Disaster Recovery Sub-Plan

Annex to the Local Disaster Management Plan

Version 3 | April 2026



moretonbay.qld.gov.au

CITY OF MORETON BAY

Acknowledgement of Traditional Custodians

City of Moreton Bay acknowledges the Jinibara, Kabi Kabi and Turrbal peoples and pays respects to Elders, past, present and emerging. Council recognises that the Moreton Bay region has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

Council is committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within the City of Moreton Bay and beyond.

Disclaimer

Council and its officers accept no responsibility for any loss whatsoever arising howsoever from any person's act or omission in connection with any information, expressed or implied, contained within this document. Nothing in this document should be taken as legal advice.

Interpreting Services



Council is committed to providing accessible services to Queenslanders of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone City of Moreton Bay on (07) 3205 0555.

Emergency & Recovery Contacts

Life Threatening Emergencies **Police. Fire. Ambulance** **Call Triple Zero (000)**	**City of Moreton Bay** **Call (07) 3205 0555 (24 hours)** **Visit - disaster.moretonbay.qld.gov.au**

Agency	Contact	Website
Non-emergency situations		
Bureau of Meteorology (BoM)	1300 754 389	www.bom.gov.au
Queensland Ambulance Service (QAS) - Medical assistance (general queries)	13 QGOV (13 74 68)	www.ambulance.qld.gov.au/index.html
Queensland Fire Department (QFD)	13 QGOV (13 74 68)	www.fire.qld.gov.au/
Queensland Police Service (QPS) - Police Link - Crime Stoppers	131 444 1800 333 000	www.police.qld.gov.au/policelink-reporting www.crimestoppersqld.com.au/
State Emergency Service (SES) - Flood or storm damage	132 500	www.ses.qld.gov.au/
Marine rescue and ocean SAR operations		
Marine Rescue Bribie Island **Coast Guard - Redcliffe**	(07) 3408 7596 (07) 3203 5522	www.vmrbribie.com/ fc.qf3@coastguard.com.au
Critical infrastructure		
APA - Gas emergencies	1800 GAS LEAK (1800 427 532)	www.apa.com.au
Department of Transport & Main Roads	13 23 80	www.tmr.qld.gov.au/
Energex - Power outages - Fallen power lines	13 19 62 - (Emergency - 24/7) 13 62 62 - (Power outages - 24/7)	www.energex.com.au/
Seqwater	1300 SEQWATER (1300 737 928)	www.seqwater.com.au/
Unitywater	1300 086 489	www.unitywater.com/
Health		
Queensland Health - Health and hospital information (non-emergency situations) - Poison information	 13 HEALTH (13 43 25 84) 13 11 26	 www.health.qld.gov.au/ www.poisonsinfo.health.qld.gov.au/
Pets/Livestock		
RSPCA - General **RSPCA - Dakabin**	1300 ANIMAL (1300 264 625) (07) 3480 6450	rspcaqld.org.au/ https://www.rspcaqld.org.au/locations/details/001Mp00000N6oeRIAR/rspca-dakabin
Department of Agriculture & Fisheries	13 25 23	www.daf.qld.gov.au/
Social Support Services		
Lifeline Crisis Hotline	13 11 14	www.lifeline.org.au/
DV Connect - **Women's Hotline** - **Men's Hotline**	 1800 811 811 1800 600 636	 www.dvconnect.org/womensline/ www.dvconnect.org/mensline/
Australian Red Cross	1300 554 419	www.redcross.org.au/
Kids Help Line	1800 551 800	kidshelpline.com.au/
Aboriginal & Torres Strait Islander crisis support line	13YARN (13 92 76)	www.13yarn.org.au/
Recovery Services and Funding		
Community Recovery Hotline	1800 173 349	www.families.qld.gov.au/our-work/families/community-recovery
Housing - Emergency Support	13 QGOV (13 74 68)	www.qld.gov.au/housing/emergency-temporary-housing/housing-help-after-disaster
Disaster support & recovery funding		www.qld.gov.au/community/disasters-emergencies

Table of Contents

DOCUMENT CONTROL **5**

Application of the Act 5
Access to the Plan 5
Review and Renewal 5
Amendments 5
Document Control 5
Authorisation and approval 6

ADMINISTRATION AND GOVERNANCE **7**

Scope 7
Purpose 7
Guiding Principles 7
Stages of Recovery 7

RECOVERY ARRANGEMENTS **8**

Functions of Recovery 8
Human and Social 9
Economic 9
Environment 9
Infrastructure 9
Queensland's Disaster Management Arrangements 10

RESPONSIBILITIES OF LOCAL GOVERNMENT **11**

Moreton Recovery Group (MRG) 11
Roles and Responsibilities 12

OTHER RESPONSIBILITIES IN RECOVERY **14**

Disaster District 14
State Government 14
Federal Government 14
Community 14

RECOVERY OPERATIONS **16**

Levels of Activation 16
Functions for levels of activations 18
Local Disaster Coordination Centre 19
LDCC Community Support Cell 19
Disaster Management Unit 19
Additional stakeholders 19

REPORTING **20**

Information gathering 21
Evaluation 21

FINANCIAL ARRANGEMENTS **22**

Disaster Recovery Funding Arrangements (DRFA) 22
DRFA Funding Eligibility 23
State Disaster Relief Arrangements (SDRA) 24

POST RECOVERY **25**

RESILIENCE **26**

Council's approach to resilience 26

Document Control

Application of the Act

The City of Moreton Bay Disaster Recovery Sub-Plan (Sub- Plan) has been developed in accordance with the requirements of the *Disaster Management Act 2003* (the Act), the *Disaster Management Amendment Regulation 2025* (the Regulation) and the *Queensland Recovery Plan 2023*.

Access to the Plan

A copy of the Sub-Plan is available for inspection by members of the public on the City of Moreton Bay website moretonbay.qld.gov.au.

Review and Renewal

In accordance with Section 59 of the Act, Council must review the effectiveness of the Sub-Plan at least once per year. As per Section 58 of the Act, the renew process ensures the plan is consistent with the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline and the Standard for Disaster Management in Queensland set by the Inspector-General Emergency Management.

Amendments

The Sub-Plan is controlled by the City of Moreton Bay, Disaster Management Unit (DMU) on behalf of the Local Disaster Management Group (LDMG). Any proposed amendments to the plan are to be forwarded in writing to:

Post:

Disaster Management Unit
PO Box 159, CABOOLTURE QLD 4510

Email: disastermanagement@moretonbay.qld.gov.au

Minor amendments may be made at any time to this document. Any significant amendments that change the intent of the plan will be submitted to the Local Disaster Management Group (LDMG) for endorsement and approved by Council

Document Control

Version 1 of the Disaster Recovery Sub-Plan was released in April 2019. Subsequent updates have been made in accordance with the guidelines; endorsed by the Moreton Bay LDMG and approved by resolution of the Council of the City of Moreton Bay.

Version No.	Date issued	Amendment content	Date inserted/ Approved by Council
1.0	1 May 2019	Original Document LDMG endorsed: 19 February 2020	
2.0	27 January 2023	Full review and amendment to align with State Plan MRG endorsed: 16 December 2023	
3.0	30 April 2026	Full review and amendment to align with State Plan MRG endorsed: 18 June 2026 LDMG endorsed: 23 July 2026	

Authorisation and approval

The City of Moreton Bay Disaster Recovery Sub-Plan provides information and guidance to all entities on the governance, planning and operational issues relating to the provision of disaster recovery services.

This plan is the Sub-Plan of the Local Disaster Management Plan and as such is subject to the same administrative and governance provisions of that plan.

This plan was prepared by the Disaster Management Unit in accordance with sections 30, 57 and 58 of the *Disaster Management Act 2003* (the Act).

The Disaster Recovery Sub-Plan is endorsed by the Local Disaster Management Group and is approved for use by Council.



.....

