2011 schedule	
	<b>Items deferred to future meeting</b>	Queue management and reverse EFTPOS (Centrelink) RSPCA presentation Old Fire and Rescue Services	

Attachment 1 – Action Summary - Master List – outstanding actions from previous meetings

## Action Summary – Master List

	<b>13 December 2010</b>	<b>Who and Organisation</b>	<b>Status</b>
4	Red Cross to follow up on reports of crop impacts with DEEDI.	Carolyn Parsons	
5	Steve to edit referral form and circulate the amended version with minutes to use for current season	Steve Waddell	Attached to minutes; complete
6	When version 2.7 of the Recovery Guidelines is available it will be circulated to members.	Phil Carney	Ongoing
7	Lifeline to amend Personal Recovery Plan form and use for the coming months. The form to be reviewed at the next ordinary meeting.	Lifeline	
8	VQ will complete Emergency Volunteering Portal and present in the near future.	VQ	
10	Continue discussions with Sally Mackay re queue management and report progress during the next meeting.	DOC	
11	Update contact details including alternative numbers for Christmas. Agencies to consider own internal arrangements.	Secretariat; All	Complete
12	Circulate final 2011 meeting schedule to members	Secretariat	Attached to minutes; complete
	<b>18 October 2010</b>	<b>Who and Organisation</b>	<b>Status</b>
6.1	Extend invitation to Qld Fire and Rescue Service to present re the rapid assessment process they undertake.	Secretariat	
6.2	Explore options for extending access to the Common Operating Picture (EMQ) to partner agencies to facilitate information sharing and planning re vulnerable populations.	DOC	
6.3	Circulate National Resilience Framework once endorsed	DOC	Waiting on COAG endorsement
6.4	Consider mapping resilience projects to provide to members	DOC	To be undertaken following COAG endorsement
6.5	Members invited to provide any further comment or input to the debrief report to Phil Carney	All	Complete
7.1	Provide the Table of Contents for the reviewed manual to members for their information.	Helen Rowlands	Complete
7.2	Members will be invited to view Print-ready chapters once available (December 2010)	Helen Rowlands	Complete
10.1	liaise with Centrelink to advise numbers, dates and venue for the presentation	Secretariat	Ongoing

## 'DOC-06'

**Department of Communities  
Impact Assessment – STATEWIDE UPDATE**

**DATE:** 21 December 2010

**Event specific information** (eg weather, flood levels, geographic spread, activation status)

**Bureau of Meteorology Update: Overall the situation is dependant on the nature of rainfall over the next four/five days**

Rainfall:

- potential for widespread steady rain from Thursday (22 Dec) to Monday (27 Dec) varying from
  - o steady, ie 100 – 200 mls in the southern areas to approx Gladstone
  - o heavier, ie from 200 – 300 mls Gladstone north to Bowen
  - o small areas in the Burdekin area can expect 400 – 500 mls rain
- there is uncertainty based on current weather patterns about whether this rain will be
  - o consistent heavy rain periods if there is a trough OR
  - o formation of a tropical low which may result in shorter periods of heavier rainfalls around the Central Coast, Herbert and Burdekin  
(up to 500mm per day in the Herbert/Burdekin) areas.

This is anticipated to be more of a rain event than a wind event.

- rain is also likely to impact inland areas and catchment areas that have previously experienced heavy flows (eg Longreach, Carnarvon, Emerald, Pioneer River catchment)
- further information is anticipated in tomorrow's briefing from the bureau
- Flow-on from catchment in the CQ area not likely to impact until early January

Hydrology:

- current river levels are easing throughout
- a new peak is anticipated for the Dawson River
- many catchment areas are already wet so may be further impacted by predicted rain
- there could also be impacts from dams that are currently spilling from previous flows
- if rain fall remains steady – rivers will probably be fine. If, however, the predicted heavier rainfall were to occur in a short time period – it could cause problems
- a number of culverts and road crossings remain blocked as there has been insufficient time to clear them – these may cause snap road closures

