

City of Ipswich
Local Disaster Management Sub Plan

Recovery

A3980096: May 2018



Approval and Endorsement

Approved by resolution at the Infrastructure and Emergency Management Committee No. 2018(05) of 21 May 2018 and Council Ordinary Meeting of 29 May 2018.

Endorsement by the City of Ipswich Local Disaster Management Group effective from of 10 July 2018.

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PART 1: ADMINISTRATION AND GOVERNANCE

1.1 Authorising Environment

This plan is prepared by Ipswich City Council under the auspices of the Local Disaster Management Plan (LDMP) for the City of Ipswich and pursuant to the provisions of Section 57(1) of the Disaster Management Act 2003.

1.2 Principles

This sub plan has been prepared as supporting document to the LDMP. Accordingly it must be read in conjunction with the LDMP itself. With the exception of pertinent information, reference to existing statements, definitions and acronyms will be excluded from the sub plan.

Each disaster event is unique and adaptations to this material will required on a case by case basis.

1.3 Purpose

The purpose of the Recovery Sub Plan is to provide a framework for the provision of recovery assistance to affected members of the public during and post a disaster event. It may be utilised by all members, deputies and advisors of the Local Disaster Management Group (LDMG) and the organisations that they represent and / or any partnering agencies involved to assist in the preparation and dissemination of information and warnings.

1.4 Continuous Improvement

This document will be reviewed at least annually¹ with relevant amendments made and distributed as needed. The review process will be in accordance with the State guidelines. Minor amendments that do not materially affect the plan are able to be authorised by the Principal Officer (Emergency Management).

It is acknowledged that feedback from stakeholders is essential. Proposals for amendments or inclusions can be addressed in writing to:

Post Chief Executive Officer
Attention: Emergency Management Unit
Ipswich City Council
PO Box 191, Ipswich QLD 4305

Email council@ipswich.qld.gov.au

¹ Section 59, Disaster Management Act 2003, Reviewing and Renewing (the) Plan

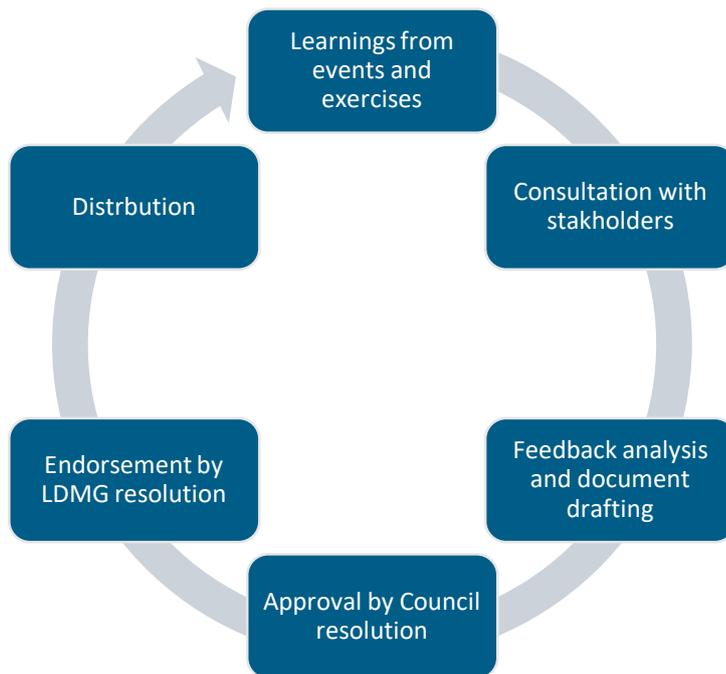


Figure 1 – Continuous Improvement Cycle

1.5 Amendment Register

Major document review history is maintained through Council’s internal electronic document management system. Table 1 outlines minor and inconsequential amendments that have occurred between major reviews or amendments.

Vers	Date	Comment
2.00	May 2018	Approved and endorsed version
2.01	July 2018	Minor and inconsequential amendments on the basis of endorsement process feedback from the LDMG
2.02	Feb 2019	Minor and inconsequential amendments – update to the template and organisation names.

Table 1 – Amendment Register

PART 2: RECOVERY OVERVIEW

Disaster recovery is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination).²

Recovering from an event includes the following:

- Providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing;
- Restoring essential infrastructure in the area/s affected by the event;
- Restoring the environment in areas affected by the event;
- Providing personal support to individuals affected by the event, including temporary accommodation, temporary hospital accommodation, emergency medical supplies, material assistance and counselling services;
- Supporting community development activities to restore capacity and resilience.

2.1 Recovery Principles

The National Principles for Disaster Recovery, as detailed in the *Australian Disaster Resilience Handbook Collection – Community Recovery* are detailed below.

The key principles of recovery are:

- Understand the context;
- Recognise complexity;
- Use community-led approaches;
- Coordinate all activities;
- Communicate effectively;
- Acknowledge and build capacity

2.1.1 Understand Context

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

- Acknowledge existing strengths and capacity including past experiences;
- Appreciate the risks and stressors faced by the community
- Be respectful of and sensitive to the culture and diversity of the community
- Support those who may be facing vulnerability
- Recognise the importance of the environment to people and to their recovery

² Queensland Government: *Queensland Recovery Plan, 2017*

- Be acknowledged as requiring a long-term, sustained effort as needed by the community, and
- Acknowledge the impact upon the community may extend beyond the geography.

2.1.2 Recognise Complexity

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

- Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies
- Information on impacts is limited at first and changes over time
- Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly
- Responsive and flexible action is crucial to address immediate needs
- Existing community knowledge and values may challenge the assumptions of those outside of the community
- Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions
- Emergencies create stressful environments where grief or blame may also affect those involved
- Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual collective growth.

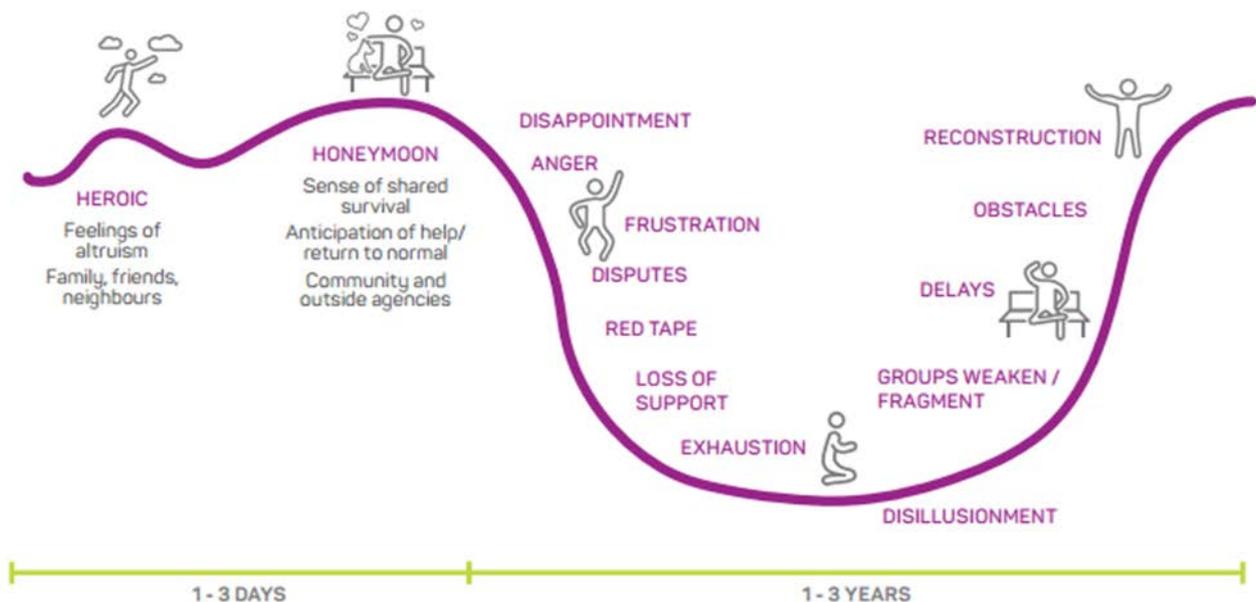


Figure 2 – Different phases that individuals and communities might experience post disaster³

³ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018 (Source: Adapted Cohen and Ahearn 1980 and Dewolfe 2000)

2.1.3 Use Community-Led Approaches

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

- Assist and enable individuals, families and the community to actively participate in their own recovery
- Recognise that individuals and the community may need different levels of support at various times
- Be guided by the communities' priorities
- Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience
- Build collaborative partnerships between the community and those involved in the recovery process
- Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority
- Recognise that different communities may choose different paths to recovery.

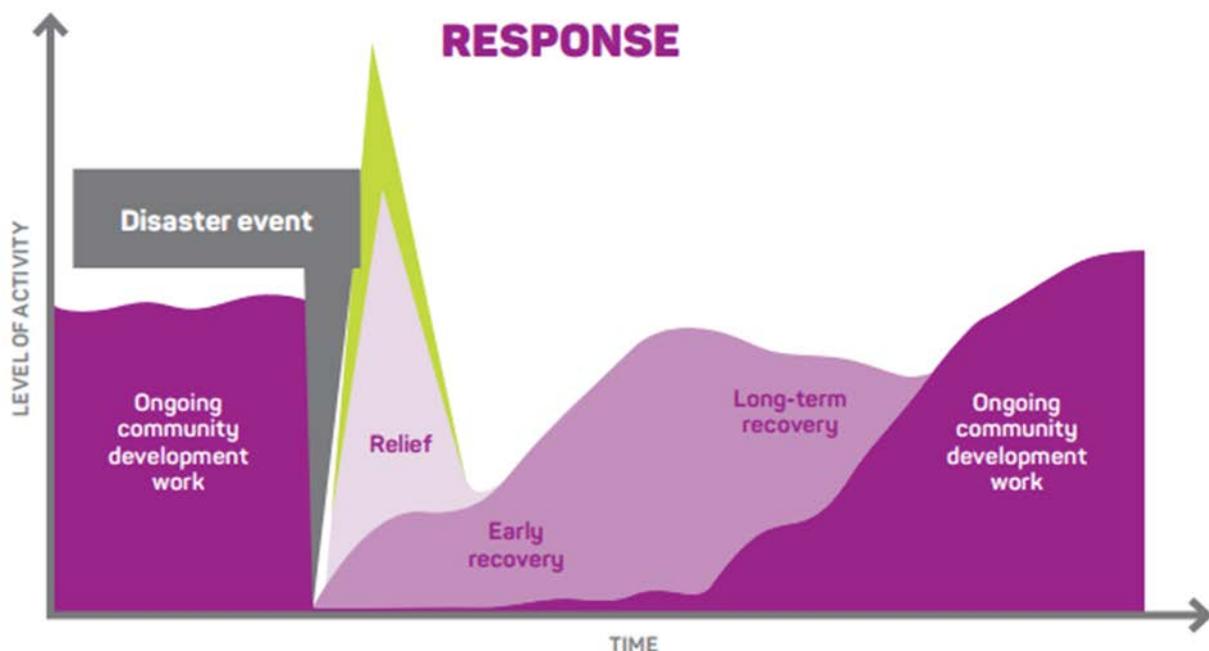


Figure 3 – Effect of Disaster on Ongoing Community Development and Interface with Relief and Recovery⁴

2.1.4 Coordinate All Activities

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

- Have clearly articulated and shared goals based on desired outcomes
- Be flexible, taking into account changes in community needs or stakeholder expectations

⁴ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018 (Credit Sally McKay)

- Be guided by those with experience and expertise, using skilled, authentic and capable community leadership
- Be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames
- Reflect well-developed community planning and information gathering before, during and after a disaster
- Have a clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community
- Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption
- Be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness.