Signature:

Councillor Matt Constance
LDMG Chairperson
Moreton Bay Local Disaster Management Group

Date: 23 July 2026

Administration and Governance

Scope

The Sub-Plan applies to the City of Moreton Bay local government area, with a population nearing 500,000 and a land area of more than 2,045 square kilometres. The City of Moreton Bay operates within the Moreton Disaster District.

Purpose

Disaster recovery is a complex and often lengthy process, requiring a collaborative, coordinated, adaptable and scalable approach. Responsibility for its delivery is shared between multiple sectors including local, State and Australian government agencies, non-government and not-for-profit organisations, that work closely with the community to achieve the desired outcomes.

Council has developed this Sub-Plan to provide guidance and direction on the preparation for, conduct and support of disaster recovery operations in the City of Moreton Bay and to assist in building a more disaster resilient and informed community.

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

The Sub-Plan has been developed to align to the State, District and Local Disaster Management Plans and the Queensland Recovery Plan

Guiding Principles

The following principles are identified in the Queensland Recovery Plan to support all recovery planning and operations in Queensland:

- **Understanding the context** - understanding community context, with each community having its own history, values and dynamics.
- **Recognising complexity** - responsive to the complex and dynamic nature of both emergencies and the community.
- **Using local, community-led approaches** - community-centred, responsive and flexible, engagement with the community and supporting them to move forward.
- **Ensuring coordination of all activities** - a collaborative, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
- **Employing effective communication** - built on effective communication between the affected community and other partners.
- **Acknowledging and building capacity** - recognising, supporting and building on individual, community and organisational capacity and resilience to disaster events.

Stages of Recovery

As highlighted in the Queensland Recovery Plan, "recovery is a complex and protracted developmental process that can take many years.

As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as prevention and preparedness."

Following prevention and preparedness, there are three recognised stages of disaster recovery operations.

- **Stage 1** - Immediate (post-impact relief and emergency repairs).
- **Stage 2** - Short/Medium term (re-establishment, rehabilitation and reconstruction).
- **Stage 3** - Long term (restoration, rebuilding, reshaping and sustainability).

"It is important to note not all individuals, communities or recovery groups experience the same stage at the same time, nor transition at the same rate. In some instances, communities can be recovering from multiple overlapping events".

Recovery Arrangements

Successful disaster recovery is dependent on clear and robust governance arrangements. Queensland's disaster recovery arrangements align with those articulated in the Act. They enable a collaborative approach that aims to bring together all agencies, stakeholders and resources for planning and coordinating delivery of recovery functions.

The arrangements reflect the focus on impacted communities and the lead role of the Local Recovery Coordinator (LRC), local recovery groups and disaster management groups in facilitating local recovery initiatives. These local groups are supported by District Disaster Management Groups and recovery groups (where they exist) and the state government through functional recovery groups.

The recovery arrangements have the capability of expanding as required to address hazard-specific events.

Functions of Recovery

Effective recovery requires an integrated, multidisciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery.

A coordinated effort by all agencies involved in recovery is required. As recovery is a complex and protracted process, to assist with overall and effective coordination, aspects of recovery are conceptually grouped into five interconnected functions, namely:

- Human and social
- Economic
- Environment
- Buildings *
- Roads and transport *

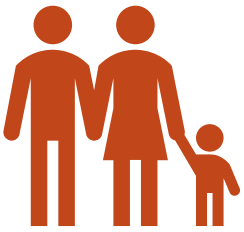
** Whilst Council recognises the five functional areas of recovery, for ease of management Council has combined 'Buildings and Road and Transport' into one function of 'Infrastructure'.*



Figure 1: Functions of Recovery

Depending on the nature of the disaster, one or more of these functions may be the focus of recovery operations. Often a disaster will be of such a scale that all functions need to be addressed to affect recovery. With any disaster event it is likely there will be significant overlap between all the above functions. It is critical that the individual functions are openly engaged with one another as they have the potential to either negatively or positively impact on the outcomes sought by the other functions.

Human and Social



Human and Social (H&S) recovery is the coordinated process of supporting disaster-affected individuals, families and communities in the restoration of their emotional, social, physical and psychological health and wellbeing. Ideally this support is conducted 'with' the community rather than 'for' the community. The services required and duration of operations will be dictated by the nature and impact of the disaster event; however, services typically include the provision of information, payment of financial assistance and provision of personal and psychosocial support.

Economic



The effects of a disaster on the economic environment may include impacts to businesses, employment, supply chains, investment and consumer confidence. These impacts can result in loss of income and revenue, damage to business assets, workforce displacement, and disruption to logistics and critical economic infrastructure. The Economic function seeks to manage these impacts and minimise flow-on effects, which may include increased operating costs, reduced economic activity, and negative market and consumer sentiment.

Environment



Impacts to the environment may include impacts to the natural environment and public health. Natural environment focuses on damage or loss of flora and fauna, land degradation, biosecurity, pollution, contamination, vector control and disease management, as well as cultural concerns. Public Health focuses on poor air quality, reduced food and/or water quality, sanitation and hygiene requirements.

Infrastructure



This function supports the built environment and the transport network. Damage to these networks may include loss to essential services, the building sector (including housing, accommodation, education and health facilities), as well as road, rail, aviation and maritime services resulting in difficulty accessing communities and disruption to critical supply chains.

It is the role of this group to ensure infrastructure projects are 'future-proofed' against disaster events.

Where possible, betterment projects will be supported by the Moreton Recovery Group (MRG).

Queensland's Disaster Management Arrangements

The Queensland Disaster Management Arrangements (QDMA) are based on partnerships between government, non-government organisations, business and industry sectors, and the community (Figure 2). Local government is primarily responsible for managing disasters within the local government area. The arrangements enable a progressive escalation of support and assistance through the local, district and state tiers as required. Each level within the arrangements works collaboratively to deliver effective disaster management.