Dam Spill Impacts:

- Somerset and Wivenhoe Dams – continuing to release water from Somerset Dam into Wivenhoe Dam and from Wivenhoe into Brisbane River. Some bridges are inaccessible – Twin Bridges and Burton's Pocket at Fernvale, Kholo Bridge and Colleges Crossing in Ipswich. Colleges Crossing will be closed indefinitely.
- England Creek Bridge, Banks Creek Bridge and Savages Crossing (all east of Fernvale) are now also cut and there are residents isolated in those areas until the dam release scales back later this week.

Activation Status:

- SDCC: ***leaning forward (on standby)***
- DDMG: ***nil activations***
- LDMG: ***Stand Up - Dalby and Charleville; Alert – Rockhampton, Quilpie, Roma***
- Recovery Committees – ***nil activations***

**Summary of impacts observed / anticipated** (eg damage, accidents, infrastructure, economic, housing)**Road closures:**

- A number of roads are closed across affected areas. Specific information is listed on Local Council, RACQ and Main Roads websites
- Main Roads staff are on standby to assist with monitoring road conditions and assess damage
- Police have advised of a media campaign to reinforce messages about the dangers of swimming in and driving through flood waters, including the potential for fines for drivers crossing road closure signs
- Potential for sudden 'snap' closures of roads, where culverts and crossings have not yet been cleared of debris - possible disruptions
- Potential for multiple closures of the Bruce Highway

**Tourism:**

- Potential for impacts on tourists/travellers from interstate/across the state commencing holidays
- Media messaging being delivered to Northern NSW (tourists travelling to QLD) to warn of potential for road closures

**Community impacts:**

- Currently being managed within Local Government capacity
- Most calls for assistance have been related to people's inability to get to their workplace

**Potential/actual service requirements and delivery options** (eg outreach only, recovery centre, local service arrangements, other)**Media Strategy:**

- QPS and DCS media staff are working on development of key messages for distribution through DDC's to DDMG and LDMG
- A media strategy for tourists and travellers is being considered
- Crisis Coordination Network may be activated (phone call from SSQ 12:45pm) to coordinate media strategies

**State Disaster Coordination Centre:**

- Advise DDC to advise LDMG and DDMG to be prepared to move into Stand Up sooner rather than later
- QPS and DCS staff currently on a 24 hour roster to staff the SDCC
- Reports from LDMG and DDMG to be forwarded to SDCC for distribution to SDCG members
- DDC's to provide briefing to LDMG and DDMG through tomorrow's telelink, regarding the potential weather situation
- A further teleconference will be held Wednesday 22 December (time TBC) – LDMG reps will be invited to participate. A more detailed Bureau forecast is anticipated.

**Department of Communities:**

- Smart Service Queensland (SSQ) has received 91 total phone calls relating to the Gemfields activation.
- Some of these relate to callers from outside the region – these callers have been referred to their relevant region
- Callers have been provided with advice re local services able to provide material

assistance

- Callers noting potential employment impacts have been referred to Centrelink to test their eligibility or to local agencies able to provide Emergency Relief assistance
- Some callers report being isolated for a couple of days or in some instances of remote properties for up to two weeks – callers advise that they have received or have sufficient food and other supplies
- No hardship has been reported in other areas but the department will continue to monitor

### **Advice by District: (where available)**

#### **Charleville Disaster District**

Quilpie Shire Council - water peaked last week. Water is 2 metres under the bridge in Quilpie. All roads are open except for the Diamantina rd on the way to Windorah. The mayor has stated "everything in the garden is rosey". He advised that **information on ABC radio this morning was incorrect**. The council have been very active providing information on preparedness for the wet season.

Murweh Shire Council: Nil issues. No road closures. No homes under threat.

Bulloo: Thargomindah and Hungerford isolated. Nil problems at this point in time. Nil Hardship identified.

