DISASTER MANAGEMENT AND RECOVERY

A TOOLKIT SUPPORTING AND ENCOURAGING THE ROLE OF COMMUNITY-BASED ORGANISATIONS

CSIA | Community Services Industry Alliance

Queensland Government

"Community-based organisations (CBOs) are well placed to provide essential community recovery services as they are part of disaster-affected communities, have established relationships, have built reservoirs of trust and understand the community's needs. Conversely, by virtue of being part of the community, CBOs are also vulnerable to the same impacts of the disaster that has affected the broader community. In short, just when CBOs are most needed they are also most likely to have their service delivery capabilities disrupted."

Policy Innovation Hub, Griffith University

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ABOUT THE COMMUNITY SERVICES INDUSTRY ALLIANCE (CSIA)

The Community Services Industry Alliance (CSIA) is here to advance the business of community service organisations.

We are:
- independent of government funding for core operations
- funded by members
- a voice on business issues for the Industry
- a source of expertise and advice for organisations
- delivering practical outcomes for organisations
- comprised of both not-for-profit and for-profit organisations
- a crucial resource for the Community Services Industry.

The CSIA focusses on:
- building a broader and bigger investment base
- creating useful connections and working together
- identifying new thinking and innovative ideas
- valuing performance and outcomes
- providing trusted advice to the Industry.

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FOREWORD

Community-based organisations (CBOs), particularly the smaller ones, play a vital role in meeting community needs in most regions across Queensland.

In times of disaster, they perform a myriad of roles at the front-line of responding to people in crisis. Their relationships with vulnerable people are critical to their capacity to provide support at what can be a devastating time. Very often, they are also responding to broader community needs before, during, and after disasters.

At the same time, CBOs are often faced with their own business continuity challenges. Their own infrastructure can be threatened or compromised at exactly the time there is huge demand for their resources and capabilities.

This toolkit provides information, resources and ideas about how CBOs can work proactively to achieve business continuity, and be ready to assist people and households at the worst times. It paints a picture of CBOs – with their decentralised contact points – reaching beyond centralised efforts and adding considerable capacity to disaster management and recovery efforts.

It is also intended to be used in conjunction with a suite of resources available through the CSIA, and based on research by Griffith University. It is a starting point in raising the profile of CBOs in the context of disaster recovery and resilience.

CBOs are experts in responding to the needs of already vulnerable people.

They can scale-up and adapt to disaster situations in responsive and creative ways. They view individuals in their broader context, understanding that the fabric of community life is both challenged and built when times are tough.

It is the intention – through this kit – to raise the profile of CBOs and strengthen their role in how disasters are managed in Queensland.

It is also hoped that organisations will use these materials to prepare for future events, thus further cementing their capacities and profile as uniquely engaged, responsive and connected to people and places.

Belinda Drew
Chief Executive Officer
Community Services Industry Alliance (CSIA)

MEET CONNIE

Connie is an expert in business continuity preparation.

Throughout the Disaster Management and Recovery toolkit, Connie will guide your development and help you practice your new skill sets.

Connie's prompting questions will be found wherever there is work for you to do in preparation for future disasters.

She's here to help make sure your business is in tip-top shape when the community you support needs you most.

DISASTERS: WHAT THEY ARE AND WHAT THEY MEAN

Disasters encompass many different scenarios and come in many different forms. Their consistent commonality is the capacity to severely disrupt your business operations, and the communities you support.

There are many variables impacting how susceptible Queensland's diverse communities may be to the range of disasters they commonly experience.

Just one of the variables determining the fallout of disaster is warning time. When there is no time to prepare for a disaster, the consequences are often catastrophic for businesses and broader communities alike.

Queensland communities can be exposed to a gamut of disasters, including:
• cyclones
• hail storms
• storm clusters
• flooding
• bushfires
• heat waves.

The increasing upturn in the role of technology in everyday life brings with it a brand new, substantial and looming threat: cyber-attacks. This was demonstrated with great ferocity during the 2017 cyber-attacks on more than 100 countries, most notably leaving the UK health system in disarray within moments.

On their own, the more common of the disasters just mentioned can have a multitude of impacts. Some of which include:
• varied capacities and resource levels for preparation and recovery
• substantial damage to private homes and public buildings
• complete loss of housing, leading to homelessness and displacement from communities
• loss of power, water, and communication
• blocked access to essential infrastructure, households, and communities
• road damage and dangerous changes to the physical environment
• closure of education facilities, with a flow-on effect for workforce capacity as child care arrangements are changed
• isolation of already vulnerable communities and households
• loss of valuables by individuals and households
• overwhelmed existing services, trying to keep up with the growing immediacy of need
• accumulated experiences of trauma and loss for individual people and households
• threat to life.