2.1.5 Communicate Effectively

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

- Recognise that communication should be two-way, and that input and feedback should be encouraged
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks
- Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.

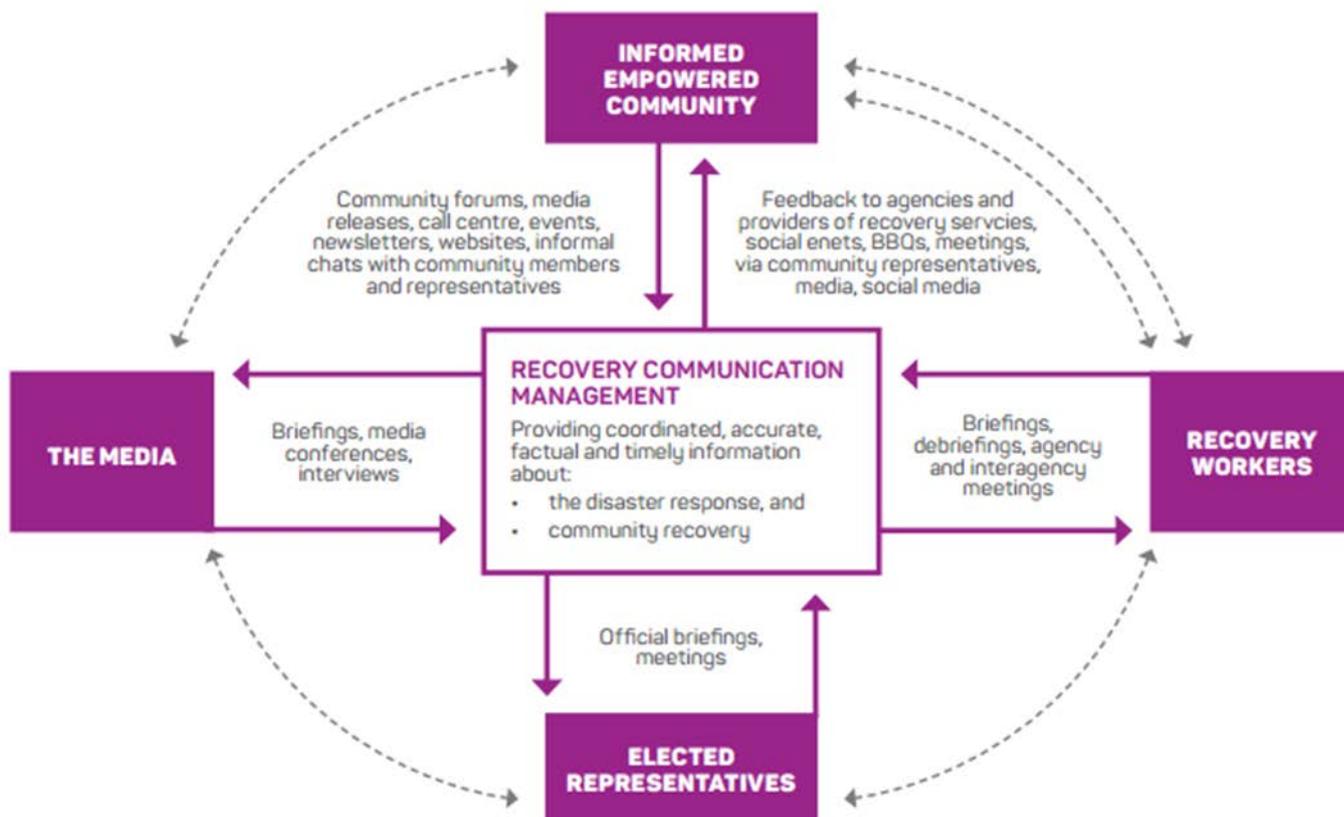


Figure 4 – Recovery Communication Management, Communication with the Various Stakeholders⁵

2.1.6 Acknowledge and Build Capacity

Successful recovery recognises, supports and builds on community, business, individual and organisational capacity. Recovery should:

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

⁵ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018

- Be evaluated to provide learning for future disaster and improved resilience.

2.2 Recovery Functions⁶

Effective recovery requires an integrated, multi-disciplinary approach which is a coordinated effort by all organisations involved. As recovery is a complex and potentially protracted process, to assist with overall and effective coordination, aspects of recovery are conceptually grouped into five inter-related functions applicable in an all hazards environment.



Figure 5 – Five functions of recovery

2.3 Phases of Recovery

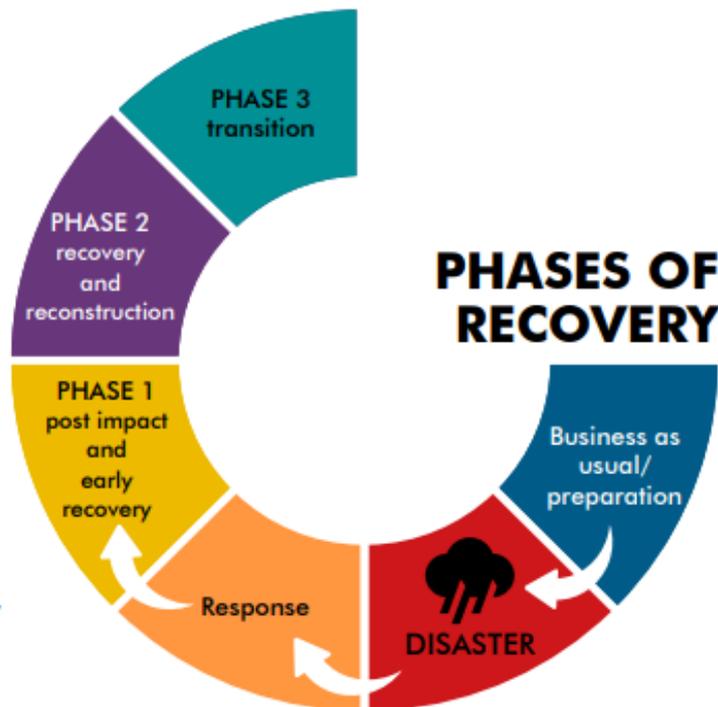


Figure 6 - Phases of Recovery

Phase 1: Post impact and early recovery	Phase 2: Recovery and Reconstruction	Phase 3: Transition
Includes: Immediate short-term recovery	Includes: Medium-term recovery	Includes: Long-term recovery
This phase occurs at the same time as response. It involves addressing and supporting the immediate needs	In the recovery and restoration phase, methodical steps are taken to reconstruct and enhance all disaster-	In the transition phase, recovery and reconstruction is progressively handed over to agencies or

⁶ Section 6.2, Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

Phase 1: Post impact and early recovery	Phase 2: Recovery and Reconstruction	Phase 3: Transition
of individuals, businesses and the community affected by the event. In this phase, the objectives are to understand the effect of the event, and to begin planning to support response and recovery.	affected communities, functions and infrastructure.	organisations— including government, community-based or industry-led sectors. This phase ends when all recovery and reconstruction responsibilities are back to being managed as business as usual.

Table 2 – Definitions of the Phases of Recovery

2.4 Functional Lead Agency Role⁷

The Queensland Recovery Plan has appointed functional lead agencies for leading recovery under each of the functions at a State level, they are

Function of Recovery	Functional Lead Organisation
Human and Social	Department of Communities, Disability Services and Seniors
Economic	Department of State Development, Manufacturing, Infrastructure and Planning
Environmental	Department of Environment and Science
Building	Department of Housing and Public Works
Roads and Transport	Department of Transport and Main Roads

Table 3 – Functional Lead Organisations for Recovery

⁷ Section 6.2 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

PART 3: CITY OF IPSWICH RECOVERY ARRANGEMENTS



This section related to the arrangements locally, to see find more information about state-wide implications, view the Queensland Recovery Plan online at <http://disaster.qld.gov.au>

3.1 Management of Recovery Generally

Following the impact of an event the LDMG has the responsibility for acting on behalf of the community they serve and leading recovery efforts, accordingly recovery in the City of Ipswich will ordinarily be managed through the LDMG.

Should the need be identified by the Chairperson of the LDMG or the Local Disaster Coordinator, a Local Recovery Group may be formed as a subordinate sub group to the LDMG. This will be assessed on the following factors:

- Scale of the disaster
- Outstanding issues and impacts that require a coordinated, multi-agency approach
- Significance of disruption of the community's connectedness
- The community does not have the capability to recover independently
- People being unable to return to their properties in the long term
- Reconstruction or other impacts, such as contamination.

3.2 Local Recovery Group

An example of the structure that the City of Ipswich Local Recovery Group may take if formed, including suggestions for supporting agencies, can be found in the annexures.

This group will be supported and assisted by the Local Disaster Management Group. The Local Recovery Group should include representatives from relevant organisations, who will inform and assist in recovery operations according to their area of expertise.

The Local Recovery Group may contain sub-groups responsible for each functional element of recovery and will be chaired by a Councillor, nominated by the Chairperson of the LDMG.

3.2.1 Local Recovery Coordinator

A Local Recovery Coordinator, may be appointed at the time should the need be identified as a result of an event. This need is identified upon recommendation and endorsement by the Chairperson of the LDMG or the Local Disaster Coordinator.

