

Situation: Over the past 10 years, 60 per cent of the total economic cost of natural disasters in Australia, has been in Queensland. It is therefore important that the resources applied to recovery are used and managed to best effect.

The Inspector-General Emergency Management (IGEM) Review of the Efficacy Recovery Governance (the review) set out to assess the efficacy and effectiveness of recovery governance, and to identify enhancements that would lead to better local-level community recovery and community outcomes.

The review identified eight recommendations as well as findings and observations. The Queensland Government accepts the eight recommendations and is working on implementation through the action items below, a number of which are already in progress.

Objective: To implement the recommendations of the Review of Efficacy of Recovery Governance

	Recommendations	Lead Entity	Government Response
1	Greater clarity about responsibilities for recovery at the community, local, and district levels should be considered in any future review of the <i>Disaster Management Act (2003)</i> .	Queensland Fire and Emergency Services	The Queensland Government supports the recommendation and is currently undertaking preliminary work to inform government consideration of amendments to relevant legislation.
2	Practical guidance on what community-led recovery means, and how it can be best implemented should be captured and shared with all who have responsibility for it. This should be done to help individuals and communities to take the lead in recovery and so that community-led recovery becomes the norm following disasters and other events.	Queensland Reconstruction Authority	This recommendation is supported, and the Queensland Government is undertaking ongoing development and delivery of recovery training, to upskill disaster management practitioners. The Queensland Government is also scoping methods to provide information and guidance to assist in recovery which may include an online information hub and enhancing the guidance material which could be provided in the format of a recovery planning handbook.
3	Participatory leadership models should form the basis of recovery leadership training and education to support and enhance community-led recovery. Mechanisms should be developed to evaluate the effectiveness of recovery leadership and capture relevant learnings	Queensland Reconstruction Authority Queensland Fire and Emergency Services Inspector-General Emergency Management	The Queensland Government supports the recommendation and will support capability enhancement through ongoing development and delivery of training modules for disaster management practitioners. Work will be undertaken to align recovery capability training modules to incorporate stronger community-led leadership approaches. The Queensland Government will assess the IGEM Lessons Management Program's potential to be applied to leadership style and capability in the recovery process and identify where

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			and how the culture and capacity across the sector could be improved.
4	<p>There remains a need to maximise the effect of all offers of assistance to recovering communities. This recommendation presents an opportunity to resolve any outstanding aspects of Recommendation 4 and Actions in Response from the Cyclone Debbie Review Action Plan:</p> <p><i>The Queensland Offers of Assistance Policy, particularly for corporate donations, should be updated and exercised prior to the next season.</i></p>	Queensland Fire and Emergency Services	<p>In supporting this recommendation, the Queensland Government will update the Queensland Policy for Offers of Assistance to address matters raised by IGEM. Consideration will be given to the policy being replaced by more comprehensive guidance material.</p> <p>The Queensland Government will work with Volunteering Queensland to include material developed through the Building Local Capability to Manage Spontaneous Disaster Volunteers Project in the Prevention, Preparedness, Response and Recovery (PPRR) Guideline.</p>
5	<p>Recovery plans at all levels should include transition arrangements. They should be implemented during recovery. The arrangements should:</p> <ol style="list-style-type: none"> allow for the fluid and overlapping nature of phases of disaster management. show the process to identify conditions for the transition from response and relief activities to recovery, and from recovery to business as usual. Operational plans should set out the conditions. contain protocols for a formal and documented handover of responsibilities and issues. set out how transitions will be clearly communicated to all stakeholders. 	Queensland Reconstruction Authority	<p>The Queensland Government supports the recommendation and has a number of activities in planning or underway that enhance current transition arrangements including developing transition reporting templates and enhancing transition arrangements in the Queensland Recovery Plan (QRP).</p> <p>The Government will add relevant information to the PPRR Guideline as a result of the QRP review.</p>
6	<p>State arrangements for on-the-ground support to recovering local governments should be in line with Queensland's disaster management arrangements, and ensure the best balance between local relationships, suitable capability and sufficient capacity.</p>	Queensland Reconstruction Authority	<p>This recommendation is supported, and the Queensland Government will consider how best to align Queensland's disaster management arrangements 2019-20 as part of the review of the QRP.</p>
7	<p>The state's arrangements for disaster management, including recovery, are articulated in the <i>Disaster Management Act (2003)</i>, the <i>Queensland Reconstruction Authority Act (2011)</i>, the State Disaster Management Plan and the QRP. To enable state-level arrangements to better support community-led recovery and to improve Queensland's recovery governance arrangements:</p> <ol style="list-style-type: none"> State-level roles and responsibilities of: <ol style="list-style-type: none"> the Leadership Board Sub-committee (Recovery) the State Recovery Policy and Planning Coordinator the State Recovery Coordinator 	Queensland Reconstruction Authority	<p>The Queensland Government supports the recommendation the roles and responsibilities be better articulated in the revised QRP.</p> <p>The role of the State Coordination Group has been redefined to include responsibility across all phases of Disaster Management. This revised role will be embedded in disaster management guideline material.</p>

	<p>iv. the Queensland Reconstruction Authority</p> <p>v. functional recovery groups</p> <p>for coordinating and reporting on recovery should be made more distinct from each other, and any overlap between them removed for greater clarity. Roles and responsibilities should be published on relevant websites.</p> <p>b. A capability that delivers the effectiveness of the State Disaster Coordination Group and its supporting apparatus for response should exist for recovery. The capability should support coordination and reporting and improve communication arrangements and sharing of operational information between functional recovery groups and agencies. Such a capability may be established by revising the State Disaster Coordination Group terms of reference and membership or investigating the capacity for Queensland Reconstruction Authority to deliver it.</p>		
8	<p>The basic capacity needs of each functional recovery group and how this can be scaled up should be identified. Plans for functional recovery groups should reflect this in clear statements for every level of the system, for all relevant entities about their required function, role and responsibilities during recovery.</p>	<p>Queensland Reconstruction Authority</p>	<p>This recommendation is supported, and the Government will build the capacity of functional recovery groups through further development of Recovery Plans, the review of the Queensland Recovery Plan and further training.</p>
<p>Other Issue</p>			
	<p>Further work to recognise, and address, the longer-term health impacts of disasters for those with existing chronic disease would be a valuable contribution to community recovery.</p>	<p>Queensland Health</p>	<p>Include the impact of disasters on the health of those with existing chronic disease and the subsequent increased demand on health services as a factor in recovery planning.</p>