



# **DISASTER RECOVERY STRATEGY**

**3**

**2024**

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## Amendment Register

Version Number	Date of Amendment	Amendment Detail	Approval/Author
2.0	10 August 2017	New version	Richard Noonan
2.1	27 October 2017	Formatting changes	Richard Noonan
2.2	June 2018	Annual Review	Caitlyn Williams
2.3	July 2019	Annual Review	Caitlyn Williams Stretch Noonan
2.4	Oct 2020	Annual Review	Jo Moloney
2.5	Oct 2024	Annual Review	Emily McGrath

## Purpose of the strategy

To outline the intent of the Weipa Town Authority (through the Weipa LDMG) in relation to the development of disaster recovery processes to be applied within Weipa, if the community is impacted by a significant disaster event.

## Context

Disaster recovery is a complex area of endeavour, and its success is entirely dependent upon the resilience and continuing engagement of the affected community.

A major event may impact on the community in many ways. An event may cause extensive damage to the physical infrastructure and to the environment, while at the same time severely impacting the economy of the affected area, along with having a devastating effect on the members of the impacted community - physically, psychologically, economically or a combination of all three.

Recovery can be a long and challenging process that needs to recognise community diversity. Quick action is both crucial and expected, whilst resources may be compromised.

Affected individuals and communities have diverse needs, wants and expectations. Demands are immediate, evolve rapidly and disaster effects and interventions may create long term legacies.

Multiple stakeholders create complex organisational relationships. A diversity of effects and impacts require a variety of strategies. Existing community values and knowledge may conflict with external intentions.

A recovery process recognises that individuals, families and the affected community as a whole have a wide spectrum of different needs and expectations. Services provided to an affected community are diverse and complex. For the purpose of effective coordination of recovery services, the complex multi-faceted aspects of recovery are conceptually grouped into five components:

- Economic
- Environmental
- Human and Social
- Roads and Transport
- Building

While none of the components is mutually exclusive and there are considerable overlaps between them, each component requires specialised, distinct skills and resources.

The grouping of the recovery components is made for the purpose of recovery planning and implementation and does not intend to change legislative definitions or legislative responsibilities of individual organisations.

**Economic** recovery includes renewal and growth of micro economy within the affected area, and includes individual and household entities (e.g. employment, income, insurance claims), private and government business enterprises and industry. It includes assets, production and flow of goods and services. It includes capacity for the export of goods and services from the affected region and securing confidence of overseas markets.

**Environment** or natural environment recovery includes restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (e.g. scenic lookouts), culturally significant sites and heritage structures. It includes management of environmental health, waste, contamination and pollution and hazardous materials.

**Human-Social** recovery includes personal support and information, physical health and emotional, psychological, spiritual, cultural and social well-being, public safety and education, temporary accommodation, financial assistance to meet immediate individual needs and respond to uninsured household loss and damage.

**Roads and Transport** Coordinate repair and reconstruction due to the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system. Ensure capability of logistics related industries are appropriately applied to disaster recover activities.

**Building** Coordinate repair and reconstruction of residential and public buildings, commercial, industrial and rural buildings and structures, government structures, utility structures.

## Planning Assumptions

A formal initial impact and needs assessment will have been completed as a part of the response activities in relation to the disaster event. Information from this assessment will be the catalyst for the activation of the disaster recovery process in Weipa.

As there are limited State Government resources in Weipa, a significant influx of assistance will be required, including from the Community Recovery area of the Department of Communities, who have a lead role in to human-social recovery component.

In past major events, the Queensland Government has instituted a recovery task force to manage recovery processes in concert with the community.

## The Principles of Disaster Recovery

Successful recovery relies upon:

- Community led approaches
- Coordination of all activities
- Effective communication
- Acknowledging and building capacity

### Community led approach

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

- Consider and address the needs of the affected community
- Use, and develop community knowledge, leadership, and resilience
- Provide an opportunity to improve previous conditions through enhancement of the local economy, infrastructure, social and natural environments
- Ensure programs and services are flexible and adaptable, to meet the specific and changing needs of the affected community
- Build strong partnerships between the community and all support agencies

### Coordination of all activities

Successful recovery requires a coordinated and adaptive approach. Recovery activities should:

- Be driven by those with experience and expertise, using skilled and trusted leadership
- Be part of a holistic approach to disaster management
- Utilise relationships created before and after a disaster, with no one working in isolation
- Have clearly articulated and shared goals that are directly connected to desired outcomes
- Be flexible to ensure that changes in community needs or stakeholder expectations are addressed

### Effective Communication

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

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

- Recognise that communication with a community is two-way and that feedback should be both sought and considered
- Ensure that information is accessible to all audiences in diverse situations and is provided through a range of mediums
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals
- Ensure open communication with the affected community over an extended time
- Repeat key messages to ensure information is available when recovery audiences are receptive