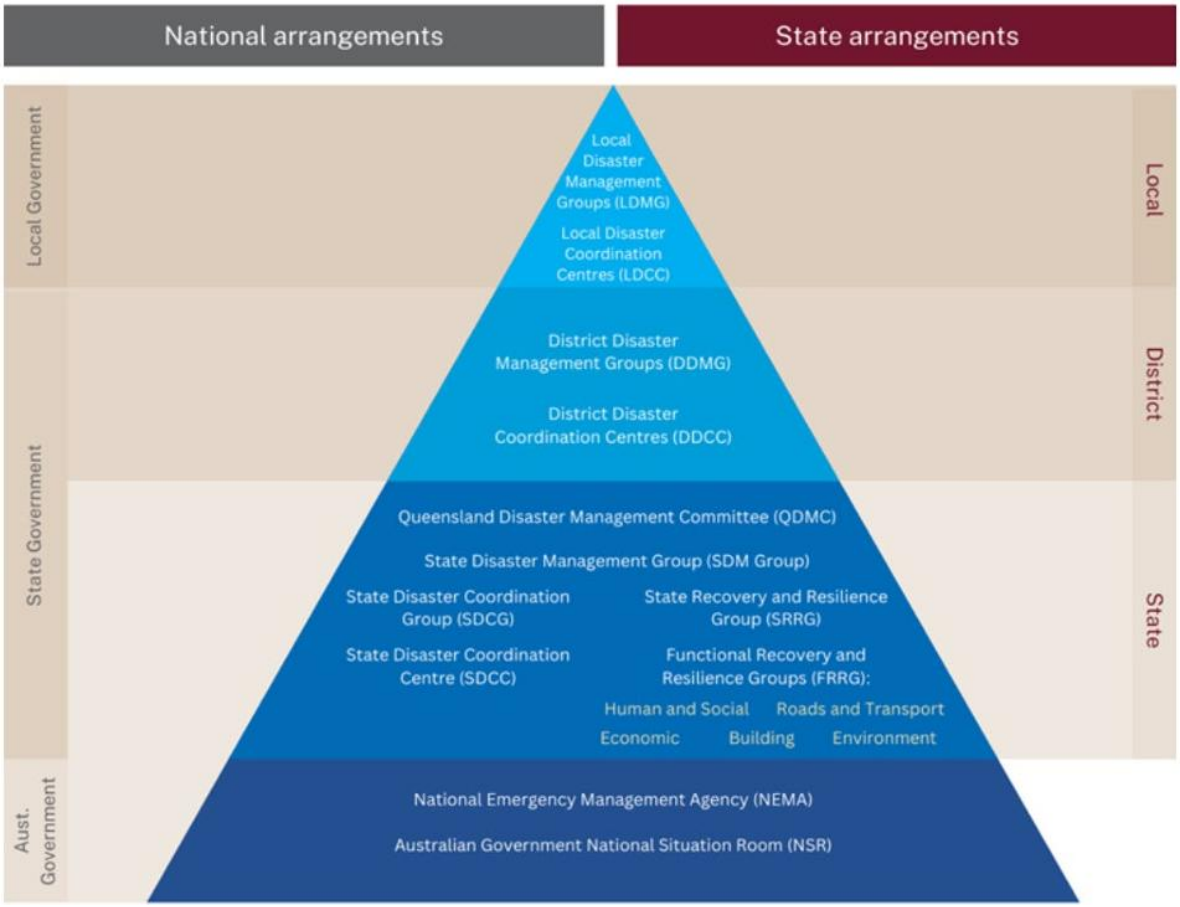


Figure 2: Queensland's Disaster Management Arrangements

Responsibilities of Local Government

The City of Moreton Bay has established the Moreton Recovery Group, referred to in the Sub-Plan as the MRG. The MRG operates under the authority and direction of the Local Disaster Management Group (LDMG). In the event of a disaster, the MRG oversees and coordinates the recovery efforts on behalf of the LDMG.

In accordance with Section 30 of the Act, the LDMG is responsible for managing the strategic direction of disaster recovery operations in the local government area.

Moreton Recovery Group (MRG)

The MRG is established through resolution of the LDMG and District Disaster Management Group (DDMG). The MRG may activate Recovery Sub-Groups to support the functions of economic, environment, human and social and infrastructure recovery efforts. The four Sub-Groups report directly to the MRG. Responsibility for final decision-making rests with the MRG who has been activated to provide recovery guidance, endorsement and oversight of the event. Additional representatives are included in the Recovery Advisory and Intelligence Groups. These representatives are identified through existing local networks within the City of Moreton Bay.

The Queensland PPRR Guideline recommends the creation of sub-groups to assist the LDMG in the delivery of effective disaster management. Accordingly, the MRG and its Sub-Groups are established in accordance with these provisions.

Figure 3 illustrates the Moreton Recovery Model, showing the structure and flow of coordination from the LDMG/DDMG through to the MRG and its Sub-Groups. The table following outlines the roles and responsibilities assigned to each recovery group.