To ensure clarity, the Local Recovery Coordinator is a subordinate role to the Local Disaster Coordinator.

3.2.2 Key Roles During Recovery⁸

The LDMG or the LDMG through the Local Recovery Group, if established has the following key roles:

- coordinating community recovery activities through information sharing and collective decision making.
- Establishing the priority of projects in the recovery plan through community consultation.
- Implementing and monitoring the progress of recovery and reconstruction activities and reviewing the recovery plan.
- Ensuring the community is kept well informed on the progress of the recovery plan.

3.3 Ipswich District Level Responsibilities

Where local capacity to respond has been exceeded, assistance may be requested from the District Disaster Management Group. Accordingly at a district level, functional lead agencies for each of the recovery functions may also establish groups to support ongoing recovery planning and preparedness.

The emphasis of community led recovery lends itself to the notion that the local level is the entry point for recovery. The district provides resources to the local level based on impact assessments and agreed service delivery arrangements, ensuring that the required resources are available and prioritised accordingly.

The Ipswich District Human and Social Recovery Committee is an example of a district recovery group that assists with the delivery of human and social recovery services following a disaster event.

⁸ Local Recovery Planning Manual, 2018, a supplementary document to the Queensland PRR Guideline

PART 4: RECOVERY IN ACTION

4.1 Triggers for Recovery

The Ipswich City Council Local Disaster Management Plan details the disaster operations level of activation as:



Figure 7 – Disaster Operations Level of Activation

Recovery considerations should occur simultaneously to those of disaster operations and will be managed on this way within the City of Ipswich.

The transition from response operations to recovery operations will be influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, transition from response to recovery in large scale or geographically dispersed events may be staged, with response and recovery operations being undertaken concurrently⁹.

4.2 Disaster Event Specific Recovery Planning

Disaster specific recovery plans are developed in partnership with stakeholders, through a planning group, and include:

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

Templates for disaster specific recovery plans for state and local have been developed at a State level and the template is available at *Annexure 3 – Disaster Event Specific Recovery Planning Template*.

⁹ Queensland Recovery Plan, 2017

4.3 Impact and Needs Assessments

Immediately after an event there is a need to identify what the impact has been, and what needs to be done to ensure the safety of life and property and return the community to normal.

A post disaster assessment can provide information regarding the degree of disruption experiences, as well as the services and needs required by individuals and communities affected by an event. This information can be used to set priorities and make decisions relating to response and the transition to recovery.

This includes providing services such as:

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

There are two types of assessments that can be conducted concurrently:

- Impact assessments; and
- Needs assessments.

Impact assessments examine the ways in which the event has affected the community. The information gathered can include:

- The geographical extent of the area impacts;
- Human effects and casualties, including:
 - Dead, injured and missing;
 - Numbers of evacuees or displaced and where they have moved to.
- Damage including:
 - Details of the numbers of properties impacted and the type of structural damage including whether or not they are habitable;
 - Critical infrastructure and lifelines such as power, water, transport and communications;
 - Impacts on agriculture and food supply chains;
 - Impacts to key economic resources such as businesses and industrial premises;
 - Details of key public buildings damaged or destroyed.
- Identification of secondary hazards that may pose a threat in the immediate future;
- Environmental health and sanitation threats;
- Availability of food supplies;
- The capacity of local government and emergency management structures to manage the response and recovery;
- Government, community and other organisations operating in the area and their activities.

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify:

- Needs of the affected community to save and sustain life and reduce the risk of further damage and provide an indication of their urgency;
- Needs that can be met from within the affected community and those that can only be met with outside assistance;
- Specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

4.4 Getting Resources and Information to the Community

4.4.1 Recovery Hubs¹⁰

Recovery hubs are established by the State Government to support the relief and early recovery process of disaster affected individuals, households and communities by:

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

The LDMG will work with the State Government and non-government organisations to ensure that relevant information and services are accessible at a Recovery Hub, where the need to establish one or more has been established.

Examples of assistance that may be available include:

- information and referral (e.g. welfare referrals, other local services, what assistance is available)
- disaster-specific advice, (e.g. safe clean up, managing health concerns; how to cope and insurance advice)
- psychological and emotional support (e.g. psychological first aid, personal support, counselling and mental health services)
- financial support (e.g. personal financial hardship assistance, financial counselling or Centrelink –income support)
- offers of assistance (e.g. referrals to material goods and donations)
- practical support services (e.g. access to advocacy, translation services)
- resources to assist vulnerable individuals and groups (e.g. young children and adolescents, domestic and family violence).

¹⁰ Queensland Recovery Plan, 2017

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

4.4.2 Outreach¹¹

“Outreach”, means visiting disaster affected persons at their disaster affected residence and/or temporary accommodation to provide one or more of the below service responses:

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

This service usually commences as soon as the affected area is accessible and is safe for workers to enter.

4.4.3 Community Recovery Referral and Information Centres¹²

Community Recovery Referral and Information Centres (CRRIC) may be established once the multi-agency Community Recovery Hubs have closed. The sole purpose of a CRRIC is to enable disaster affected community members to access recovery information, advice and referrals.

¹¹ Queensland Recovery Plan, 2017

¹² Queensland Recovery Plan, 2017

PART 5: RECOVERY FUNCTIONS

5.1 Human Social Recovery

Human-social recovery includes the coordinated process of supporting affected communities in the provision of:¹³

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

5.1.1 Community Context

The ever-increasing numbers of new residents coming to reside in Ipswich are accommodated within a network of distinct communities, it is recognised that new residents may have yet established a community connection.

Each community has their own sense of character and role to play within the broader city context. Ipswich residents express their community pride through their enthusiasm for celebrating culture and actively contributing to the advancement of their city.

The Local Disaster Management Plan provides an overview of the community context including population and demographic data.

5.1.2 Vulnerable Populations

The City of Ipswich is home to a diverse and growing population. Due to the diversity of the City, the population includes several demographics with identified vulnerabilities. Table 4 outlines some demographic groups that should be considered.

Groups Potentially At Risk or Vulnerable

- People who are aged (particularly the frail)
- Children and youth
- People with disabilities (mental and physical)
- People who are economically disadvantaged and have limited resources to meet essential needs
- People from culturally and linguistically diverse (CALD) backgrounds
- Indigenous Australians
- People who are socially isolated
- People who are physically isolated

¹³ Section 6.2.1 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

Groups Potentially At Risk or Vulnerable

- People who are seriously ill
- People who are dependent on technology-based life support systems
- Single parent families
- Workers at risk from machinery/equipment failure
- People with limited psychosocial coping capacity
- People who are homeless, at risk of homelessness, or inadequately accommodated
- People on holiday and travelling (particularly those in tent and caravan facilities)
- Visitors from overseas
- People living close to areas of hazard (e.g. floodplains, chemical processing plants, areas of potential landslips)
- People affected by the impact of a hazard (e.g. people who are trapped, people made homeless)
- Large families

Table 4 – Groups at Higher Risk of Vulnerability

An example of some of the different groups that may be considered to be more vulnerable to the impacts of a disaster are outlined in Figure 8.

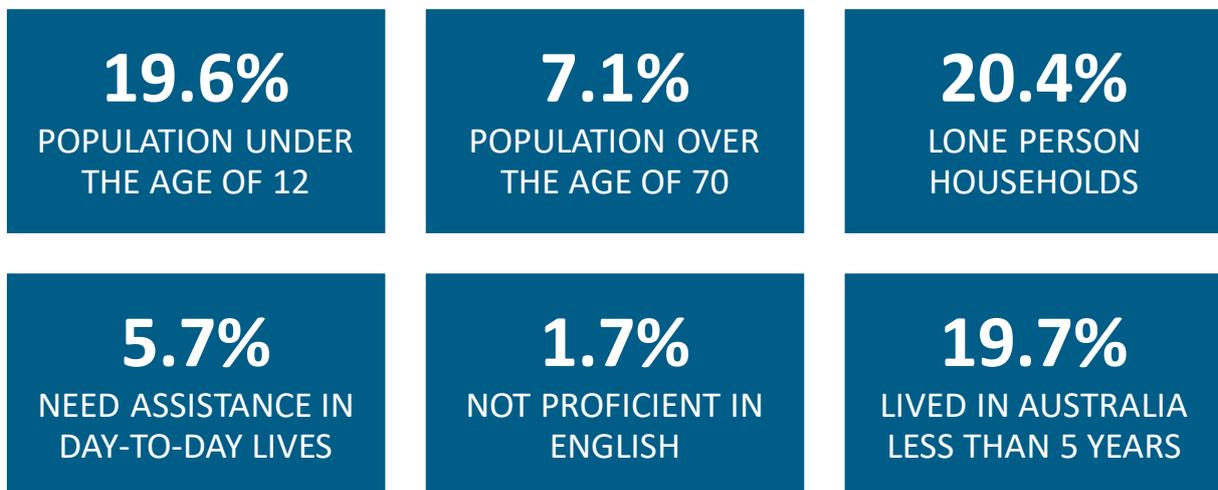


Figure 8 – Vulnerable Population Statistics¹⁴

5.1.3 Social Recovery Activities¹⁵

Individuals and communities have inherent strengths, assets and resources, which should be recognised, valued and used in all aspects of emergency management practice. Social recovery processes seek to support communities by building upon those strengths, and by viewing people as survivors in charge of their own lives, not as victims.

Table 5 provides an overview of possible recovery activities and services (with a focus on psychosocial needs, which include aspects of the built, natural and economic environments) and compares them with the myths and assumptions that are often made about what people need after a disaster.