Paroo: Nil homes have been flooded. Some properties isolated as a result of water. Some rural roads closed. Nil hardship identified.

#### **Roma Disaster District :**

Roma: Nil issues with flooding of homes. A number of roads have been cut in rural areas. Weather forecast is predicting big rain at the end of the week which may create issues particularly in Surat.

Balonne: Some roads closed. Hebel is cut off to the north. Nil water has entered homes. Nil hardship identified.

#### **Toowoomba Disaster District:**

Toowoomba Regional: Nil problems to date. 30 – 40 callouts for SES over the weekend – prevention sandbagging. No water has entered into homes. No hardship identified to date.

Lockyer Valley: minimal SES callouts. Nil hardship identified.

#### **Dalby Disaster District**

Dalby – No houses or businesses inundated. Caravan park residents at Warra were evacuated as a precaution and were looked after by the local committee. More rain could cause problems.

Tara/Meandarra – No issues to report but if the forecasted rain eventuates then there will be similar issues as in March 2010.

#### **Ipswich Disaster District**

Ipswich – minor flooding in some areas is receding

Somerset - Some residents are isolated in the Burton's Pocket and Kholo area. These residents were made aware of the pending bridge closures and were asked to make the necessary arrangements for food etc prior to the bridges being closed. It is anticipated that the Burton's pocket and Kholo bridges will be reopened from Thursday evening/Friday morning when the dam release is scaled down. This could change if there is more rain.

#### **Warwick Disaster District**

Southern Downs (Warwick/Stanthorpe) – Nothing further to report from yesterday

Goondiwindi – nothing further to report from yesterday.

### Rockhampton (Gemfields)

- All grants for the current activation closed at 5pm Monday 20 December
- All the applications for contents grants reported last week will be eligible for a grant.
- One outstanding contents application will be added to figures reported last week
- Final numbers and amounts will be provided in the situation report for Thursday 23 December
- Anticipate that things will be fine provided there is not heavy rain in the catchment areas in coming days

### Resource requirements (eg staffing, IT, accommodation, transport)

Regions have:

- updated contact lists,
- prepared information for ready response teams,
- maintained contact with Local Disaster Management Groups (LDMG) and District Disaster Coordinators (DDC) as well as local agency networks, local councils, EMQ staff,
- State Community Recovery Partners have indicated preparedness

### Service capacity issues (eg partner agencies, local service availability and supports, departmental resources, availability of staff, need for deployment of staff, rotations)

- Nil to report at this stage

### Forecasts (eg for ongoing service arrangements, potential risks, recovery issues, other communities)

- Further weather update expected Wednesday 22 December
- Impacts dependant on extent and nature of rainfalls in coming days
- Regions are maintaining awareness of potential river peaks

### Glossary:

SDCC	State Disaster Coordination Centre
DDMG	District Disaster Management Group
LDMG	Local Disaster Management Group
DDC	District Disaster Coordinator
QPS	Queensland Police Service
DCS	Department of Community Safety
SSQ	Smart Service Queensland
EMQ	Emergency Management Queensland

## DOC-07

**Department of Communities  
Impact Assessment – STATEWIDE UPDATE**

**DATE:** summary of 23 December 2010

**Event specific information** (eg weather, flood levels, geographic spread, activation status)

**Bureau of Meteorology Update: Overall the situation is dependant on the nature of rainfall over the next four/five days**

As widespread rainfall is predicted over the next week, the Bureau has established the following communications strategy to provide weather updates:

- Regular media releases will be distributed
- A Severe Weather Warning summarising the predicted situation and covering a broad area of the state has been issued on the Bureau website. This warning will be updated every six (6) hours or as necessary.
- Updates will also be provided with details of the heaviest anticipated rainfalls expected across the area