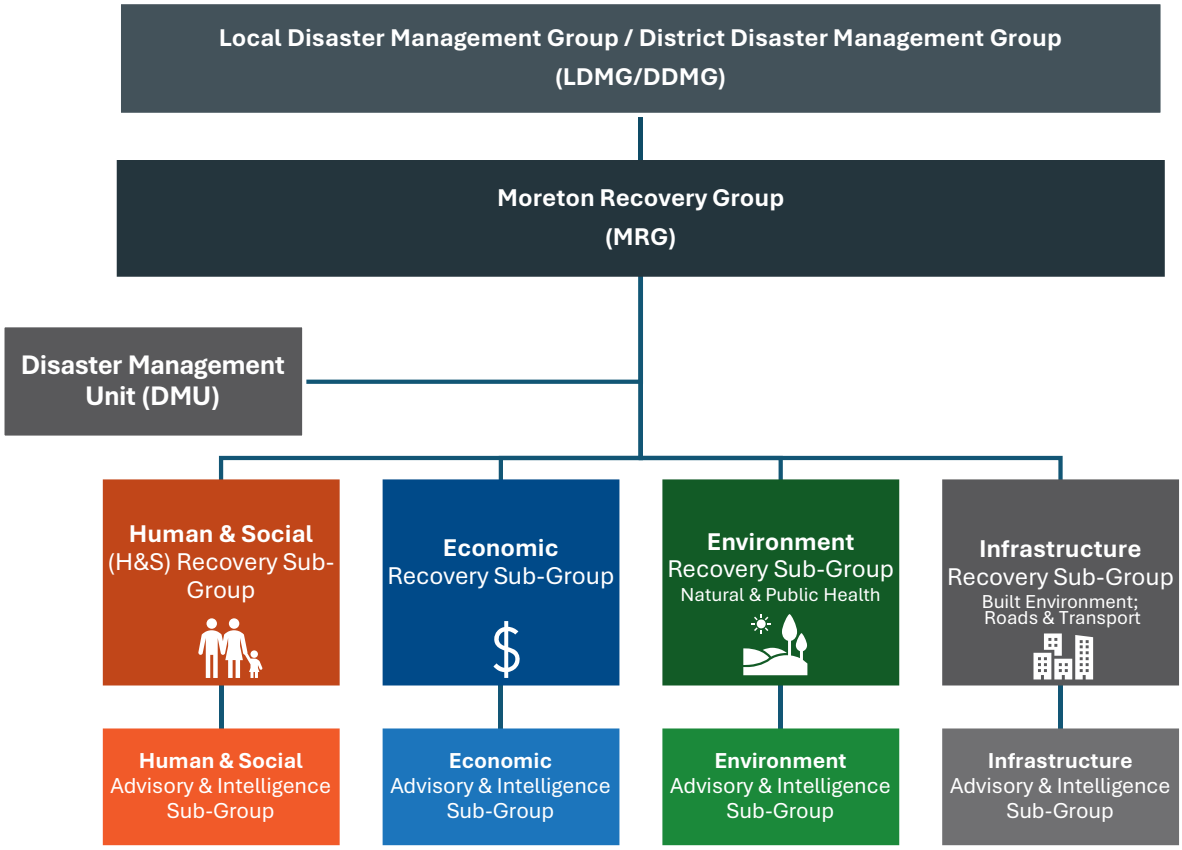


Figure 3: Moreton Recovery Model

Roles and Responsibilities

Moreton Recovery Sub-Groups (Sub-Groups report directly to the MRG)				
Moreton Recovery Group (MRG)	**Chair**: Elected Councillor. **Deputy Chair**: Elected Councillor. **Moreton Recovery Coordinator:** General Manager of Community and Environmental Services**. Reports to:** LDMG The Queensland PPRR Guideline recommends the creation of sub-groups to assist the LDMG in the delivery of effective disaster management. Accordingly, the MRG is established in accordance with these provisions. The purpose of the MRG is to assist the LDMG to coordinate the recovery process, by: • Liaising with the LDMG to commence planning that mitigates the potential adverse effects of the event. • Developing an event-specific recovery plan. • Coordinating personal support to assist persons affected by the event who do not have resources to provide for their own personal wellbeing. • Coordinating restoration of essential infrastructure in areas affected by the event. Where possible, supporting betterment projects to invest upfront in stronger, more resilient assets. • Coordinating restoration of the environment in areas affected by the event. • Coordinating provision of economic support to affected business and/or industries. • Providing support to community development activities to restore capacity and enhance resilience. • Monitoring and reporting the progress of recovery objectives to the community and other relevant stakeholders. • Ensuring ongoing needs of the community are met and continued through agency core business practices.			
Details	**Human and Social**	**Economic**	**Environment**	**Infrastructure**
Department	**Community Services, Sport & Recreation**	**Economic Development**	**Environmental Services**	**Operations**
Chair (CMB)	Manager Community Services, Sport & Recreation	Chief Economic Development Officer	Manager Environmental Services	General Manager Operations
Deputy Chair	Senior Community Recovery Officer, Dept of Families, Seniors, Disability Services and Child Safety	Regional Director - SEQ North Regional Office. Dept, State Development, Infrastructure, Local Government and Planning	Compliance Delivery Manager, Dept Environment and Science	Program Coordinator, Dept Transport and Main Roads
Local Deputy Chair	Appointed Council member			
Membership	• City of Moreton Bay • Australian Red Cross • Department of Education • Department of Families, Seniors, Disability Services and Child Safety • Department of Housing & Public Works • Givit • National Emergency Management Agency • Queensland Health • Salvation Army • Services Australia • St Vincent de Paul • Uniting Care (Lifeline)	• City of Moreton Bay • Department of Agriculture, Fisheries and Forestry • Department of Industry, Science and Resources • Department of State Development, Infrastructure and Planning • Department of Trade, Employment and Training • Regional Development Australia	• City of Moreton Bay • Department of Environment, Tourism, Science and Innovation • Queensland Health • Queensland Parks and Wildlife Services	• City of Moreton Bay • Department of Education • Department of Housing & Public Works • Department of Transport & Main Roads • Energex • NBN Co • Queensland Rail • Unitywater
Roles	To coordinate the process of supporting disaster-affected individuals, families and communities in the restoration of their emotional, social, physical and psychological health and wellbeing. Services required may include the provision of information, payment of financial assistance and provision of personal and psychosocial support.	To manage and coordinate economic and financial recovery from impacts such as loss of tourism, employment opportunities, loss of stock and equipment and reductions in cash flow for businesses, which in turn impacts costs for products, reduction of property values, increase in insurance premiums and negative consumer perceptions.	To manage and coordinate recovery of the natural environment, including flora and fauna, land degradation, pollution, biosecurity, contamination, vector control and disease management, as well as cultural concerns. To manage and coordinate recovery to public health such as air quality, reduced food and/or water quality, sanitation and hygiene requirements.	To support the recovery of the built environment and the transport network, and to ensure infrastructure projects are 'future-proofed' against disaster events.

Details	Human and Social	Economic	Environment	Infrastructure
Responsibilities	• Assess the impact of the disaster on human and social aspects • Coordinate financial and welfare support • Coordinate information provision and personal support • Coordinate psychological and counselling services • Coordinate ongoing medical and health services • Coordinate temporary accommodation • Coordinate short term accommodation and repairs to dwellings • Monitor and provide assistance and coordination of the volunteer effort including donations of material goods and public appeals • Coordinate specialist and outreach services • Coordinate case management, community development, support and referral to assist affected people, families and groups • Coordinate Community Recovery Hubs • Coordinate the re-opening of education facilities • Work with local government and community leadership groups to enable learning from their disaster experience in order to better prepare for future adverse events	• Assess economic and financial impact arising from the disaster event • Coordinate the economic function of recovery operations • Assess and monitor the impact on economic viability, key economic issues including employment issues and capacity of local business to operate • Coordinate support for business, industry and regional economic recovery and renewal • Develop industry and business recovery plans and implementation strategies in conjunction with the City of Moreton Bay, relevant State Government agencies, regional economic development organisations and industry bodies • Advise on business assistance, access to funds and loans and employer subsidies • Develop a strategy to maximise use of local resources during clean up and restoration activities • Support small to medium enterprise (e.g. referrals, business assistance, etc.) • Identify options for improvement or adjustment from current business operations where required • Ensure involvement of local business and industry representatives and the community in decision making • Work with business groups and industry bodies to enable learning from their disaster experience in order to better prepare for future adverse events • Ensure the Economic Action Plan informs broader planning and decision-making activities across government and non-government agencies • Identify options for improvement in economic rebuilding • Coordinate economic and business support to farmers and rural landholders	• Coordinate the assessment of the disaster impact on the natural environment (e.g. water quality, ecological impact, pollution) • Identification and management of local biosecurity issues • Provide advice on potential environmental issues (e.g. water supply) • Coordinate rehabilitation of the natural environment including parks, waterways and wildlife habitat • Monitor and coordinate response to pollution and contamination incidents • Coordinate and implement vector management and associated disease management/public health issues • Ensure there is effective consultation and communication with the community and relevant organisations on matters relating to environmental recovery • Ensure environmental bodies and interest groups are involved in the decision-making process • Monitor and assess the environmental consequences of clean-up operations • Monitor and assess animal welfare issues • Coordinate public health advice, warnings and directions to recovery workers, those involved in reconstruction and the community • Consider mitigation strategies to reduce future impacts on the natural environment where appropriate	• Assess damage and coordinate repair to roads and bridges • Restore transport networks or identify alternative networks • Coordinate waste management and disposals • Assess damage to housing stock, commercial and industrial buildings and structures, rural structures and public infrastructure • Liaise with the Insurance Council of Australia to ensure the declaration of the general insurance industry Catastrophe Coordination Arrangements and to identify nominated ICA representative • Coordinate building safety inspection services, secure damaged buildings and structures and coordinate demolition/repair and rebuilding • Work with all sectors and stakeholders to determine priority of works • Assist with the development of options for temporary accommodation • Assist with development of a coordinated approach to housing related strategies • Coordinate restoration of sporting facilities and public playgrounds • Coordinate disposal of hazardous material, debris, etc. • Work with affected communities and interest groups to support their involvement in the decision-making process • Ensure risk reduction is considered in planning for rebuilding and reconstruction
Advisory and Intelligence Groups	**Chair**: City of Moreton Bay Senior Officer from relevant Sub-Group department. **Reports to:** Chair of their associate Sub-Group The Moreton Recovery Advisory and Intelligence Groups provide a valuable information link (situational awareness) of activities occurring in the community as a result of the event. Understanding these impacts help the Recovery Sub-Groups develop inclusive recovery objectives and actions specific to the region. **Responsibilities include:** • Support the community before, during and after a disaster. • Recognise emerging issues, trends and gaps to impacted communities. • Share information and intelligence with the relevant Recovery Sub-Group and their sector that will strengthen service delivery and outcomes for the impacted communities. • Promote and enable the coordination of services to support impacted communities. • Attend meetings during the event to assist in sharing knowledge and resources. • Identify opportunities to understand what could be improved for the next event and provide the relevant feedback to the Recovery Sub-Group.			

Other Responsibilities in recovery

Disaster District

Section 4A (d) of the DM Act states that "district groups and the State group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations".

The Moreton Bay LDMG works closely with the Moreton District Disaster Management Group (DDMG) to ensure alignment to the DM Act.

The Queensland Recovery Plan states that "during recovery operations, a Disaster Recovery Group is encouraged to facilitate communication and information sharing within the district and to state Functional Recovery Groups (FRG), through their FRG lead agency members. A Disaster Recovery Group may also promote council-to-council arrangements where possible to facilitate recovery operations and investigate opportunities for local government collaboration and to build resilience and recovery resource capacity. FRGs may be used to facilitate 'regional' leadership discussions in conjunction with regional organisations to support the State Recovery Coordinator where required".

State Government

The Queensland Recovery Plan provides an understanding of the priority given to the "impacted community and the lead role of the local recovery coordinator, local recovery groups and disaster management groups in facilitating local recovery initiatives as shown in Figure 4. The local groups are supported by the district disaster management group, district recovery group and the state through functional recovery groups.

Federal Government

The National Emergency Management Agency (NEMA) leads the Australian Government disaster and emergency management efforts, in partnership with States, Territories and the Australian community.

NEMA also manages the Australian Government Disaster Response Plan (COMDISPLAN 2025). This document highlights which States and Territories may seek Australian Government assistance when the scale of an emergency or disaster exceeds or exhausts the jurisdiction's response capacity and capabilities, or where resources cannot be mobilised in sufficient time.

"COMDISPLAN 2025 derives its authority from the Australian Government Crisis Management Framework (AGCMF). The AGCMF outlines the roles and responsibilities of Australian Government in preparing for, responding to and recovering from crises."

Community

Communities play a major role in the disaster recovery continuum to assist in decision-making, provision of resources and building on the resilience and leadership already present within communities.