¹⁴ Profile ID (2016), Accessed 4 May 2018 (1 & 2) <https://profile.id.com.au/ipswich/service-age-groups> (3) <https://profile.id.com.au/ipswich/overseas-arrivals> (4) <https://profile.id.com.au/ipswich/assistance> (5) <https://profile.id.com.au/ipswich/speaks-english> (6) <https://profile.id.com.au/ipswich/household-size>

¹⁵ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp22 - 24

Myths and Assumptions of Needs <i>(unsubstantiated)</i>	Actual Needs <i>Based on experience and evidence from previous emergencies, recovery services should address a range of needs of affected individuals and communities and continue on from relief services to:</i>	
<p>People need protecting from reality.</p> <p>Too much information is unhelpful.</p>	<p>Provide timely and accurate information.</p>	<ul style="list-style-type: none"> • Through a variety of community communication channels, which can include social media, broad media, newsletters, community and spiritual leaders, places where communities ordinarily congregate, sporting and community groups. • Information can be provided about: <ul style="list-style-type: none"> • The extent of impact of the emergency; • What is happening and being done by agencies; • Future disaster risk mitigation, such as cleaning up hazards, planning for mould and rot after floods, self-care techniques; • Potential health and sanitation issues; • Potential longer-term emerging issues and likely future effects and how to mitigate; • The relief and recovery activities and services that exist and how to access them, such as evacuation centres, recovery one stop shops and outreach services.
	<p>Reconnect people with their families, friends and community networks.</p>	<ul style="list-style-type: none"> • Through registering through Register.Find.Reunite; • By assisting with repatriation for interstate and international emergencies, and registration through outreach visits; • By minimising the duration of isolation experienced as a result of the emergency (timely reconnection of affected people to existing community networks); • By minimising dislocation of community members by assisting people to stay as close to their affected properties as possible; • By providing access to relevant local community services, as well as the new relief and recovery activities and services; • By providing choices through a coordinated service system and referral to appropriate services as required.
<p>Disaster-affected people need someone to 'make it better'.</p> <p>Disaster-affected people cannot look after themselves.</p>	<p>Empower people to manage their own recovery and to access practical assistance.</p>	<ul style="list-style-type: none"> • By providing ongoing access to basic needs through local distribution of material aid or cash grants, water, food, clothing, personal requirements, requirements for pets, livestock; • By maintaining safety and ongoing access to emergency and transitional shelter; • Through assistance in interim and longer-term accommodation requirements; • Through ready access to recovery activities and services; • Through access to grants and financial assistance through cash programming, personal hardship grants, income support, emergency appeals; • Through employment programs, such as clean-up programs; • Through legal services, insurance, financial counselling, building advice, primary industry or business assistance.

Myths and Assumptions of Needs <i>(unsubstantiated)</i>	Actual Needs <i>Based on experience and evidence from previous emergencies, recovery services should address a range of needs of affected individuals and communities and continue on from relief services to:</i>	
<p>Counselling is required for disaster-affected people.</p> <p>All disaster-affected people have a need for specialised mental health services.</p>	<p>Provide engagement and emotional support at individual, family and community levels (psychosocial support).</p>	<ul style="list-style-type: none"> • Through empathetic listening and establishing what individuals want and need; • Through calm engagement (to lower anxiety); • Through openness, honesty, sensitivity; • Through non-judgmental assistance; • By developing greater understanding about human responses to emergencies and techniques for self and family care; • By recognising and acknowledging the impact on individuals and communities; • Through psychosocial support – group and community activities can include ceremonies, neighbourhood barbeques, school activities, community recovery planning forums, spiritual events, social sporting events, planning for remembrance activities, virtual forums: all these types of social engagement provide opportunities for people to tell their experiences, address the issues arising from the disaster, build a greater sense of future safety; they suit community needs and stages of healing; • Through special programs for young people.
<p>Affected people and communities need to go back to 'normal' quickly.</p> <p>Disaster-affected communities never recover.</p>	<p>Assist people to maintain a balance, come to terms with their reality and move forward into a new, changed reality.</p>	<ul style="list-style-type: none"> • Recovery services can encompass raising community awareness and promote tolerance, community education and community development initiatives that address a range of issues such as: • Preparedness and disaster risk reduction activities that assist in building community resilience towards future disasters and develop future protection actions; • Recognition that recovery is a long-term (years), complex and exhausting process for affected individuals, and that their world views may change in small or large ways; • Education and advice during the reconstruction phase regarding ways to improve resilience of buildings and infrastructure to withstand future disasters; • Health promotion activities; • Livelihoods programs that assist in re-establishing household income and/or developing new, more sustainable financial opportunities; • Adaptive change processes that support future socioeconomic opportunities.

Table 5 – Social Recovery Activities: Myths and Assumptions versus Actual Needs

5.1.4 Community Recovery Assistance

There are many options for assistance available to the community, from various government and non-government organisations. The names of these organisations, including links to useful information for use in recovery situations can be found by visiting My Community Directory located at <https://www.ipswich.qld.gov.au/community/community-directory>.

5.2 Economic Recovery

Economic recovery aims to:¹⁶

- address the impacts on key economic assets, employment issues and the capacity of local businesses to operate
- minimise the effects on individuals and businesses
- facilitate financial assistance, access to funds and loans and employer subsidies, and assist with contract arrangements
- facilitate links with job providers and employment agencies to source labour, re-establish supply chains and undertake joint marketing activities
- support small to medium enterprises in their recovery
- identify options for improvement or adjustment from current business operations
- align economic reconstruction priorities with infrastructure development programs and activities where possible.

5.2.1 Economic Context

The City of Ipswich is a connected community, full of ideas, energy and innovation. Leading the way means embracing new ways of working, new ways of learning and new ways of living.¹⁷

The strength of the Ipswich economy is based on businesses, investments and the relationships fostered with businesses. Employment statistics for Ipswich indicate that there are currently a large number of jobs within the Manufacturing, Retail, Trade, Health Care, and Social Assistance sectors. The Health Care, Social Assistance and Retail Trade sectors are forecast to provide future employment and growth opportunities.¹⁸

Advance Ipswich has established a number of strategies to help the City achieve the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment¹⁹.

Strategy 1	Strategy 2	Strategy 3
<ul style="list-style-type: none">• Build partnerships and develop programs to widely promote investment opportunities and support business development in the City	<ul style="list-style-type: none">• Provide a full spectrum of life-long learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with emerging employment opportunities	<ul style="list-style-type: none">• Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre.

¹⁶ Section 6.2.2 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

¹⁷ Ipswich City Council, *Office of Economic Development Brochure*
https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0004/92209/OED-About-Us-Brochure.pdf

¹⁸ Ipswich City Council: *Annual Report 2015-2016*

¹⁹ Ipswich City Council, *Advance Ipswich*, p42

Strategy 4	Strategy 5	Strategy 6
<ul style="list-style-type: none"> Strengthen the local digital economy 	<ul style="list-style-type: none"> Support the growth and operation of RAAF Base Ambreley and associated aerospace and defence support industries. 	<ul style="list-style-type: none"> Diversify the local economy.

Figure 9 – Advance Ipswich Strengthening our Local Economy and Building Prosperity²⁰

Figure 11 provides a snapshot of figures relating to employment within the LGA.



Figure 10 – City of Ipswich Local Economy²¹

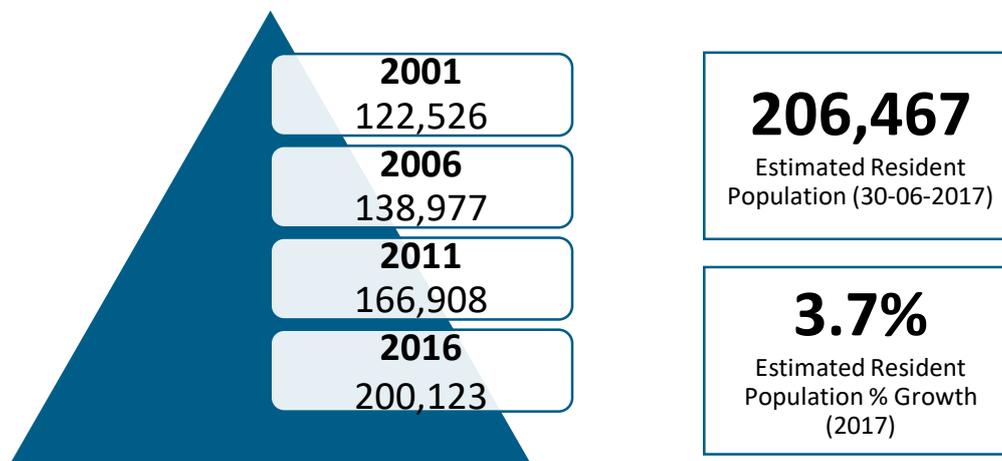


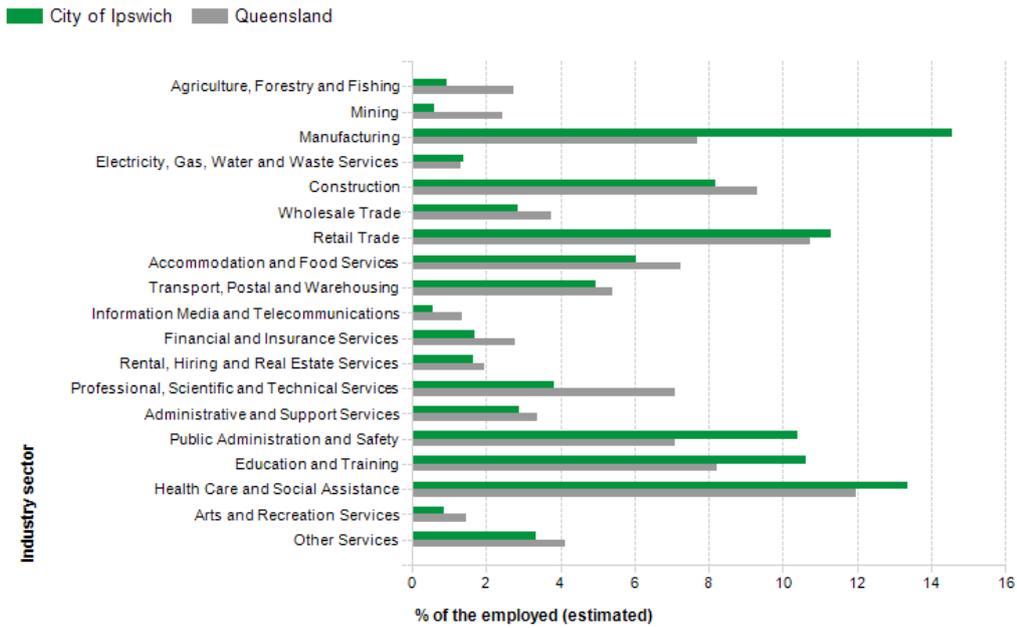
Figure 11 – Population Growth by Census Year²²

²⁰ Ipswich City Council, *Advance Ipswich*, pp42-44

²¹ Economy ID (2016), Accessed 4 May 2018 (1&2) <https://economy.id.com.au/ipswich/gross-product> (3) <https://economy.id.com.au/ipswich/employment-by-industry> (4) <https://economy.id.com.au/ipswich/number-of-businesses-by-industry> (5) <https://economy.id.com.au/ipswich/employment-by-industry> (6) <https://economy.id.com.au/ipswich/labourforce-key-statistics>