Depending on the scale of the event, whole communities and regions can be impacted. The result can produce a significant planning and recovery challenge for state authorities, local governments, community-based organisations (CBOs) and households.

As a result, governments are concerned with the recovery of entire communities, above-and-beyond just their physical needs, and inclusive of social relationships, social capital and social infrastructure.

It is the full scope of needs at play before, during, and after disasters that brings into focus the critical importance of CBOs in strengthening planning and recovery, and in ensuring that vulnerable people are not left behind.

Even during times of disaster and recovery, it is possible to consolidate and strengthen relationships within and between communities, and harness the capacity created for continued effective engagement with government.

A recovery effort that restores infrastructure and rebuilds homes, but also results in stronger, more resilient and caring communities will have long term implications for mental health, community capacity, productivity and hope.

BUSINESS CONTINUITY PLANNING AND COMMUNITY-BASED ORGANISATIONS

To respond effectively to community needs, community-based organisations (CBOs) need to focus on business continuity planning.

"Business continuity and disaster management planning are about effectively planning and responding to potential (or actual) events and disasters that put organisations and people at risk. Business continuity and disaster management planning involves:

- *assessing capacity to provide services to people and operate effectively during events and emergencies*
- *identifying alternative strategies to be able to continue to provide services to residents during events and emergencies".*

(Policy Innovation Hub, Griffith University, 2017)

Business continuity planning is not something that can be done for an organisation.

It requires the involvement of key people, and it needs to be based on the knowledge, experience and practices already at play.

An approach that is participatory, and built on existing foundations, ensures that the resulting plan is practical, purposeful and feasible.

Business continuity planning will consider:

- real scenarios that have occurred where there has been learning about the CBO's strengths and capabilities
- past and current learning about what could be better and where more strength is needed
- the service delivery model and the CBO' s purpose and reach within the community
- the capacity for making contact with people who are assisted by the CBO, and for knowing what their needs and vulnerabilities are
- existing plans, policies and procedures that guide practice and quality.

Business continuity plans are not static. They are dynamic and are revisited regularly to ensure currency and relevance. They grow and develop based on continuous learning, business growth, and development.

CONNIE ASKS:

1. What scenarios can you think of that have helped your CBO become more resilient? What did you learn through those scenarios?
2. What could be better for the future?
3. What service delivery and community engagement activities will you need to sustain through a disaster?
4. What systems do you have in place to make contact with people who rely on you during a disaster? How do you assess and prioritise vulnerability in these situations?
5. What existing plans, policies and procedures do you have that are a starting point for business continuity planning? What else do you need?

SHOWCASE: AGED CARE INDUSTRY

Residential aged care services[1] are essential to vulnerable older people and their families.

Serious interruption to business continuity in the case of residential aged care could have serious, even catastrophic, consequences.

As such, the aged care industry has standards and regulations that relate to business continuity planning in the case of disasters. These standards and guidelines, together with the *Commonwealth Aged Care Act 1997,* require that residential aged care services actively work to ensure safety, supported by systems that minimise the risks associated with disasters.

"This includes having a business continuity plan in place, underscored by taking responsibility for the protecting the health and safety of residents and staff."

(Emergency Management Queensland, 2012)

Considering these mandated requirements, residential aged care services aim to:

- have current disaster management plans in place that consider local disaster planning
- have agreed and documented arrangements with other providers to support relocation of clients
- incorporate a comprehensive risk management methodology, taking an all hazards approach
- ensure all resident care plans are up to date and easily accessible
- consider the needs of the residents
- communicate disaster management plans to relevant stakeholders (for example: family members and related service providers)
- establish and maintain links to local disaster services
- ensure all staff are trained in implementing the disaster management plan, including addressing individual residents' needs (these efforts should include visiting staff, consultants and volunteers)
- understand the key issues in making decisions about whether to evacuate or stay on site during disasters.

While these points have been written for the residential aged care industry, they are relevant to many other types of community-based organisations (CBOs).

CONNIE ASKS:

1. Does your CBO have a current disaster management plan?
2. Are care and support plans part of your approach to supporting people? If yes, do they include how support will be provided during a disaster? Are they accessible if your usual business operations are interrupted?
3. Do relevant stakeholders know about your current disaster management plans?
4. Does your plan include pre-agreed arrangements for transport of clients to an alternative facility?
5. Do you have links with local disaster services?
6. Are staff trained in implementing disaster management plans?
7. If you can't operate from your existing premises, do you have viable contingency plans for data safety and access, and continuation of usual service delivery?