Community-led recovery should engage and enable the community and encourage those affected by an event to actively participate in their own recovery. Disaster-affected communities understand their needs. Empowering communities to create their own solutions can improve overall social cohesion which is critical to sustainable recovery outcomes.

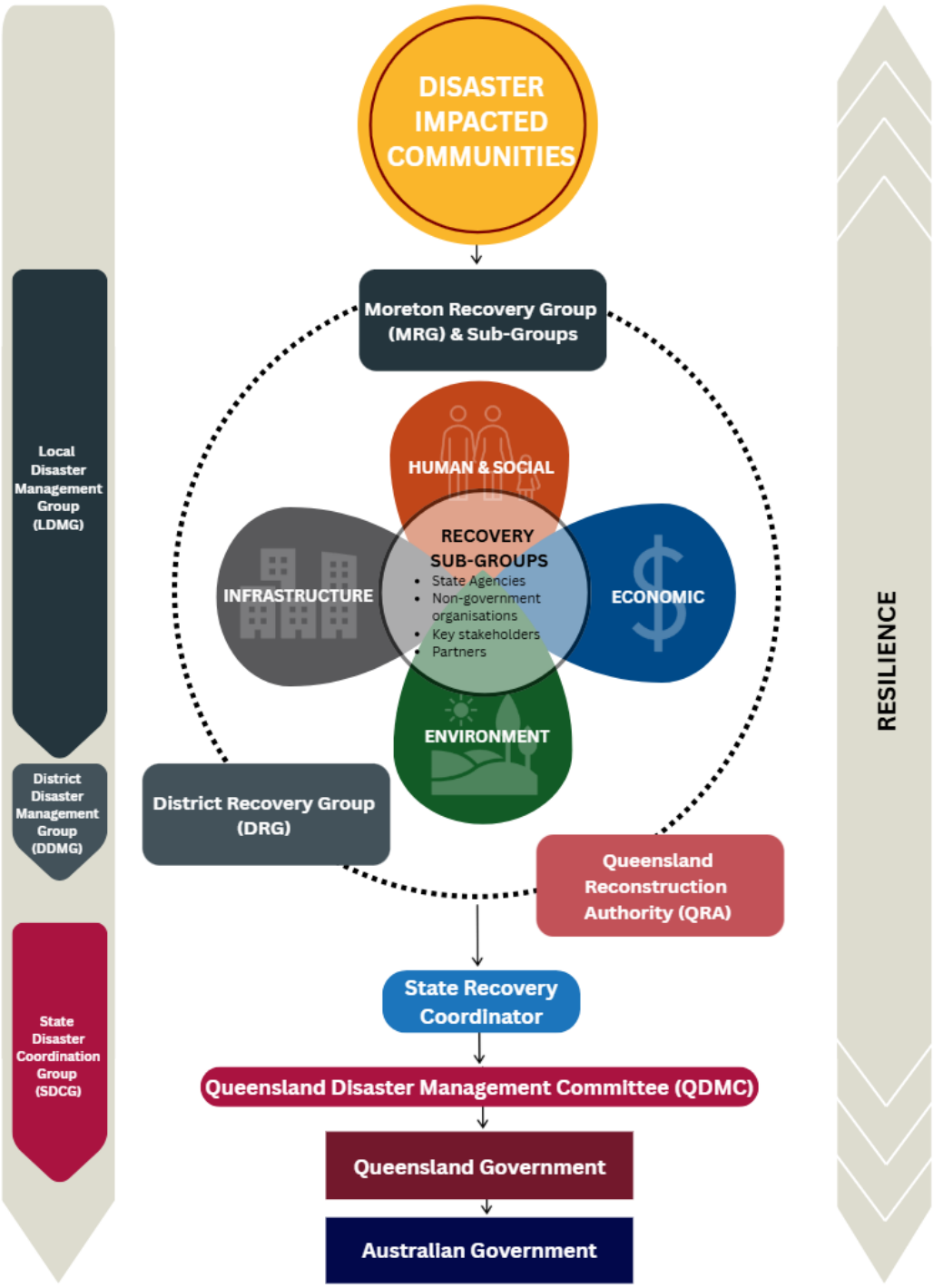


Figure 4: Moreton Disaster Recovery Arrangements (adapted from Queensland's Disaster Recovery Arrangements)

Recovery Operations

Levels of Activation

The activation of this Sub-Plan will be dependent on the nature, size and scale of the event.

As detailed in the Local Disaster Management Plan (LDMP), Council works on four levels of activation:

1. Alert
2. Lean Forward
3. Stand Up
4. Stand Down.

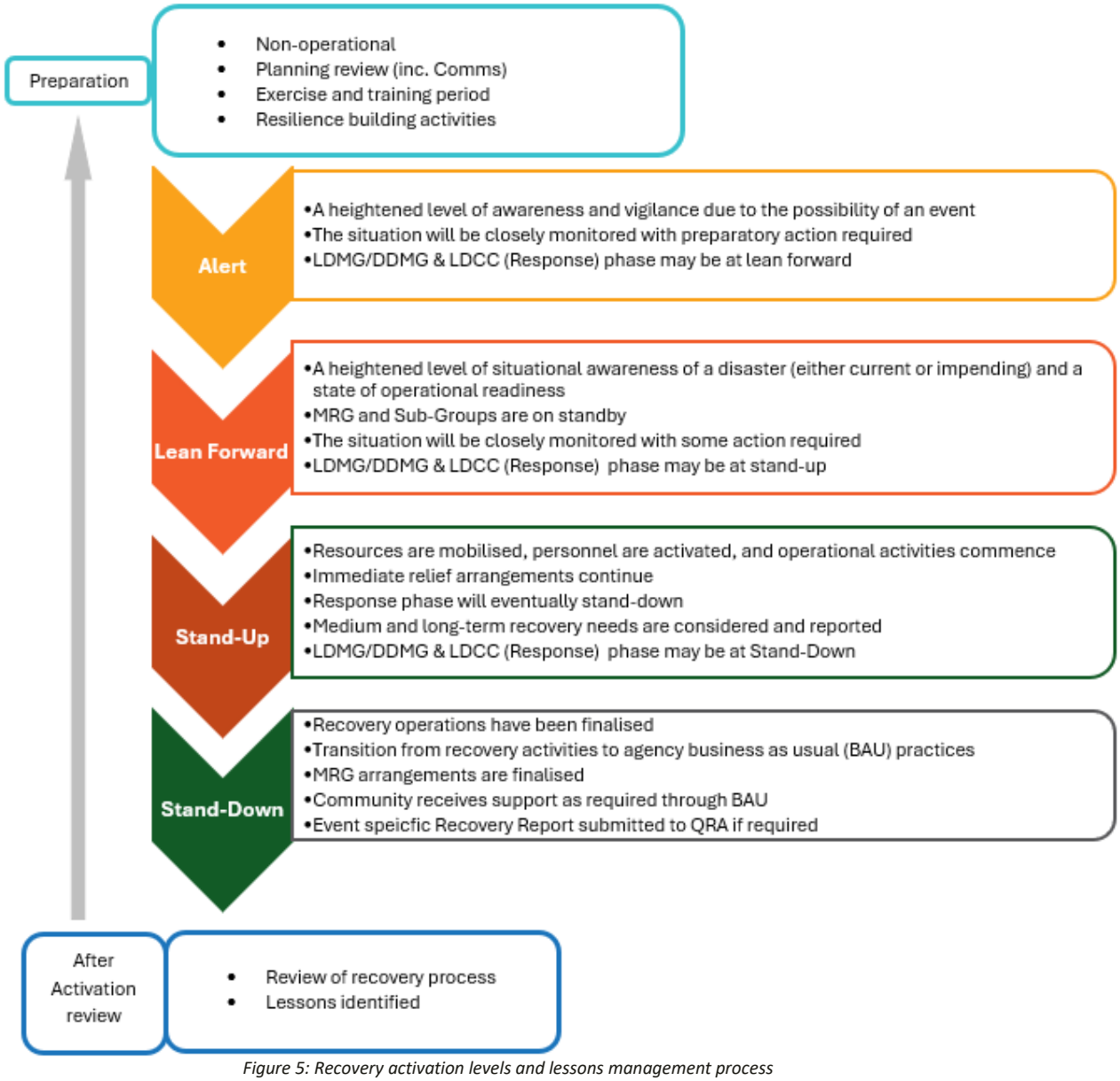


Figure 5: Recovery activation levels and lessons management process

It is important to note that Recovery Sub-Group members may be required to provide responses to small-scale and localised events during times when the Recovery Sub-Group has not been formally activated. This coordination between agencies and provision of recovery services would be considered part of normal agency responsibilities.