²² Profile ID (2016), Accessed 4 May 2018, <https://profile.id.com.au/ipswich/population>

Employment (total) by industry 2015/16



Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts

.id the population experts

Figure 12 – Employment % (total) by industry 2015-16²³

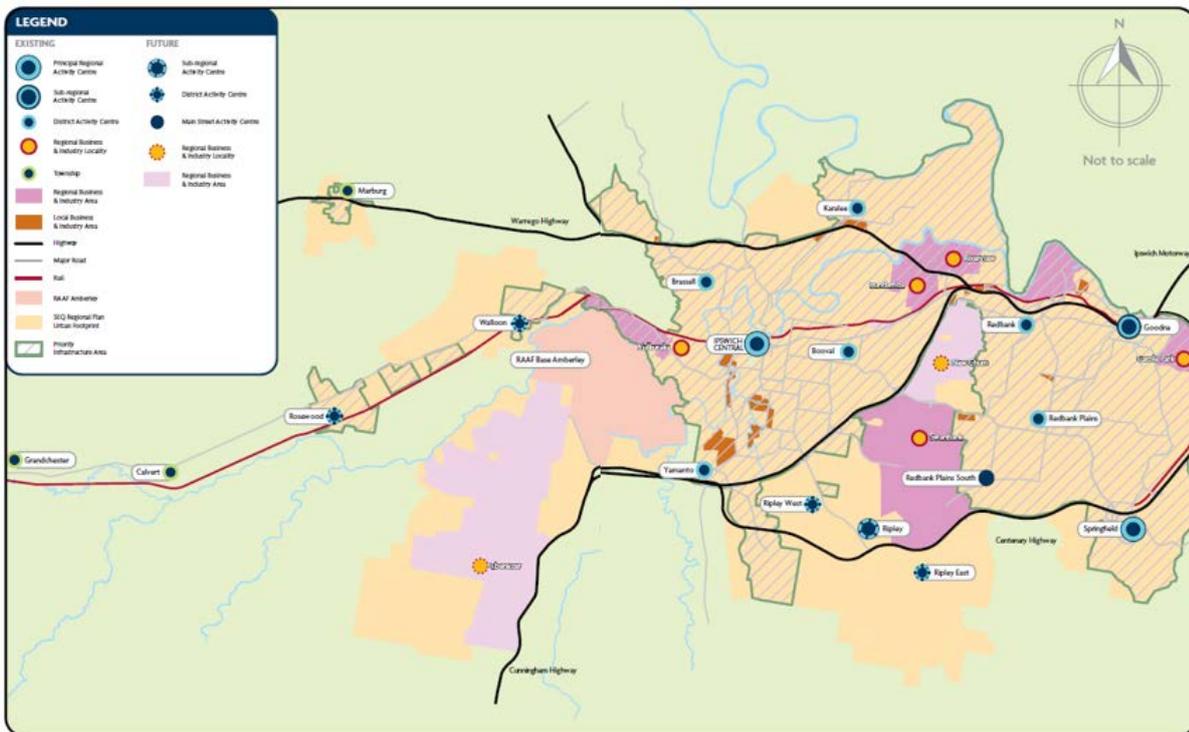


Figure 13 – Strategic Land Use Map²⁴

²³ Economy ID, Accessed 4 May 2018, <https://economy.id.com.au/ipswich/employment-by-industry>

²⁴ Ipswich City Council: *iGo City of Ipswich Transport Plan*

5.2.2 Economic Impacts Post-Event

The economic effects of emergencies and disasters can be devastating and widespread. When disasters strike, houses, businesses and community infrastructure may be damaged or destroyed, and people's livelihoods may be temporarily and sometimes permanently disrupted. Physical damage is the most visible economic impact. However, the less visible impacts such as lost income, through disruption of trade, are just as significant and the consequences often last longer than the physical damage (for example, bankruptcy and business closure). The flow-on effects through a community can be pervasive and long term.²⁵

Error! Reference source not found. outlines some of the impacts that may be experienced by households and businesses following an event.

Household	Business / Industry
Loss of employment and income (loss of livelihood)	Loss of supply chain networks
Loss of household assets	Loss or damage to business assets
Increased costs due to short supplies of goods and services	Loss of employees due to business closure and migration of skilled staff
Instability or loss of social networks	Infrastructure damaged or devastated
Lack of childcare and school facilities	Damage to or loss of natural resources

Table 6 – Impacts of Emergencies at the Household and Business/Industry Levels²⁶

5.2.3 Measuring Economic Impacts

In order to understand the economic and financial impacts of a disaster on a community, we need to be able to measure the consequences quantitatively and/or qualitatively.²⁷ This process is referred to as an economic impact assessment.

Economic impact assessments attempt to quantify, in a common unit (dollars), all impacts (both costs and benefits) possible. Importantly, economic impact assessments apply not only to goods and services that are traditionally traded in the market place, but also to the value attributed to social and environmental assets.²⁸

5.2.4 Direct and Indirect Impacts²⁹

For recovery management purposes it is useful to evaluate the direct and indirect economic impacts of an event on a community.

Direct impacts result from the physical destruction (or damage to buildings, infrastructure, vehicles and crops, etc.) of direct contact with the event.

Indirect impacts are due to the consequences of the damage or destruction, but are not due to the direct impact.

²⁵ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p103

²⁶ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p103

²⁷ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p103

²⁸ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p107

²⁹ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp 104 - 107

Examples of direct and indirect economic impacts due to an event are shown below.

Sector/Area of Impact	Examples of Direct Economic Effects	Examples of Indirect Economic Effects
Residents and households	<ul style="list-style-type: none"> • Structural (roofs, walls etc.) • Contents (furniture, floor coverings etc.) • External (swimming pools, gardens etc.) • Death and injury. 	<ul style="list-style-type: none"> • Additional costs (alternative accommodation and transport, heating, drying-out costs, medical costs etc.) • Employment
Public Infrastructure, Community Facilities and Natural Environment	<ul style="list-style-type: none"> • Damage to or loss of roads, bridges, dams, sports grounds and facilities, schools, halls, parks, waterways, or bushland. 	<ul style="list-style-type: none"> • Transport (traffic delays, extra operating costs etc.) • Loss of computer-controlled systems. • Loss of other lifelines (electricity etc.)
Business Enterprises and Supply Networks	<ul style="list-style-type: none"> • Infrastructure damage or loss: structural damage to buildings such as shops, factories, plants, sheds, barns, warehouses, hotels etc. This includes damage to foundations, walls, floors, roofs, doors, in-built furniture, windows etc. • Asset damage or loss: farm equipment, food, records, product stock (finished manufactures products, works in progress and input materials), crops, pastures, livestock, motor vehicles, fences or irrigation infrastructure, contents damage to fixtures and fittings (carpets etc.), furniture, office equipment. • Virtual business interruption. 	<ul style="list-style-type: none"> • Impact on production (manufacturing, agriculture, services etc.) • Impact on income/trade/sales/value added (tourism operators, retail traders etc.) • Increased costs (freight, inputs, agistment etc.) • Loss of supply chain networks. • Increased work (construction industry). • Opportunity to renew struggling business.
Government	<ul style="list-style-type: none"> • Loss of ratepayer base: for example, if rates are waived as a gesture of goodwill or if properties have lost their homes and/or businesses. • In high-profile disasters state and federal governments may outlay greater funding. Where this is for building substantial infrastructure, the impacts for local/state/federal governments include project management and maintenance costs. 	<ul style="list-style-type: none"> • Costs of implementation of royal commission recommendations. • Increased demand on government services (education, health etc.) • Loss of business continuity (state government may provide case management involving significant resources to be redeployed immediately for long periods). • Los of tax revenue. • Cost of engaging extra resources and/or backfilling positions.

Table 7 – Examples of Direct and Indirect Economic Effects by Sector³⁰

5.2.5 Intangible Impacts³¹

The economic impacts of an event are typically divided into tangible and intangible impacts.

Tangible impacts are generally easier than intangible impacts to assign a dollar value to because they are traded in the market place. With tangible impacts the practitioner must choose to justify whether to record the replacement or depreciated value.

³⁰ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp 104 - 107

³¹ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp 106 - 107

Tangible and Intangible Impacts:

- Tangible impacts – the loss of things that have a monetary (replacement) value (for example, buildings, livestock, infrastructure);
- Intangible impacts – the loss of things that cannot be bought and sold (for example, lives and injuries, environment, memorabilia).

Evidence suggests that intangible costs are substantial. Although most cannot be quantified, in many cases they have an economic impact that should not be ignored. Examples of intangible economic impacts are show below.

Sector / Area of Impact	Intangible Economic Impact Examples
Residents and Households	<ul style="list-style-type: none"> • Loss of personal memorabilia. • Inconvenience and disruption, especially to schooling and social life. • Stress-induced ill health and mortality. • Pets – loss, injury, stress. • Quality of life. • Dislocation.
Public Infrastructure, community Infrastructure and Natural Environment	<ul style="list-style-type: none"> • Health impacts (deferral of procedures, reduced quality of care etc.) • Death and injury, spread of diseases. • Loss of items of cultural significance. • Environmental impacts. • Heritage losses. • Lack of access to education, health, defence, art galleries and museums etc.
Business Enterprises and Supply Networks	<ul style="list-style-type: none"> • Loss of confidence (investment and individual decision making). • Loss of future contracts. • Loss of, and inability to attract, experienced and skilled staff. • Loss of access to transient (backpacker) casual labour.
Government	<ul style="list-style-type: none"> • Managing perceptions and expectations, including public confidence in the recovery.

Table 8 – Examples of Intangible Economic Effects³²

5.3 Environmental Recovery

Environmental recovery aims to: ³³

- identify and monitor actual and potential impacts on the environment from natural and human-made disasters
- coordinate and prioritise the rehabilitation of impacted (or at risk) land, aquatic and marine ecosystems, wildlife, natural resources, cultural heritage values and built heritage places to maximise efficiency of resource allocation
- identify, advocate and pursue cross-sector recovery solutions that will achieve multiple objectives, including reducing future impacts on the environment, through the use of natural safeguards and environmentally resilient design
- coordinate and prioritise the rehabilitation of riparian and coastal land
- monitor potential water quality issues

³² Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp 104 - 107

³³ Section 6.2.3 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

- monitor and advise on other public health matters such as food safety, communicable diseases and mosquito control
- ensure the recovery actions for mining and other high risk industries are environmentally safe
- support the timely repair of water and sewage infrastructure.