**Rainfall:**

- Weather systems are intense and complex with the situation having the potential to change rapidly. There is likely to be widespread steady rain from Friday (24 Dec) and into the week commencing Monday 27 Dec varying from steady to heavier falls as the current coastal trough moves across the coast.
- A tropical low currently south-east of Papua New Guinea and expected to move across the Cape into the Gulf of Carpentaria by Friday evening (24 Dec) with rain and potentially strong winds (40 - 50 knots) over the weekend and into next week
- A surface low is further north than predicted and will influence rainfall associated with a coastal trough down to south of Cairns.
- The forecast includes:
  - o From Thursday (23 December) until early next week:
    - heaviest falls south of Cairns to south of Mackay through to Saturday
    - Innisfail to Cardwell heavy rain overnight
    - rain north of Rockhampton increasing from Friday and into South East Qld with the heaviest rain expected from Sunday evening into Monday (27 Dec)
    - widespread rain is anticipated across most areas of the state
  - o For Rockhampton – heaviest falls (200mm in a 48 hr period) are expected from Friday evening (24 Dec) to Saturday morning (25 Dec)
  - o The low north of Cairns is expected to impact the area from Innisfail to Cooktown with rainfall increasing during Friday. The area could expect from 100mm + in any 24hr period over the next few days
  - o Sunday (26 Dec) to Monday (27 Dec):
    - Central Highlands and inland – rain will extend into eastern parts with heaviest falls in the Capricornia area
    - Bundaberg to Maroochydore – approximately 200mm over the 48 hr period
    - Maranoa/Capricornia – anticipate approximately 150mm over the 48 hr period and clearing late Monday
    - North Burnett/Wide Bay – up to 100mm could be expected during the next five (5) days
    - Brisbane – falls will peak with over 100mm in a 24hr period anticipated
  - o Tuesday / Wednesday (28/29 Dec):
    - Brisbane could expect over 100mm with approximately 100mm in the Wivenhoe Dam catchment area

**Hydrology:**

- levels continue to fall in most rivers across the state although flood warnings are still current for a number of systems including the Herbert and Condamine
- all coastal river systems are being monitored to assess the impact of rainfall

**Dam Spill Impacts:**

- further releases of water from Wivenhoe would depend on rainfall in the catchment area

**Tide levels:**

- Maritime Safety Qld and the Department of Energy and Resource Management are monitoring tide gauges. Tides for the Brisbane River, Mooloolaba and Southport on Wednesday (22 Dec) were higher than forecast (approx 20 – 30cm)

**Activation Status:**

- SDCC: *leaning forward (on standby)*
- DDMG: *Alert – Redcliffe; Leaning Forward - Brisbane*
- LDMG: *Stand Up – Murweh (Charleville), Chinchilla; Alert – Rockhampton, Quilpie, Roma, Moreton, Redlands; Leaning Forward - Brisbane*
- Recovery Committees – *Alert - Charleville, Dalby, Warwick, Roma, Toowoomba, Ipswich*

**Summary of Impacts observed / anticipated (eg damage, accidents, infrastructure, economic, housing)****Road closures:**

- A number of roads are closed across affected areas. Specific information is listed on Local Council, RACQ and Main Roads websites

**Community impacts:**

- Currently being managed within Local Government and local service organisation capacity
- Calls received are being referred to local service networks including non-government organisations
- No reports of personal hardship or requests from assistance have been received from LDMGs or DDMGs

**Potential/actual service requirements and delivery options (eg outreach only, recovery centre, local service arrangements, other)****Media Strategy:**

- Crisis Coordination Network has been activated to coordinate government media strategies
- A protocol has been developed regarding water releases from dams. Information on releases is on the SEQ water website.