Activation may occur when:

- The LDMG is activated to provide a coordinated response to an event.
- Council has received impact assessments detailing imminent or actual recovery needs resulting from an eligible disaster event.

The Recovery Sub-Groups may also activate their Recovery Advisory & Intelligence Group (A&I) to seek additional assistance as required. Importantly, not all Sub-Groups or A&I Groups may be activated, activated at the same time, or be required to remain active for the same duration of time. Decisions on activation and duration of activation will be determined by the event and its impact.

Recovery Groups can be activated in the following way:

Moreton Recovery Group

- Chair LDMG
- Chair MRG
- Local Disaster Coordinator
- Moreton Recovery Coordinator

Recovery Sub-Groups

- All the above plus
- Chair Recovery Sub-Group/s

Recovery Advisory & Intelligence Groups

- All the above plus
- Chair Recovery Advisory & Intelligence Group/s

Functions for levels of activations

Recovery is an integral part of responding to an event and as shown in the following diagram, may begin around the same time as response to allow for recovery planning to commence. Local recovery arrangements may be activated to 'alert' once the response phase has reached the 'lean forward' level of activation and continue to follow the response phase through the levels of activation.

Response

	Alert	Lean Forward	Stand-Up	Stand Down
LDCC - Response Actions	• LDCC alert, monitoring current hazard • Monitor hazards and identify possible risks • Initial contact and information sharing with relevant agencies /organisations • Initial advice to community through relevant media and social media sources.	• LDCC activated • LDC manages the Council response • LDMG may be activated • Council staff prepare for operations • Information and warnings distributed to community • Planning commences • District Disaster Management Group (DDMG) and ***MRG on Alert***	• LDMG is activated and meets regularly • LDMG briefings • Response planning continues • ***Recovery planning commences*** • LDCC rosters implemented	• Confirm outstanding RFAs • Operational and financial records consolidated and archived • ***Response to recovery transition plan implemented*** • LDCC and LDMG debrief • ***Handover to Moreton Recovery Coordinator*** • ***Return to local government core business*** • Final SITREP forwarded to DDMG • LDCC stood down

Recovery

	Business as Usual	Alert	Lean Forward	Stand-Up	Stand Down
Recovery Actions & Expectations		**Identify *potential* impacts**	**Identify immediate relief needs and available resources to meet them**	**Immediate relief activities continue**	**Short-term recovery planning commences**	**Short-term recovery actions commence**	**Medium-long term recovery planning commences**	**Long-term recovery actions commence**	**All parties resume standard business, with ongoing and emerging recovery needs to be transferred to functional leads for continuation**
MRG	• Work in partnership with community to develop and deliver long term disaster resilience-building actions/activities/support • Maintain current and thorough data on BAU business activity across CMB • Actively participate in LDMG MRG & DMU exercising • Maintain general disaster risk awareness across CMB	• *MRC to liaise with LDC* • Monitor situation • Chair (or nominated proxy)	• Actively monitor situation • Share key points from internal SitRep and emails as appropriate with Members. • Direct leads to consider potential impact and resource needs • Develop seven-day roster, with fatigue management in place	**MRG/Sub-Groups ACTIVATED** • Attend daily MRG briefings (or as required) • Contribute to SitReps as requested • Contribute to MRG funding applications as required • Participate in response debrief/s • Lead daily Sub-Group briefings (or as required) • Support transition from response to recovery (e.g. open Recovery Hubs) • Engage agency/community leads to determine impacts and needs • Develop needs-based relief and short-term recovery measures for impacted businesses.	**MRG Sub-Groups STOOD DOWN** • Participate in response and short-term recovery debrief/s • Support transition from relief and short-term recovery to medium/long-term recovery • Work in partnership with lead agencies to achieve ongoing assessment of emerging medium-long term recovery needs of communities • Develop needs-based relief and short-term recovery actions for impacted communities (informed by Impact Survey responses) • Development of resilience-building measures for community/business groups
Sub-Groups	• Pre-season completion of resourcing schedule • Annual completion of BAU baseline data, and promotion via networks • Annual training review	• Monitor situation • BAU availability and rapid response to email • Identify proxy/proxies • Intelligence gathering	• Lean Forward email sent to members • Immediately notify Chair if resourcing varies from pre-season resourcing schedule • Undertake role statements. • Intelligence gathering key agencies and recovery sub-group members. • Preparedness of support tools and development of key messaging community • Preparatory meeting of Recovery Sub-Group.	• Stand-Up email/call to members • Scheduling/participate in ongoing Recovery Sub-Group Meetings – must include regular Chairs' Meetings • Attend virtual relief and short-term recovery debrief/s • Priorities actions/steps to support recovery needs. • Open Recovery Hubs and Places of Refuge (if required) • Develop recovery objectives and actions and update Action Plans • Start/continue outreach in heavily impacted areas. • Inform ongoing assessment of emerging medium-long term recovery needs • Identify funding opportunities (e.g. DRFA) • Work with the DMU to complete and distribute Recovery Reports • Active review of resourcing schedule and adoption of lessons learned from event	• Stand-Down email sent to members • Attend virtual relief and short-term recovery debrief/s • Inform ongoing assessment of emerging medium-long term recovery needs of local business • Identify opportunities to enhance disaster resilience • Conduct debriefs and After-Action Reviews • Update Lessons Register • Active review of resourcing schedule and adoption of lessons learned from event • Continue business resilience activities • Review of economic recovery sub-group actions and lessons learned
Communications	• Pre-season preparedness messaging circulated to community via multi-channels	• MRC to circulate email to MRG Chair and Sub-group Chairs • LRCC in direct contact with LDC and LDMG	• Chair to circulate key information from LRC email with Sub-group Members as appropriate • Members encouraged to assess potential impacts to their operation/service delivery	• Sub-Groups to distribute recovery support information to members and community where appropriate • Support promotion of state impact surveys (or distribute CMB survey if State lag) • Chair to work with state partners to support campaigns to activate recovery - once safe/appropriate to do so	• Sub-Groups to identify and promote recovery 'good news stories' to be shared with Members and the general public. • Ongoing Sub-Group promotion of the value of BCP and sharing of relevant resources • Ongoing sharing of emerging funding packages and recovery supports tailored for businesses/community groups/residents - noting new opportunities may emerge several months or even years after a disaster

Local Disaster Coordination Centre

Operational priorities set by the LDMG and supported by recovery groups which include members from various agencies and local community organisations, are actioned through the Local Disaster Coordination Centre (LDCC) including overseeing recovery efforts during a disaster.

The LDCC may work in conjunction with the Recovery Sub-Groups to coordinate multi-agency recovery resources and information and when directed and provide administrative support to activated groups such as the Moreton Recovery Group (MRG) and its Sub-Groups.

LDCC Community Support Cell

The LDCC Community Support Cell plays a major role in recovery during an event. They provide advice and management services in relation to evacuation, volunteers, isolated communities and vulnerable residents.

Disaster Management Unit

The Disaster Management Unit (DMU) will coordinate the event and complete the business-as-usual administrative requirements associated with delivering recovery measures until activation of the MRG. This includes review of arrangements with recovery agencies as well as working with communities to build resilience.