### **Acknowledging and Building Capacity**

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

- Provide appropriate support to people working in stressful situations
- Quickly identify and mobilise community skills and resources
- Establish a best-fit between identified need and support
- Support the development of self-reliance - recovery services should be managed where possible at the local level
- Recognise the window of opportunity that is offered to enhance community resilience, improve conditions, and build long term sustainability
- Allow and enable individuals, families and communities to manage their own recovery through support and maintenance of identity, dignity and autonomy
- Provide a potential catalyst for ongoing disaster management development strategies
- Include a planned and managed withdrawal of external services is essential to avoid gaps in service delivery and the perception of leaving before the task has been completed

## **Establishment of the Weipa Disaster Recovery Group**

The Weipa Disaster Recovery Group will be established to coordinate the disaster recovery required as a consequence of a major disaster impact in the town.

- A Recovery Coordinator will be appointed to coordinate and facilitate local recovery operations
- The Weipa Local Disaster Management Group will provide advice to the Recovery Coordinator, and operate in a manner that underpins recovery group principles
- The membership of the Recovery Group will include representatives of Local Government, State Government, the community and business stakeholders nominated by the Weipa Town Authority
- The Recovery Group will develop strategic and operational objectives with supporting timeframes
- The Recovery Group will report via the Local Disaster Management Group to the District Disaster Management Group (DDMG)
- The DDMG will report to the State Disaster Coordination Centre (SDCC)

## **Recovery Group membership**

- Chair of the Weipa Disaster Recovery Group – Chairperson, Weipa Town Authority
- Recovery Coordinator
- Emergency Management Advisor QFES
- Management and Administration Support Team
- Social Recovery Team
- Economic Recovery Team
- Infrastructure Recovery Team
- Environmental Recovery Team

Meetings of the Group and decisions made by the Group shall be through a core structure comprising the Chair, Recovery Coordinator, EMQ advisor and the Chairs /Coordinators of each of the four sub-groups.

State Government agency support to the Weipa Recovery Group is derived from the Far Northern District Disaster Management Group structure supported by additional agencies as required. The function of the

DDMG remains and member agencies remain under the overall direction of the Far Northern District Disaster Coordinator through the Chair of the Weipa Recovery Group.

## Terms of Reference of the Weipa Disaster Recovery Group

- Coordinate the whole-of-government and community recovery from a disaster event in Weipa
- Establish a Community Recovery contact point at a location specified by the Weipa Town Authority.
- Assess the impacts of the event
- Identify and prioritise major areas of recovery
- Develop and implement effective strategies for community participation and partnership in the recovery process
- Develop medium- and long-term recovery policies and strategies
- Develop and implement a Community Recovery Action Plan
- Consider establishment of expert Reference Groups as required
- Develop community participation and partnership strategies
- Develop communication, public information and media management plan
- Communicate and coordinate with adjoining Local Government Areas
- Determine resource needs and availability locally
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of the affected community
- Monitor recovery activities
- Provide advice and regular reports to the DDMG, as well as regular community and media information on recovery progress
- Prepare funding strategies and submissions
- Develop a final report at the conclusion of recovery operation

## Action Plan

- Develop recovery vision in consultation with the affected community
- Use the impact assessment of the event to inform identification of issues and breaking them into the four major groups (Social, economic, built environment, natural environment)
- Identify key short-, medium- and long-term priorities
- Conduct first public meeting and articulate the vision and objectives to the community
- Obtain community views, vision and input
- Set up informed vision, goals and projected outcomes
- Identify and prioritise projects
- Develop project costs and funding priorities.
- Develop project timeframes
- Develop funding sources and strategies
- Conduct second public meeting to unveil the Action Plan
- Advertise and disseminate public information about the Action Plan
- Distribute Executive Summary of the Action Plan and other relevant material
- Develop priorities for implementation
- Keep community informed on the progress of the Action Plan
- Develop exit strategy and transition to line agency business as usual
- Develop debriefing and evaluating strategies

## Key Strategic Priorities

### Social Recovery Team

The Social Recovery Team will coordinate planning and implementation of recovery in the areas of safety and well-being, physical and psychological health, and social aspects.

#### Responsibilities

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

#### Reporting Responsibilities

- The Team is to meet as required at the discretion of the Chair
- Agendas and Minutes of meetings are to be copied to the Chair, Weipa Recovery Group
- The Chair and Coordinator will attend Coordination Meetings of Weipa Recovery Group

#### Suggested members

- Weipa Town Authority
- Rio Tinto Weipa Pty Ltd
- Weipa Community Care
- Department of Communities, Child Safety & Disability Services
- Department of Education, Training & Employment
- Queensland Health
- Centrelink
- Churches

## Key Strategic Priorities

### Economic Recovery Team

The Economic Recovery Team will coordinate planning and implementation of economic and financial recovery in Weipa.