5.3.1 Environmental Context

The City of Ipswich has one of the most diverse ranges of natural vegetation types in south east Queensland including rainforest, dry vine forest, open forests, woodlands, heathlands, wetlands and grasslands. Living within these environments are in excess of 100 known significant flora and fauna species.

The Advance Ipswich plan articulates a goal that important areas of native habitat and vegetation are conserved, the city’s important waterways are protected and their water quality enhances and the city responds appropriately to climate change and uses resources prudently.

The strategies to support this goal is:

- Secure and protect important areas of native habitat and vegetation
- Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies
- Protect and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.
- Enhance urban greening.
- Use resources efficiently and sustainably.
- Improve environmental awareness, education and compliance.

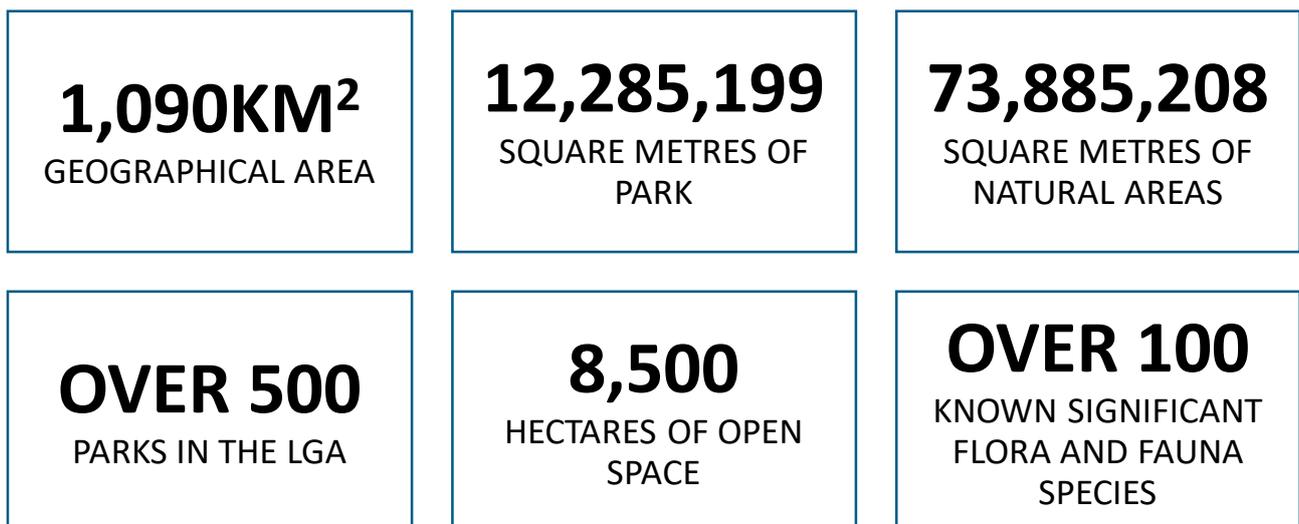


Figure 14 – Natural Environment Figures³⁴

³⁴ Ipswich City Council, Accessed 4 May 2018 (1) https://www.ipswich.qld.gov.au/about_ipswich (2 & 3) https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0009/89550/ICC-Annual-Report-2016-2017.pdf p.3 (4, 5 & 6) https://www.ipswich.qld.gov.au/about_ipswich/parks_reserves_precincts

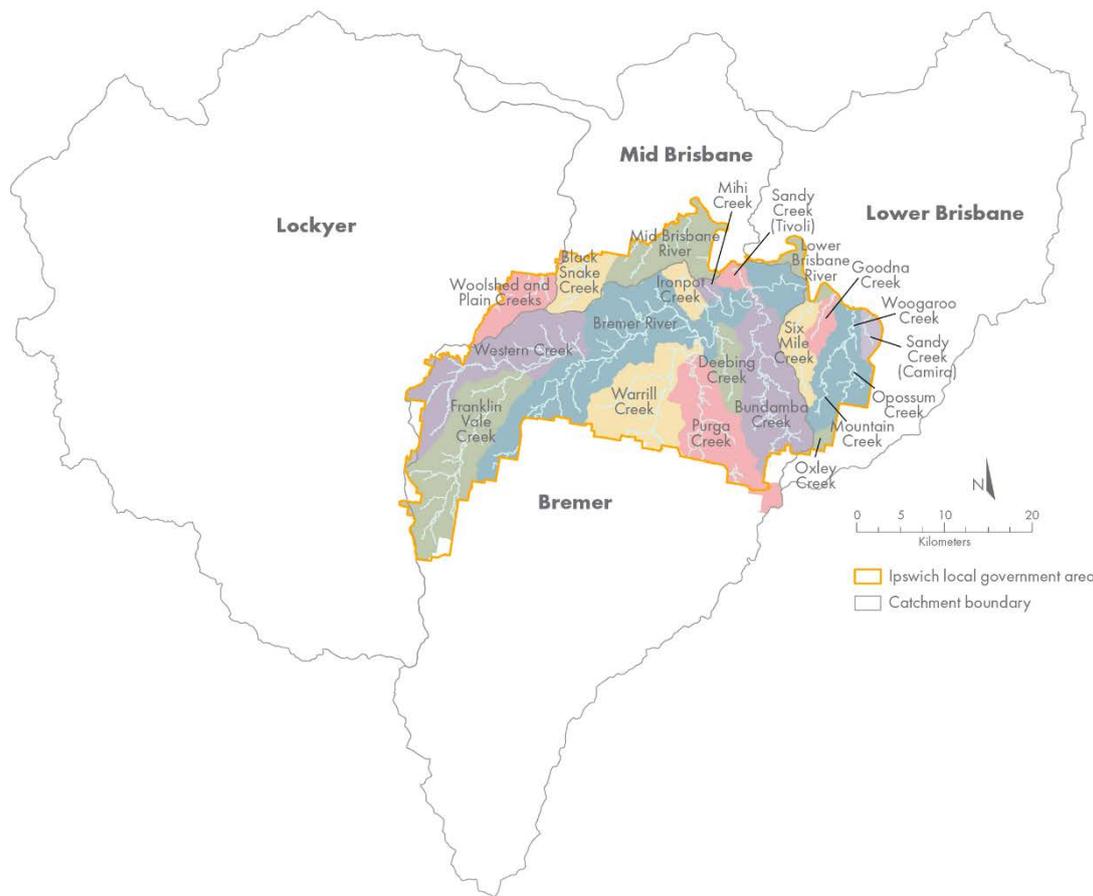


Figure 15 – Catchments for the City of Ipswich and Surrounds

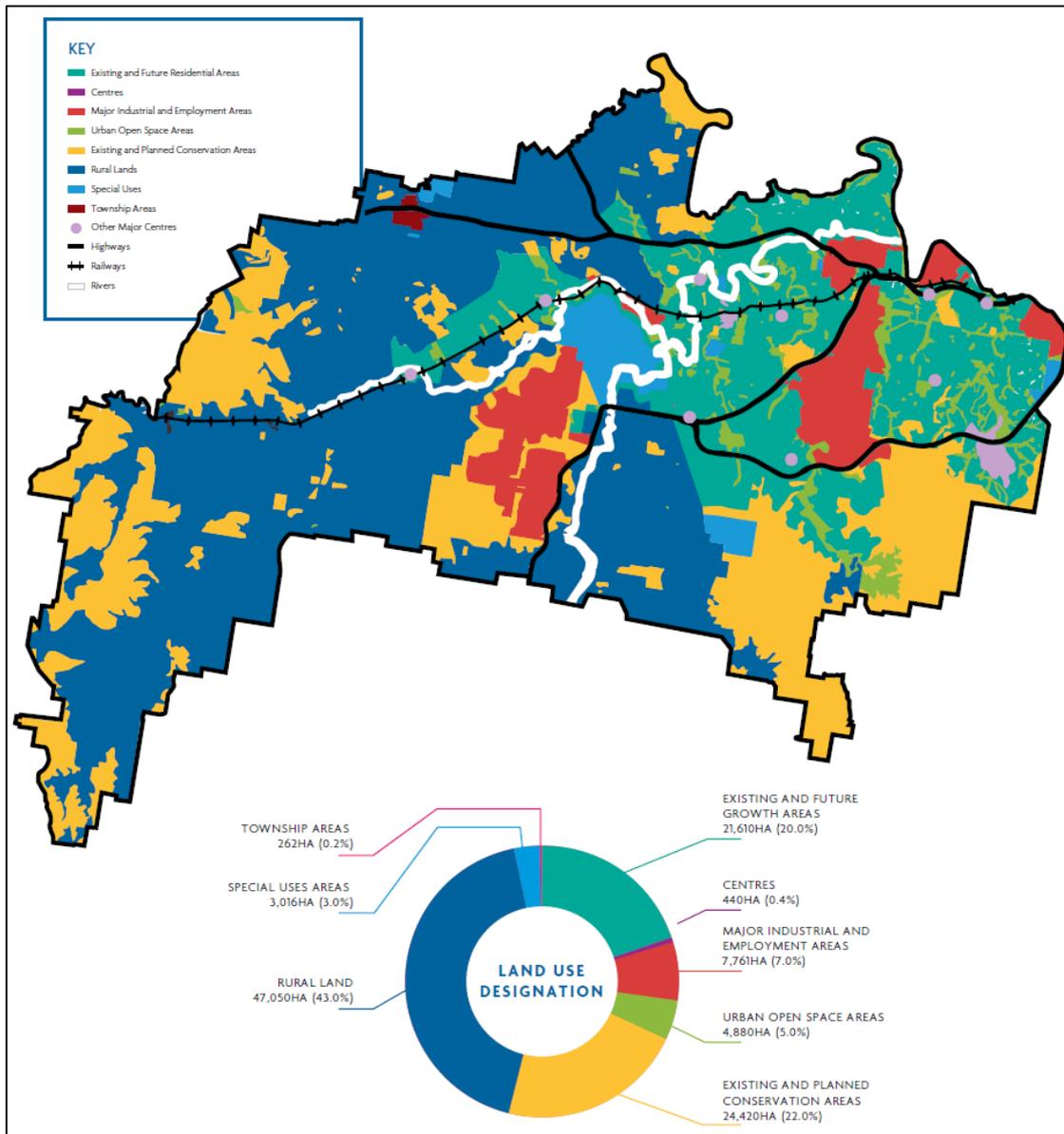


Figure 16 – Land Use Designation³⁵

5.3.2 Environmental Impacts Post-Event

Emergencies and disasters can have serious effects on the natural environment and on the ability of communities to function in the immediate and longer term. Impacts from emergencies or disaster can be immediate and/or have long-term effects; for example, the interruption of breeding cycles during a disaster can have long-term effects on population numbers. Responses therefore need to consider immediate and longer-term actions required to recover the natural environment.