Additional stakeholders

Queensland Disaster Management Arrangements (QDMA) are based upon partnership arrangements between local, district and state governments. The arrangements enable all agencies to work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

Several government agencies and non-government organisations (NGOs) support the recovery efforts before, during and following a disaster event. These organisations offer support and assistance throughout an event. For some, MoU's are developed to outline clear expectations, agency responsibilities, agreed costs and funding arrangements.

Refer to Roles and Responsibilities section for a full list of responsible agencies and officers required throughout the recovery phase.



Figure 6: LDCC responding to TC Alfred 2025

Reporting

The LDCC will provide identified areas of impact and recovery needs to each of the Recovery Sub-Groups.

When activated, each of the Recovery Sub-Groups are required to complete a 'Recovery Action Plan'. This plan will include objectives, actions, lead and supporting agencies, timelines and status updates.

Prior to the meeting of the MRG, any actions requiring MRG decisions or support will be copied from the Action Plan to the 'MRG Decision Register' for discussion and determination. The MRG will report their decision or support measures back to the enquiring Sub-Group immediately after the MRG meeting.

The following diagram describes the above process:

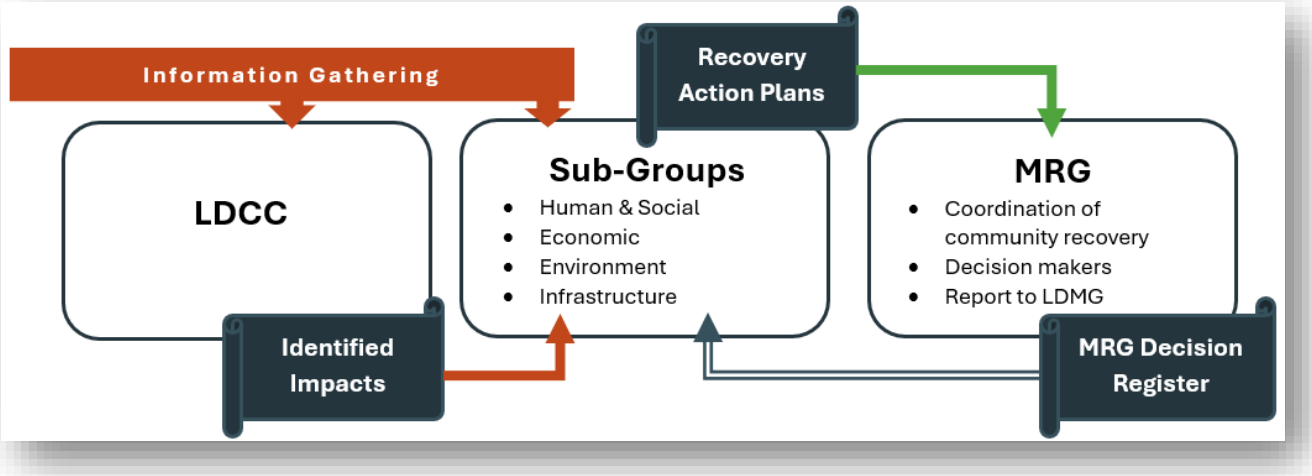


Figure 7: MRG Reporting Process

It is the responsibility of all Sub-Group members to thoroughly review the objectives and actions in their Action Plan throughout the recovery phase to ensure actions are meeting the needs of the community.

Depending on the nature of the event, reports may be sent weekly/fortnightly/monthly to all recovery stakeholders who are activated for the disaster.

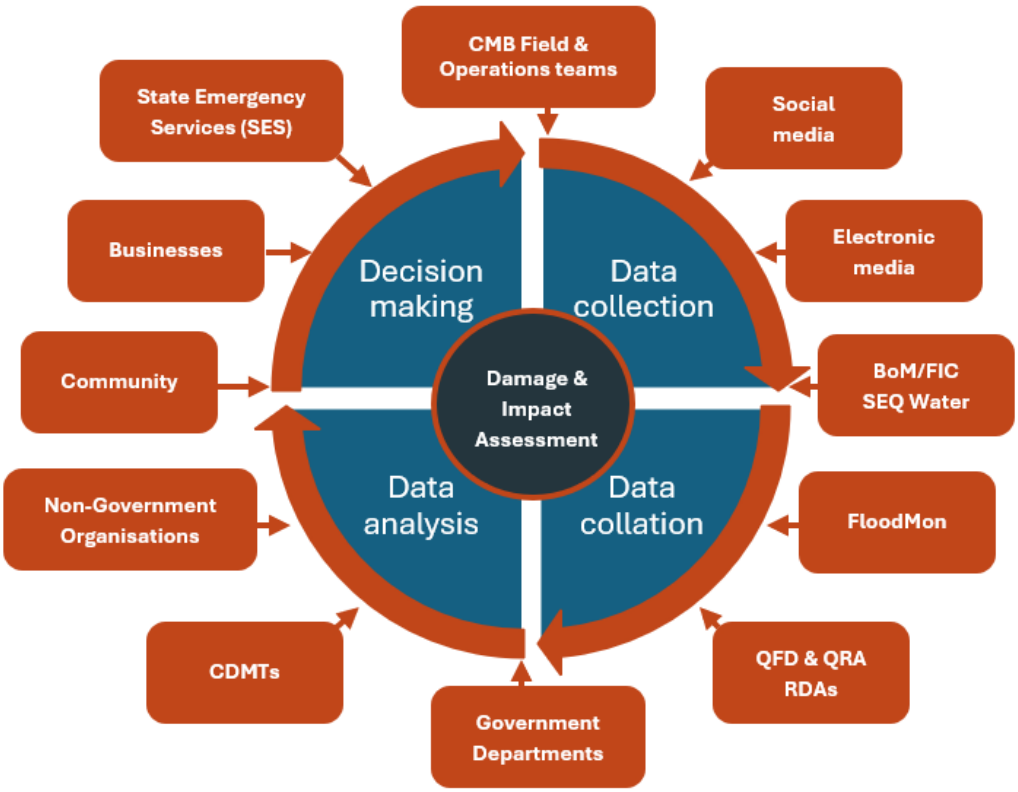
As well as the above local recovery reporting, the Queensland Reconstruction Authority (QRA) may request the MRG complete an 'Event Specific Local Recovery Plan'.

Information gathering

The collection, collation and analysis of data following the impact of the event and the subsequent decision-making are fundamental to identifying the needs of the community. This information is used by the Recovery Sub-Groups to identify recovery objectives and actions to support the impacted community. As a consequence, the following sources of information have been identified as being critical to informing the recovery process:

- Damage assessments and ongoing assessments of local infrastructure and services of the affected areas(s) – conducted by LDCC Damage Assessment Team, QFD and QRA (utilising digital assessment resources).
- Information provided from the field through response operations e.g. SES, QFD, Energex etc.
- Digital data systems such as Council's Flood Intelligence System.
- The Moreton Bay Community Disaster Management Program (CDMP) providing a valuable link between Council and potentially isolated communities within the region.
- Other sources such as community organisations, general population, electronic media as well as social media platforms e.g. Facebook, X, Instagram.

The following diagram describes the data collection process:



Evaluation

Recovery needs to be dynamic and flexible to respond quickly to the needs of the community. The Moreton recovery model (Sub-Plan and SOP) is evaluated yearly through a recovery exercise and/or after any major events to ensure continuous improvement.

Further reviews and research take place via Council surveys (both internal and external) to ensure community inclusion supporting a community-led approach to recovery activities. These surveys are than analysed to ensure future operational priorities set by the LDMG are strengthened to support the involvement of the community.

Financial arrangements

Response and recovery to a disaster event can have major financial impacts on communities and local governments. The costs associated with recovering from a disaster event may be eligible to be recovered through the Disaster Recovery Funding Arrangements (DRFA) or State Disaster Relief Arrangements (SDRA).