**State Disaster Coordination Centre:**

- A further teleconference to be held Friday 24 December (1:00pm)

**Department of Communities:**

- A revised script is being prepared for Smart Service Queensland to assist with referral of callers to regional offices, partner agencies and central office.
- No hardship has been reported but the department will continue to monitor.
- Calls received in central office continue to be referred to the relevant regional office

**Advice by District: (where available)****Rockhampton (Gemfields)**

- Anticipate that things will be fine provided there is not heavy rain in the catchment areas in coming days beyond current weather forecasts. Final assessments

**South West Queensland**

- **Charleville - Murweh**

To date the leak in the levee at Augathella continues to be controlled and with Warrego River

dropping by 2.50 metres overnight it is anticipated that remedial repairs to the levee will be undertaken as soon as possible by the Local Governments personnel and resources.

River levels at Augathella are currently 3.41 metres (falling). At Charleville the river level is 4.45 metres (rising), with the LDMG forecasting a flood peak of approximately 5.50 metres later this week, with the BoM to confirm levels once flood waters have passes monitoring stations downstream of Augathella.

Both the LDMG and SES will continue to monitor the flood waters and respond as required.

- **Roma - Maranoa Region:**  
Nil problems reported.

Bungil Creek (Roma) is 3.65metres (steady).

At Surat the Condamine/Balonne River is 8.87 metres (rising) with further river height rises expected later at Surat (bridge is height – 11.0m) due to flooding upstream , however at this stage initial flood peak predictions are indicating that it will peak at approximately 10.0 metres later this week. Both the LDMG and SES will remain on "Alert" and continue to monitor flood waters.

- **Balonne Shire:**  
Nil problems reported.

Renewed river levels rises causing moderate flooding in the Balonne River at St George which is 7.03 metres (rising). Moderate to major flood levels are occurring downstream from St George, with stream levels to remain high during this week. Rises are expected over the New Year period at St George to at least 10 metres. Further predictions will be made as peaks are observed upstream.

Moonie River at Thallon is 4.15 metres (rising slowly). Levels are forecast to continue rising with a minor flood peak just over 4.5 metres on Thursday or Friday, and the Barwon River at Mungindi (Qld/NSW Border) 5.45 metres (steady).

All communities within the shire (St George, Dirranbandi, Thallon, Mungindi, Bollon) are still accessible to date.

- **Thargomindah – Bulloo Shire:**  
Nil problems reported.

The communities of Thargomindah and Hungerford are unable to be accessed by conventional vehicles with the Bulloo River (Thargomindah) currently at 4.75 metres (rising slowly), with 0.65 metre over the bridge. The Thargomindah flood truck is operating to assist with transport of people and goods as required.

The Bulloo River at Thargomindah is expected to reach above 5 metres early next week. The Paroo River (Hungerford) is at 1.64 metres (steady) with 0.64 metre over the Hungerford Crossing, with an expected peak of 1.7 metres.

- **Southern Downs (Warwick / Stanthorpe):**  
Condamine river at 1.74m and steady (at 08.34am) which is below minor flooding. No houses threatened.
- **Lockyer Valley (Gatton / Laidley):**  
all creeks and rivers are minor or below minor flooding with most rising overnight. SES will continue to monitor the situation.
- **Dalby/Chinchilla – Western Downs Regional Council:**

Myall Creek at Dalby is .64m and falling (6.04am) which is below minor. Monitoring through observations and BOM reports, focus now to be Chinchilla as flood waters head downstream.

Chinchilla – Condamine River at Chinchilla Weir is as 10.69m major flooding (8.20am Thurs), Charlies Creek at Chinchilla is at 5.15m and rising (08.43am Thurs) it is expected to peak sometime this week. Yesterday Chinchilla SES assisted in evacuating residents to higher ground (no evacuation centre required) and sandbagging predominately commercial premises as a