Response and recovery actions have the potential to assist in the recovery of the natural environment. A healthy and functioning environment is critical because it underpins the economy and society.

³⁵ City of Ipswich: *Advance Ipswich*

The effects of disaster on the natural environment may be in terms of the following ecosystem components:

- Air
- Water
- Land and soil (and organic matter)
- Plants and animals

Some examples of potential risks that may need to be considered in terms of the above components are listed below. The impacts of a disaster will be specific to the impacted community and so the natural environment needs to be carefully considered in the given context.

Component of the Natural Environment	Aspects of this component relevant to Disaster Management	Some examples of effects
Air	<ul style="list-style-type: none"> • Particulates • Chemicals • Biological aerosols • Radiation 	<p>Immediate: asthma cases.</p> <p>Longer term: deposition of particulates residues on assets.</p> <p>Dust from wind erosion – denuded landscape (fire, drought).</p> <p>Heatwave deaths.</p> <p>Deaths from bushfire smoke affecting air quality.</p>
Water: Surface water; Ground water; Marine; Artificial storages.	<p><u>Quality:</u></p> <ul style="list-style-type: none"> • Biological contamination; • Particulate contamination; • Chemical contamination; • Dissolved oxygen levels/ quality • Radiation <p><u>Quantity:</u></p> <ul style="list-style-type: none"> • Changed river flows • Changed groundwater storage • Flow regimes <p><u>Marine:</u></p> <ul style="list-style-type: none"> • Biological contamination / introduced pests 	<p>Loss of capacity (drinking water etc.).</p> <p>Behaviour changes as it moves through the environment.</p> <p>Quality and quantity supporting:</p> <ul style="list-style-type: none"> • Production systems; • Recreational water; • Ecosystems.
Land and soil: Landscapes Rocks Soil Geo-heritage	<p><u>Loss and movement:</u></p> <ul style="list-style-type: none"> • Erosion • Deposition. <p><u>Quality and condition:</u></p> <ul style="list-style-type: none"> • Contamination; • Changes to soil – acidification / structure change / compaction; • Damage to landforms and landscapes. 	<p>Signification erosion after a fire or flood, earthquake or cyclone can change the course of waterways, reduce the productivity of farmland and create erosion risks for infrastructure both up and downstream.</p> <p>All of this will have impacts on flora and fauna.</p> <p>Potential impacts also include natural, cultural and geo-heritage sites.</p>
Plants and animals	<ul style="list-style-type: none"> • Loss of species and populations (biodiversity), especially threatened species 	<p>Increased interaction between wildlife and humans due to animals being disorientated, displaced (vehicle collisions, kangaroos/rabbits grazing in gardens, noisy birds concentrated in civic areas, foxes coming into</p>

Component of the Natural Environment	Aspects of this component relevant to Disaster Management	Some examples of effects
	<ul style="list-style-type: none"> • Change in abundance of species • Predators • Competitors • Changes in recruitment (whether seedlings can survive) • Loss of habitat • Disease • Pollination 	<p>yards and killing domestic animals / stirring up pets). Introduced predators concentrate on the native species and livestock remaining in the landscape (advantaged by no harbour for wildlife), can wipe out threatened species, impact on farm production/survival. Rabbits compete with native wildlife for scarce food resources, impact on regeneration of plants, impact on pasture/crop production. Weeds are first to establish on bare ground and can outcompete native plants and agriculture/pasture plants. Birds may move out of the area, reducing pollination activity and/or allowing insect activity to get out of balance. Sea-grass disturbance or removal from sediment deposition/chemical outfall can change fish population dynamics (fishing industries affected), increase beach erosion and deposit seaweed on beaches.</p>

Table 9 – Example Impacts of Disaster on the Natural Environment³⁶

5.3.3 Recovery in the Natural Environment

The impact of a disaster on the natural environment can have a profound impact on community recovery, including economic functioning. Recovery management is increasingly expected to take account of sustainability concerns in policy and activities.

The natural environment is a complex area where ill-considered treatments may cause further damage. The consequences of acting or not acting need to be considered. After a disaster, there may be action that is unavoidable in order to make repairs to infrastructure. Prior to implementation of any recovery treatments, a recovery plan that considers environmental risk management needs to be prepared.

When working to provide programs and activities to recover the natural environment, some key questions can inform a course of action.

³⁶ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p.116

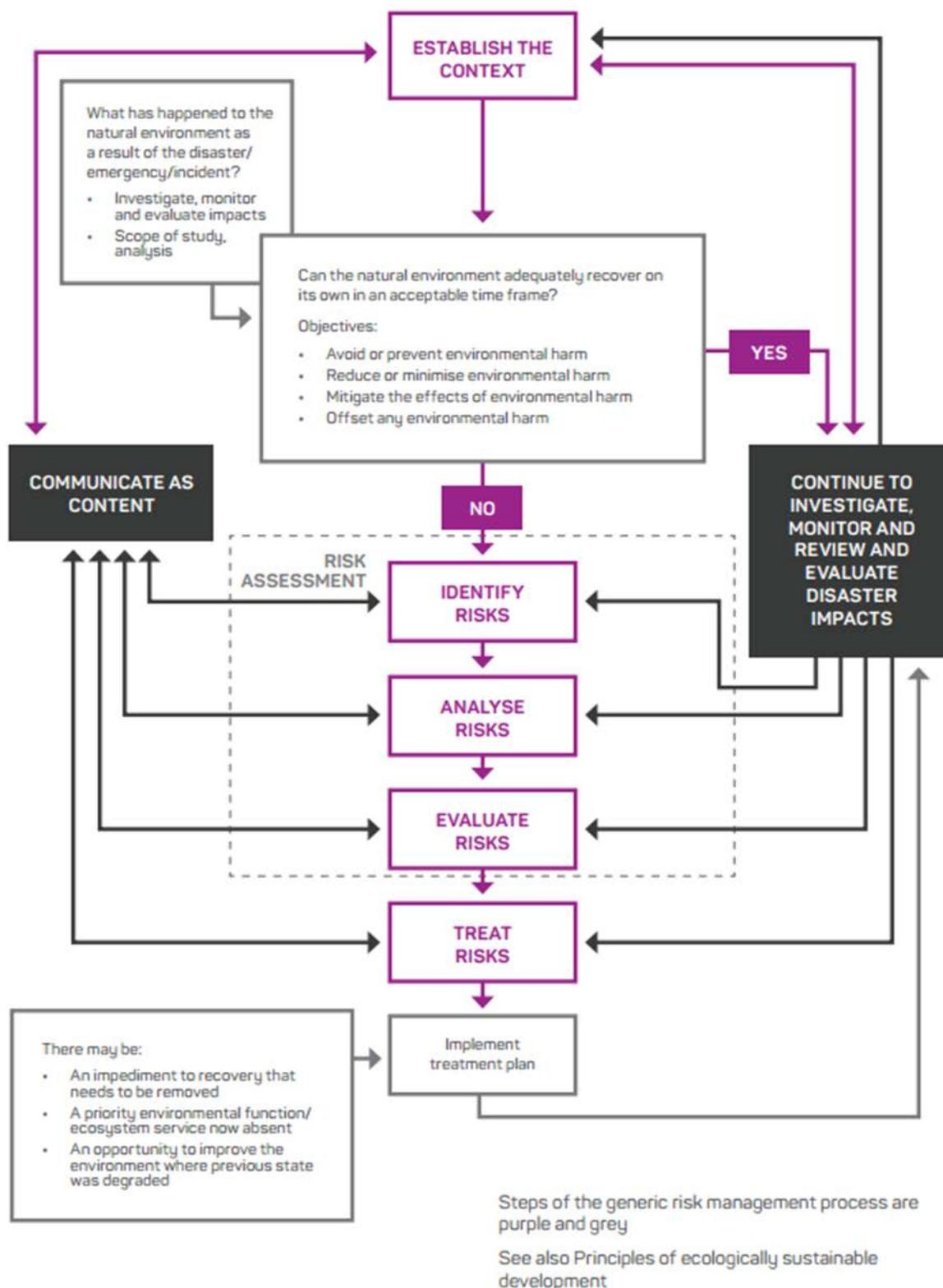


Figure 17 – Key Questions to assist with Determination of Recovery Actions for the Natural Environment³⁷

³⁷ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, p.122

5.4 Building Recovery

Building recovery aims to³⁸:

- assess damage to buildings across the impacted areas to gather information about the extent and severity of damage as well as insurance losses to assist recovery efforts and monitor recovery progress
- facilitate immediate, short term and longer term temporary accommodation solutions for displaced community members and the incoming government response and recovery workforce
- assess damage and coordinate the demolition, securing, clean-up, repair and restoration of government owned buildings and facilities
- provide information and advice to impacted homeowners and community members regarding how to clean-up, move back in and organise the assessment, repair or rebuilding of their homes and properties
- provide advice and support about timely safety inspections and reconnection of utilities by providers
- provide advice and coordinate the clean-up and disposal of hazardous building material and debris from public areas
- facilitate longer term temporary accommodation solutions for community members who have been permanently displaced and do not have the means to re-establish their own housing needs without significant assistance
- provide information and advice to the building industry supply chain (contractors, subcontractors and suppliers) regarding rebuilding materials, skills and trades, codes required for repair, rectification and rebuilding work.

5.4.1 Building Context

Ipswich strives to plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population³⁹. To support achieving this goal, the following strategies exist:

- Develop a compact, sustainable, mixed use urban form that supports community and economic development.
- Provide adequate land and infrastructure to support community development and economic activity.
- Conserve the city's heritage.

An overview of the existing buildings and infrastructure within the City of Ipswich is shown below.

³⁸ Section 6.2.4 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

³⁹ Ipswich City Council, *Advance Ipswich*



Figure 18 – Building and Infrastructure Figures⁴⁰

5.4.2 Key Recovery Aspects – Built Environment⁴¹

There are several key aspects of recovery in the built environment that should be considered.

5.4.2.1 Make Safe

Each step in recovery is complex. Unless carefully managed, this complexity can compromise safety and security. Throughout recovery, therefore, it is important to maintain normal safety measures and procedures (for example, electrical isolation procedures, ensuring that only appropriately qualified people perform work).