Disaster Recovery Funding Arrangements (DRFA)

DRFA is a joint funding initiative of the Australian and State governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters (and terrorist attacks). In Queensland this program is managed on a whole-of-government basis by the Queensland Reconstruction Authority (QRA).

DRFA eligible disasters

- Bushfire
- Earthquake
- Meteor strike
- Storm
- Terrorist act
- Tsunami
- Cyclone
- Flood
- Landslip
- Storm surge
- Tornado

Definition of an eligible disaster

The Queensland Reconstruction Authority (QRA) defines a disaster as a serious disruption to a community requiring a significant coordinated response from state and other entities.

A natural disaster (or terrorist act) for which:

- A coordinated multi-agency response is required.
- State expenditure exceeds the Commonwealth's small disaster criterion, which is set at $240,000 for 2024-25.

Council applicable categories - Council may be able to apply for financial assistance via the following relief measures:

- **Category A** – Counter Disaster Operations.
- **Category B** – Counter Disaster Operations, Reconstruction of Essential Public Assets (REPA) including Immediate Reconstruction Works (IRW) and Emergency Works (EW).
- **Category C** – Community Relief Fund
- **Category D** - Exceptional circumstances assistance.

Category	Eligible assistance measures	Reimbursement rate and triggers
Category A DRFA Determination Clause 4.2 Note: assistance may be provided in-kind (i.e. non-monetary)	Assistance to alleviate personal hardship and distress including: • emergency food, clothing and accommodation • repair or replacement of essential furniture and personal effects • essential repairs to housing to a habitable condition • demolition or rebuilding to restore housing to a habitable condition • removal of debris from residential properties • extraordinary counter-disaster operations of direct assistance to an individual • personal and financial counselling • extraordinary costs associated with the delivery of the above forms of assistance (e.g. costs of evacuation and operation of recovery centres) • the employment of a Community Recovery Officer.	Reimbursement rate: • 50% (if total eligible state expenditure in a financial year is below 1st threshold) or • The higher of the above rate or 50% between 1st and 2nd thresholds plus 75% above 2nd threshold (if total eligible state expenditure in a financial year is above 2nd threshold) Trigger: Once eligible state expenditure for an event exceeds the small disaster criterion of $240,000.
Category B DRFA Determination Clause 4.3	Assistance available includes: • restoration or replacement of essential public assets (that are not operating on a commercial basis) such as roads, bridges and schools to their pre-disaster function • concessional loans, subsidies or grants to small businesses, primary producers, voluntary non-profit bodies and needy individuals • counter disaster operations for the protection of the general public.	Reimbursement rate: • 50% between 1st and 2nd thresholds plus 75% in excess of 2nd threshold Trigger: Once eligible state expenditure in a financial year exceeds 1st threshold.
Category C (for severe impact events only) DRFA Determination Clause 4.4	Assistance available includes a community recovery package comprising: • a community recovery fund • clean-up and recovery grants to small businesses • clean-up and recovery grants to primary producers.	Reimbursement rate: • Determined at the time of agreement of measures (generally 50% of the agreed measures) Trigger: Subject to approval by the Prime Minister.
Category D (for severe impact events only) DRFA Determination Clause 4.5	Assistance to alleviate distress or damage in circumstances that are considered exceptional.	Reimbursement rate: • Determined at the time of agreement of measures (generally 50% of the agreed measures) Trigger: Subject to approval by the Prime Minister.

Activation

DRFA activation for REPA and CDO can be requested by any state agency or local government by submitting an Activation Request form to QRA via MARS portal detailing the disaster situation and requesting activation of this relief measure. Contact your QRA RLO for assistance. Other DRFA Category activations, such as PHAS and Loans, should be requested by the relevant Administering agency. Further details can be found by visiting DRFA categories | Queensland Reconstruction Authority.

State Disaster Relief Arrangements (SDRA)

SDRA is an all-hazards relief program that is 100% State funded and covers natural and non-natural disasters. The purpose of SDRA is to address personal hardship and community needs for disaster events where DRFA is unable to be activated.

SDRA relief measures for the Personal Hardship Assistance Scheme (PHAS) and Counter Disaster Operations (CDO) are the same relief measures activated under DRFA.

The SDRA can be requested when Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS) identifies that local service providers have reached their capacity to provide a service to people experiencing personal hardship as a direct result of a disaster event, or when there are no local service providers to assist in the event of a disaster.

The Director-General Department of Premier and Cabinet (supported by QRA) is responsible for activating SDRA. QRA will coordinate the delivery of SDRA assistance measures.

Post recovery

It is difficult to identify and measure the psychosocial impact of a disaster on a community. Communities and individuals recover differently depending on factors such as age, culture, geographic locations, previous impacts and existing levels of resilience. This, in turn, makes it extremely difficult for government bodies to identify a timeframe to end the recovery process and move into business-as-usual practices. Considerations post-recovery should include:

- Infrastructure and environmental projects have moved to long-term recovery with few requests from the community to repair/restore assets.
- A large majority of businesses are fully functional, and the community is investing locally.
- Assurance there is confidence in the way government agencies, non-government organisations and others managed the event and learnt from any challenges identified.
- Ongoing clear and concise communication with the community on updates to long-term projects which are created due to the event.
- Recognition of milestones e.g. five-to-ten-year anniversaries to help the community.
- Regularly engage with the community to rebuild a 'sense of community' and recognise how individuals dealt with the event by being resilient. What would the individual do differently next time and how can local government help to increase resilience?
- Working in partnership with the community to plan and deliver long-term resilience building projects and programs.



Figure 9: The new White Patch Esplanade Bridge built back better after the 2022 floods

Resilience

The Queensland Reconstruction Authority (QRA) is the lead agency responsible for disaster resilience policy and has created the Queensland Strategy for Disaster Resilience 2022-2027 (the Strategy).

The Strategy describes resilience in the context of disaster management, as: 'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.'

State, national and international experience has shown the following elements contribute to a resilient organisation or community:

- Risk-informed and appropriately prepared individuals.
- The capacity to adapt.
- Healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

Council's approach to resilience

Building community resilience is a key focus for Council. Delivery of a Moreton disaster resilience model highlights the importance of a collaborative; all hazards approach to inform and support our community in times of disaster. This model forms a part of Council's focus to deliver strategies to strengthen community resilience through improving preparedness, response and recovery.

The resilience model is achieved through community engagement and awareness programs, recognising the importance of understanding its community, being inclusive and respectful by focusing on the most appropriate tools to help a diverse, sometimes complex, audience. This includes:

- Identifying levels of community risk to vulnerable groups and increasing consultation and engagement specifically in these areas.
- Inclusion of community in various projects which highlight preparedness measures for a specific audience. For example, Moreton Bay Local Resilience Plans to protect coastal communities in Beachmere, Donnybrook, and Scarborough from natural hazards like sea-level rise, storm surges, and flooding. These plans involve community consultation to identify infrastructure needs and improve disaster preparedness.
- The Community Disaster Management Program (CDMP) involving residents as registered and trained Council volunteers. This is a collaborative approach to disaster management that aims to support potentially isolated communities in building safer, more resilient futures. It relies on local knowledge and expertise to identify priorities and develop mutual goals and solutions for enhanced local decision making.
- Attendance at a variety of community events and meetings focusing on preparing the community and building resilience.

The following challenges are recognised as potential barriers:

- Community expectations that government will do it all.
- Rigid community mindset – 'It won't happen to me'.
- Communicating complex issues about hazard and risk – combatting misinformation (e.g. worst case versus most likely weather predictions and early warning systems).
- Identifying the importance of mitigation and where this fits into resilience. Rebuilding a bridge in the same way, at the same place, only leads to continuing problems and a lack of confidence in the decision makers.
- Prioritisation of financial and human resources within the resilience-recovery continuum, promoting the benefits for investment upfront to increase resilience.
- Growing population and changing social dynamics – increased population density through development.
- Recognising disaster management in local and state legislation to support prevention, preparedness, response and recovery.