<p>preventative measure.</p> <p>Condamine (Town) – The Condamine River at the Condamine Bridge is currently 7.5m and is expected to rise over the bridge which will occur at 10.1m. Township not in danger until 13m.</p> <ul style="list-style-type: none"> <li>- <b>Paroo Shire:</b> Nil problems reported.</li> </ul> <p>The Warrego River at Wyandra is 4.01 metres (rising) and at Cunnamulla, 6.55 metres (falling). Minor flooding continues to ease on the Paroo River at Eulo and is no longer being reported. Both the Local Government and SES will remain on "Alert" to monitor current flood levels now occurring downstream.</p> <ul style="list-style-type: none"> <li>- <b>Quilpie Shire:</b> Nil problems reported.</li> </ul> <p>At Quilpie the Bulloo River is below minor flood levels at 1.42 metres (steady). Both the LDMG and SES will remain on "Alert" to monitor current flood levels now occurring downstream.</p> <p><b>North Queensland</b></p> <ul style="list-style-type: none"> <li>- DDMG Telelink being held this afternoon – further advice regarding potential impacts will be provided as it becomes available</li> </ul>
<p><b>Resource requirements</b> (eg staffing, IT, accommodation, transport)</p> <p>Regions have:</p> <ul style="list-style-type: none"> <li>- updated contact lists,</li> <li>- prepared information for ready response teams,</li> <li>- maintained contact with Local Disaster Management Groups (LDMG) and District Disaster Coordinators (DDC) as well as local agency networks, local councils, EMQ staff</li> <li>- State Community Recovery Partners have indicated preparedness</li> </ul>
<p><b>Service capacity issues</b> (eg partner agencies, local service availability and supports, departmental resources, availability of staff, need for deployment of staff, rotations)</p> <ul style="list-style-type: none"> <li>- Nil to report at this stage</li> </ul>
<p><b>Forecasts</b> (eg for ongoing service arrangements, potential risks, recovery issues, other communities)</p> <ul style="list-style-type: none"> <li>- Impacts dependant on extent and nature of rainfalls in coming days</li> <li>- Regions are maintaining awareness of potential river peaks</li> </ul>

**Glossary:**

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DDC	District Disaster Coordinator
QPS	Queensland Police Service
DCS	Department of Community Safety
SSQ	Smart Service Queensland
EMQ	Emergency Management Queensland
QFRS	Qld Fire and Rescue Service
BoM	Bureau of Meteorology

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**From:** Phil Carney  
**Sent:** Monday, 21 February 2011 3:14 PM  
**To:** Sue Cawcutt  
**Subject:** FW:

Email to scrc partners re heightened level of vigilance

**Phil Carney** | Director  
 Youth Detention Operations and Community Recovery  
 State Wide Services | [Department of Communities](#)

Level2, 111 George Street  
 BRISBANE QLD 4000  
 [REDACTED]

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**From:** Phil Carney  
**Sent:** Thursday, 23 December 2010 6:16 PM  
**To:** Aaron Groves; Alex Marsh; Andrew Ae Ambrosis; Anita Chauvin; Anne GOULDING; Ben Klaassen; Bill Cosgrove; Carmel O'Connor; Carolyn Parsons; Carrol Helander; Chris Foote; David Worsnop; Deborah Kirkwood; Derek Tuffield; Ellen Ferris; Gary Francis; Greg Eustace; Helen Poropat; Helen Rowlands; Jackie Mooney; Janine Narbutas; Jeff Cheadle; Jelenko Dragisic; Jennifer Gates; John Goodwin; John Rossiter; Kerrie Oakes; Kylie PHIPPS; Lana Mack; Linda Fielding; Lisa Ward; Michael Dickinson; Mick Pecic; Mike Shapland; Norm Archer; Patrick Bryan; Peter Weekes; Phil Carney; Richard Johnson; Ron Jenkins; Roz X Azizi; Russell Z Gordon; Scott Leonard; Stephen Monsieigneur; Steve Waddell; Sue Morrison; Susan Sheppard; Tony O'Dea; Tracey Jackson; Trevor Leverington; Tuyen Doung  
**Cc:** Anita Chauvin; Kerrie Oakes; Roz X Azizi; Jill L Peters; Angela Walker  
**Subject:**

Good evening Colleagues

Please find attached the most recent Impact assessment report for 23 December 2010. Please be advised that due to the ongoing rainfall across Queensland and the uncertainty about where heavy rainfall may occur and the impact that this may have on communities, you are advised that we have moved to

#### **ALERT STATUS**

This means recovery partners must have a heightened level of vigilance due to the possibility of an event being activated. No action is required apart from ensuring that your staff and or volunteers are ready for activation when and where necessary. You will be further advised as the threat unfolds.