5.4.2.2 Provide Essential Services On-Site

Recovery operations make extra demands on the already impaired infrastructure. Some aspects that must be considered as support for recovery workers include:

- Utilities and staging areas for receiving deliveries and assembling components;
- Accommodation;
- Power for tools, computers etc.;
- Essential services (water, food, shelter, latrines, sanitation);
- Psychological first aid (support) where the environment may lead to exposure to stressful situations;
- Medical first aid;
- Fuel for vehicles and fixed plant;
- Communications.

⁴⁰ Ipswich City Council, Accessed 4 May 2018 (1) Planning and Development Annual Report Card 2017 (2 - 6) https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0009/89550/ICC-Annual-Report-2016-2017.pdf

⁴¹ Australian Disaster Resilience Handbook Collection, Community Recovery, 2018, pp 98 - 101

Energy supplies, such as electricity, gas and liquid fuels, will be restored to the distribution systems in a systematic manner, taking into account pre-determined priorities and agreements. Some households may be self-sufficient and have a reduced reliance on external supplies.

5.4.2.3 Clean Up

A significant volume of damaged material must be removed prior to the construction of new facilities. In many cases this operation must be performed to restore amenity to the community. Clean up operations may include:

- Removal of debris and other matter;
- Handling, safety and regulation;
- Site-specific issues.

5.4.2.4 Collecting Information for Damage/Needs Assessment

Collection of information from the community is required at a number of times during recovery and by many agencies and companies participating in the recovery. This information is used to monitor the demands on the services needed in the recovery. However, the community can be inundated by requests for information and become resentful of it.

5.4.2.5 Reconstruction

Reconstruction activities carry complications beyond regular building and development activities. Impacted communities, regulations and systems in flux, and relationships between organisations all have a bearing on how the reconstruction takes place. Planning for and implementation and monitoring of reconstruction are affected by the environment in which they take place.

5.4.2.6 Monitor and Review

The needs of a recovering community change all the time. Monitoring is necessary to ensure that the recovery effort is still addressing their needs.

5.5 Roads and Transport Recovery

Roads and Transport recovery aims to:⁴²

- restore transport networks or identify alternative networks
- engage directly with industry and the community on the recovery and reconstruction phases following a disaster.

5.5.1 Roads and Transport Context

Under the Local Government Act, Ipswich City Council has control over all roads in the local government area, with the exception of State-controlled roads and public thoroughfare easements.⁴³

⁴² Section 6.2.5 of the Prevention, Preparedness, Response and Recovery Disaster Management Guidelines, 2018

⁴³ Queensland Government: *Local Government Act 2009 (Current as at 1 March 2017)*



The Department of Transport and Main Roads (DTMR) is responsible for all State-controlled roads.

Ipswich City Council's goal is to provide a transport system is safe and reliable and provides for the sustainable movement of people and goods for all travel modes.⁴⁴ This strategic theme features in the Advance Ipswich plan and manifests as in the iGo City of Ipswich Transport Plan.

Ipswich City Council is responsible for a large Council-owned road network incorporating infrastructure for public transport, private vehicles, and pedestrian access across the City. Some key figures around road infrastructure in Ipswich are shown in **Error! Reference source not found..**

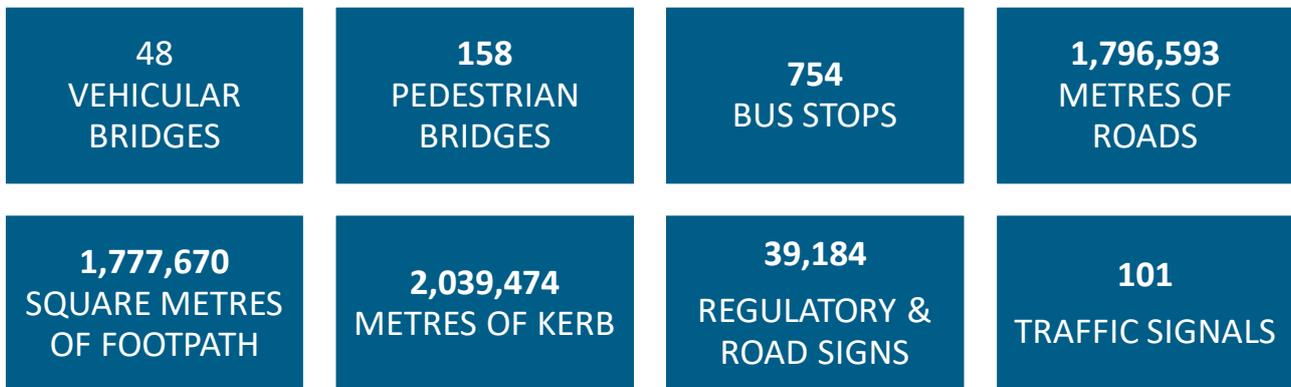


Figure 19 – Council-Owned Road Infrastructure⁴⁵

⁴⁴ Ipswich City Council, *iGo Transport Plan*, https://www.ipswich.qld.gov.au/about_council/corporate_publications/igo

⁴⁵ Ipswich City Council, Accessed 4 May 2018 (1) Planning and Development Annual Report Card 2017 (2 - 6) https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0009/89550/ICC-Annual-Report-2016-2017.pdf

PART 6: ANNEXURES

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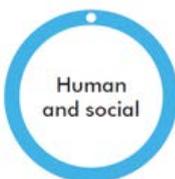
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6.2 Annexure 2 – Local Recovery Group Example Structure⁴⁶

The below represents an example of the structure that the City of Ipswich Local Recovery Group may take, including suggestions for different agencies and organisations that may assist with different aspects of recovery.

City of Ipswich Local Disaster Management Group				
LOCAL RECOVERY GROUP				
Composition	Chairperson	Local Recovery Coordinator	Administrative Support	Local Recovery Group Membership
	Elected representative of the City of Ipswich	As nominated	Provided from the relevant Council Lead Department	Determined by the City of Ipswich LDMG at the time.

City of Ipswich Local Recovery Group					
SUB COMMITTEES					
Function					
Ipswich City Council Lead Department	Arts, Social Development and Community Engagement Department	Economic Development and Marketing Department	Works Parks and Recreation Department	Works Parks and Recreation Department	Infrastructure Services Department
State & Federal Government	DCDSS DPC DILGP DHPW QH QFES QRA DNPSR DET	DSD DPC DAFF DILGP DNRM DTMR DEHP DET DEWS DSITI DTMESBCG Tourisim & Events QLD QRA QRIA QR QFES QPS	DEHP DNRM DNPSR SDITI DAFF QH QFES DSD DEWS DILGP DTMR DATSIP DPC QRA	DHPW QBCC DET QH DPC QRA WHSQ DOTARS	DTMR QR QRA DAFF DPC DEWS DILGP

⁴⁶ Queensland Government: *Queensland Recovery Guidelines* (note this has been superseded and

City of Ipswich Local Recovery Group

Potential Non-Government / Business Members	ADRA Australian Red Cross Lifeline Salvation Army St Vincent de Paul Local community and welfare groups RSPCA	Insurance Council of Australia Insurance companies Chamber of commerce Primary producer groups Industry representatives Tourism operators	Regional Natural Resource Management bodies Environment and conservation organisations Wildlife and animal protection organisations Traditional owners River Improvement Trusts Rural and primary producers Extractive industries Water and waste service providers Commercial and tourism Research and tertiary organisations Environmental and technical advisors Chemical and hazardous substance advisors	Insurance Council of Queensland Utility owners / operators Private infrastructure owners Transport operators Energex Telstra QUU	Queensland Building Services Authority Insurance Council of Queensland Utility owners / operators Private infrastructure owners Transport operators Energex Telstra QUU
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6.3 Annexure 3 – Disaster Event Specific Recovery Planning Template

1. Cover Page

2. Message from the Mayor/LDMG Chair or District Disaster Coordinator/District Recovery Coordinator

3. Table of Contents

4. Section One – Introduction

- a. Aim – *State the aim of the recovery plan.*
- b. Scope – *State the scope of the recovery plan*
 - i. Timing of plan
 - ii. Audience
 - iii. Exclusions
 - iv. Acknowledge that the recovery plan is dynamic and can be updated as required
- c. Disaster background – *Provide a brief account of the development of the disaster. Where relevant include meteorological information. Extent of known damage Provide details of the damage and disruption to communities, businesses, environment and infrastructure.*
- d. Impacted regions – *List the areas activated for Natural Disaster Relief and Recovery Arrangements/impacted by the disaster.*

5. Section Two – Recovery

- a. Governance Framework – *Include information on governance arrangements to deliver and coordinate recovery operations through the plan, including key positions, recovery groups established and the relationship with other recovery groups at different levels within the state.*
- b. Reporting – *Document that recovery progress of key recovery tasks will be monitored against key metrics through regular recovery status reporting. Indicate the frequency of reporting and mechanism to release reports to the public and other disaster management groups.*
- c. Resourcing Advise – *Possible sources of funding to deliver recovery activities.*
- d. Concept of operations – *Advise the broad timings for recovery operations.*
- e. Assistance to communities – *It may be appropriate to advise of business as usual and extraordinary assistance that may be provided to support individuals, families and communities in their psychosocial recovery.*

6. Annexures

- a. *Annexure A – Key Tasks: Identify key tasks necessary to achieve successful recovery outcomes in the areas impacted by the disaster. A table can be used to document:*
 - i. *Task*
 - ii. *Description*
 - iii. *Lead agency*
 - iv. *Key milestones and outcomes*
 - v. *Estimated completion date*
- b. *Annexure B – Key Metrics: Identify key metrics agreed by the recovery group/s. A table can be used to document:*
 - i. *Task*
 - ii. *Metric*
 - iii. *Measure*
 - iv. *Description*
- c. *Annexure C – List of Abbreviations List all abbreviations evident in the recovery plan.*

6.4 Annexure 4 – Community Recovery Checklists

The Australian Disaster Resilience Institute, through its Handbook Collection provides a Community Recovery Checklist that is considered best practice. This checklist is the basis for commencing recovery operations.

Australian Disaster resilience Institute states:

This supporting document provides a range of community recovery checklists corresponding to sections within the Community Recovery Handbook. The checklists address a range of recovery aspects including relief and recovery roles, evaluation, outreach and consideration for the built, natural and social environments.

<https://knowledge.aidr.org.au/media/5456/toolkit-community-recovery-checklists.pdf>