#### Responsibilities

- Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments
- Assess impact on key economic assets (large employers e.g. mining, agriculture)
- Assess employment issues and capacity of local business to operate
- Facilitate business, industry and regional economic recovery and renewal
- Develop industry and business recovery plan and implementation strategies in conjunction with local government, relevant State Government agencies, regional economic development organisations and industry bodies
- Facilitate financial assistance, access to funds and loans and employer subsidies



- Monitor the impacts of the event on the town's economic viability and develop strategies to minimise the effects on individuals and businesses
- Where required, facilitate linkages with job providers and employment agencies to source labour, to re-establish supply chains and joint marketing activities
- Develop a strategy to maximize use of local resources during reconstruction activities
- Support small to medium enterprise (e.g. referral, business assistance)
- Assist with contract arrangements where required
- Ensure involvement of local business and industry representatives in decision making
- Ensure that the recovery plan informs broader planning and decision-making activities across government and non-government agencies

### **Reporting Responsibilities**

- The Team is to meet as required at the discretion of the Chair
- Agendas and Minutes of meetings are to be copied to the Chair, Weipa Recovery Group
- The Chair and Coordinator will attend Coordination Meetings of Weipa Recovery Group

### **Suggested members**

- Weipa Town Authority
- Rio Tinto Weipa Pty Ltd
- Weipa Chamber of Commerce
- Weipa Community Care
- Department of Environment and Resource Management
- Department of the Premier and Cabinet
- Queensland Treasury
- Department of Tourism, Major Events, Small Business & the Commonwealth Games
- Department of Local Government, Community Recovery & Resilience

### **Infrastructure Recovery Team (Roads, Transport & Building)**

The Infrastructure Recovery Team will coordinate planning and implementation of housing, commercial and industrial buildings and structures, physical infrastructure (including power, water, telecommunications, transport) as well as road, rail, aviation and maritime infrastructure recovery in the Town.

### **Responsibilities**

- Work with the insurance sector to ensure adequacy and speedy process of insurance cover
- Assess damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities
- Assess damage to road, rail, aviation and maritime infrastructure and its impacts to the transport system
- Coordinate building safety inspection services and secure damaged buildings and structures
- Coordinate safety inspections to road, rail aviation and maritime infrastructure services and secure damaged infrastructure
- Coordinate demolition of unsafe buildings and structures
- Coordinate repair and rebuilding matters of housing stock
- Develop options for temporary accommodation
- Ensure coordinated approach to the housing related strategies in partnership with relevant organisations
- Coordinate disposal of hazardous material, debris etc
- Coordinate restoration of sporting facilities and public playgrounds
- Prioritise repair and reconstruction activities where appropriate
- Ensure relevant owners/operators are involved in the decision-making process
- Ensure community consultation and involvement in the decision-making process
- Ensure disaster risk reduction is considered in planning of rebuilding and reconstruction

### **Reporting Responsibilities**

- The Team is to meet as required at the discretion of the Chair
- Agendas and Minutes of meetings are to be copied to the Chair, Weipa Recovery Group
- The Chair and Coordinator will attend Coordination Meetings of Weipa Recovery Group

### **Suggested members**

- Weipa Town Authority
- Rio Tinto Weipa Pty Ltd
- Department of Education Training & Employment
- Telstra
- Department of Housing & Public Works
- Queensland Building Services Authority
- Department of State Development, Infrastructure and Planning
- Department of Local Government, Community Recovery & Resilience
- Queensland Treasury
- Department of Environment and Heritage Protection

## **Environmental Recovery Team**

The Environmental Recovery Team will coordinate recovery of the natural environment.

### **Responsibilities**

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

### **Reporting Responsibilities**

- The Team is to meet as required at the discretion of the Chair
- Agendas and Minutes of meetings are to be copied to the Chair, Weipa Recovery Group
- The Chair and Coordinator will attend Coordination Meetings of Weipa Recovery Group

### **Suggested members**

- Weipa Town Authority
- Rio Tinto Weipa Pty Ltd
- Public Health Unit, Tropical Regional Services, Queensland Health
- Department of Local Government, Community Recovery and Resilience
- Department of National Parks, Recreation, Sport and Racing,
- Department of Agriculture, Fisheries and Forestry
- Department of Environment & Heritage Protection
- Department of Natural Resources and Mines

## Staff and Structure

The Weipa Town Authority and the Local Disaster Management Group will identify key personnel to implement the Weipa Recovery Plan.