Should you have any questions about this email or the attachment, please contact me my mobile [REDACTED].

**Phil Carney** | Director  
 Youth Detention Operations and Community Recovery  
 State Wide Services | [Department of Communities](#)

Level2, 111 George Street  
 BRISBANE QLD 4000  
 [REDACTED]

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## 'DOC-08'

**Department of Communities**  
**Queensland Floods 2010-2011 – Community Recovery Centres**

Updated 2 March 2011

Region	Location	Venue
Central Queensland	Bundaberg	PCYC Maryborough Street, Bundaberg
	Emerald	McIndoe Park Opal Street, Emerald
	Rockhampton	Rockhampton Show Ground James Lawrence Pavilion
	Theodore	Theodore RSL Hall The Boulevard
South West Queensland	Bundamba	Bremer Institute of TAFE Byrne Street Block D
	Chinchilla Cultural Centre	80/86 Heeney Street
	Dalby	Dalby – Myall Youth Community Centre Cnr Drayton and Nicholson Streets
	Esk	Esk CWA Hall Corner Heap and Highland Streets
	Fernvale	Futures Complex 1483 Brisbane Valley Road
	Forest Hill	Forest Hill Community and Arts Centre
	Gailes	Community Hall
	Gatton	Shire Hall, North Street
	Goodna	War Memorial (relocating to Maxx Employment Centre, see also Redbank)
	Goondiwindi	Care Goondiwindi, 56 Marshall Street
	Grantham	Grantham State School 15 Victor Street, Grantham
	Helidon	Community Centre, Arthur Street, Helidon
	Ipswich	Ipswich Showgrounds 81 Warwick Road
	Karalee	Karalee State School 77 Arthur Summervilles Road
	Laidley	Council Chambers Spicer Street, Laidley
	Leichhardt	Immaculate Heart Catholic Primary School 24 Old Toowoomba Road
	Lowood	Lowood State High School Prospect Street
	Miles	Murilla Community Centre Dawson Road, Miles
	Murphy's Creek	Murphy's Creek Tavern 1 Thursa Street, Murphy's Creek
	Redbank (Goodna)	Shilo Christian Church 72 Redbank Plains Road (relocating to Maxx Employment Centre)

Region	Location	Venue
	Riverview	Neighbourhood Centre 138 Old Ipswich Road
	Roma	Department of Communities, 95 Arthur Street, Roma
	Rosewood	Community Hall, 19 School Road (mobile recovery centre)
	St George	St George Cultural Centre Carnarvon Highway
	Toowoomba	Toowoomba Lifeline Office, 17 Long Street
	Wacol	The Park Centre for Mental Health – Recreation Hall, Corner Boyce and Ellerton Drive, Wacol (Relocating to Maxx Employment Centre)
	Warwick (also for Allora, Killarney, Stanthorpe and Texas)	Town Hall, Main Street
Brisbane Region	Brisbane North	RNA Recovery Centre, RNA Showgrounds, Gregory Terrace, Bowen Hills
	Corinda	St Aidan's (Anglican school) Corner Kathleen Street and Aidan's Way, Corinda
	East Brisbane	St Mary's Anglican Church of Australia 455 Main Street, Kangaroo Point
	Indooroopilly	Holy Family Parish Hall Ward Street, Indooroopilly,
	Jamboree Heights	Jamboree Heights State School 35 Beanland Street, Jamboree Heights
	South Brisbane (inc West End)	11 Sussex Street (corner Vulture Street) West End
	Yeronga	Yeronga Primary School 122 Park Road, Yeronga