### **Recovery Coordinator - Roles and Responsibilities**

- Responsible to the Chairperson, Weipa Town Authority
- Report to the DDMG and Weipa Recovery Group
- Coordinate establishment of the Weipa Recovery Group
- Coordinate the whole-of-government and community recovery from a disaster event within Weipa
- Coordinate short to medium term recovery to address the immediate effects of the event and development of longer-term measures as appropriate
- Ensure the recovery strategies address all functional areas of recovery including Social, Infrastructure, Economic and Environmental
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of the affected community
- Coordinate the provision of conduit between the community and the government
- Develop and implement effective strategies for community participation and partnership in the recovery process
- Ensure that organisational arrangements are adaptable and able to respond to the changing priorities throughout the ongoing recovery process
- Facilitate and coordinate the operation of agencies and organisations involved in the recovery operations
- Coordinate the ongoing government services aspects of community recovery
- Coordinate the actions of peak community, business and non-government organisations in their contribution to the disaster recovery to ensure the most effective use of skills and resources
- Provide advice to government of the needs and responses of the affected individuals, communities and other sectors
- Chair Coordination Meeting of Recovery Team Chairs and Coordinators
- Provide regular reports on recovery operations to the DDMG as well as regular community and media information on recovery progress
- Provide final report at the conclusion of recovery operation

### **Social Recovery Coordinator - Roles and Responsibilities**

- Chairs meetings of the Social Recovery Team
- Identifies and prioritises social recovery issues
- Participates in Weipa Recovery Group meetings
- Reports to the Recovery Coordinator

### **Environmental Recovery Coordinator - Roles and Responsibilities**

- Chairs meetings of the Environmental Recovery Team
- Identifies and prioritises environmental recovery issues
- Participates in Weipa Recovery Group meetings
- Reports to the Recovery Coordinator

### **Economic Recovery Coordinator - Roles and Responsibilities**

- Chairs meetings of the Economic Recovery Team
- Identifies and prioritises economic recovery issues
- Participates in Weipa Recovery Group meetings
- Reports to the Recovery Coordinator

### **Infrastructure Recovery Coordinator - Roles and Responsibilities**

- Chairs meetings of the Infrastructure Recovery Team
- Identifies and prioritises infrastructure recovery issues

- Participates in Weipa Recovery Group meetings
- Reports to the Recovery Coordinator

There will be a need to support these roles in the areas of media and communications, administration support, volunteering and logistics, and funding assistance. An assessment upon commencement will further define these roles.

### Recovery Strategy alignment to the Response Strategy

Response Alert		Triggers	Actions	Communications
Response Lean Forward	Recovery Alert	<ul style="list-style-type: none"> <li>• Response phase at 'lean forward' level of activation</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of LRC as appropriate</li> <li>• Potential actions and risks identified</li> <li>• Information sharing commences</li> <li>• LRC in contact with LDCC/LDC</li> <li>• Initial advice to all recovery stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• LRC and LRG members on mobile remotely</li> </ul>
Response Stand Up	Recovery Lean Forward	<ul style="list-style-type: none"> <li>• Response phase at 'stand up' level of activation</li> <li>• Immediate relief arrangements are required during response phase</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of response arrangements</li> <li>• Analysis of hazard impact or potential impact</li> <li>• Relief and recovery planning commences</li> <li>• Deployments for immediate relief commenced by recovery functional agencies</li> </ul>	<ul style="list-style-type: none"> <li>• LRC and LRG members on mobile and monitoring email remotely</li> <li>• Ad hoc reporting</li> </ul>
Response Stand Down	Recovery Stand Up	<ul style="list-style-type: none"> <li>• Immediate relief arrangements continue</li> <li>• Response phase moves to 'stand down' level of activation. Medium term recovery commences.</li> </ul>	<ul style="list-style-type: none"> <li>• LRG activated at LDCC or alternate location</li> <li>• Recovery plan activated</li> <li>• Deployments for immediate relief response</li> <li>• Action plans for four functions of recovery activated as required</li> <li>• Community information strategy employed</li> <li>• Participate in response debrief</li> <li>• Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC</li> <li>• Action plans for four functions of recovery continue</li> <li>• Community information strategies continue</li> </ul>	<ul style="list-style-type: none"> <li>• LRC and LRG members present at LDCC or alternate location, on established land lines and/or mobiles, monitoring emails</li> <li>• LRC and LRG members involved in medium term recovery continue as required</li> <li>• Regular reporting to LDMG/LDC</li> </ul>
	Recovery Stand Down	<ul style="list-style-type: none"> <li>• LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate financial records</li> <li>• Reporting requirements finalised</li> <li>• Participate in recovery debrief</li> <li>• Participate in post event debrief</li> <li>• Post event review and evaluation</li> <li>• Long term recovery arrangements transferred to functional lead agencies</li> <li>• Return to core business</li> </ul>	<ul style="list-style-type: none"> <li>• LRC and LRG members resume standard business and after hours contact arrangements</li> <li>• Functional lead agencies report to LRC/ LRG as required</li> </ul>