[1] This information and example are drawn from a resource produced by Emergency Management Queensland about business continuity planning in the residential aged care sector.

USER-DRIVEN PLANNING: AN APPROACH TO PREPARATION

As community-based organisations (CBOs) may be impacted by disasters at the same time they're responding to community needs, it is important for them to be proactive in planning for business continuity.

User-driven planning[2] (UDP) focuses on uncovering and documenting what the CBO already knows and does in response to a crisis.

UDP approaches can help CBOs consider their situation and plan accordingly. It's an approach that will help to optimise business continuity and sustainability, while also maintaining a contribution to disaster preparedness, management and recovery.

UDP is based on two important principles:

1. The CBOs instinctive business continuity and crisis management process is already embedded.

    Generally, organisations already put a lot into future sustainability and this approach builds on that solid foundation.

2. The CBO knows itself and its business best.

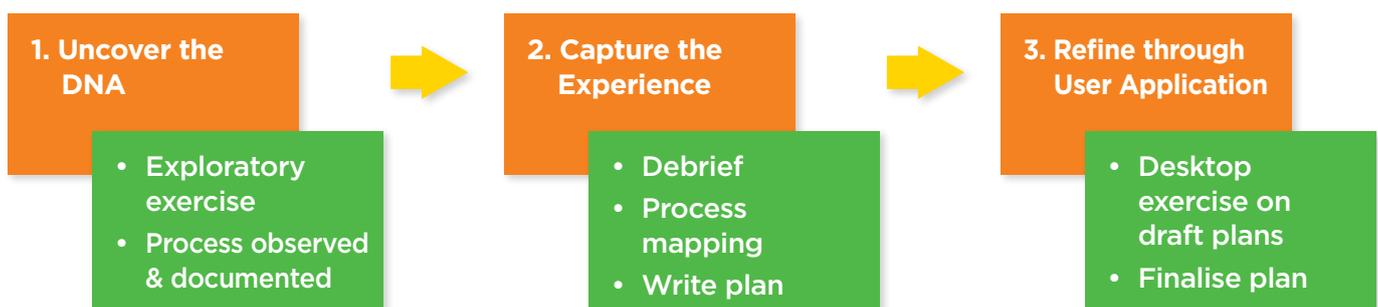UDP differs from more traditional approaches in the following important ways:

1. Traditional planning approaches are top-down and expert driven. This approach results in plans that are untested and possibly unknown by key people.

2. UDP is driven from the bottom-up by key people within the CBO. Plans are documented based on real scenarios. Exercises are involved that solve real scenarios then lead to plans for the future.

HOW UDP DIFFERS FROM TRADITIONAL PLANNING

TRADITIONAL PLANNING	DOCUMENT	TRAIN	EXERCISE
USER DRIVEN PLANNING	EXERCISE	DOCUMENT	TRAIN

Source: Policy Innovation Hub, Griffith University

THE UDP PROCESS:

1. Uncover the DNA	2. Capture the Experience	3. Refine through User Application
• Exploratory exercise • Process observed & documented	• Debrief • Process mapping • Write plan	• Desktop exercise on draft plans • Finalise plan

Source: Policy Innovation Hub, Griffith University

[2] User Driven Planning approaches have been developed by the Policy Innovation Hub and Griffith University.

HOW TO IMPLEMENT THE USER-DRIVEN PLANNING METHODOLOGY: PRACTICE SCENARIOS

The following scenarios and processes have been developed by the Policy Innovation Hub at Griffith University.

STEP 1: CONDUCT A SCENARIO BASED EXERCISE

The first step of the user-driven planning (UDP) methodology is to conduct an exploratory exercise.

This exercise enables observation and mapping of the 'as-is' organisational approach to crisis management.

The exercise should be:
- a functional exercise based on a real experience or a scenario
- cold (i.e. there is no pre-warning)
- without interruption or guidance to participants
- facilitated by someone in an observational role who is focused on the process
- documented in terms of the response, management process, and decision points.

STEP 2: CAPTURE THE EXPERIENCE VIA A POST-EXERCISE DEBRIEF

The post-exercise debrief engages participants in mapping their response process, decision pathways, and decision logic.

In this forum, participants identify what elements of their raw process should be maintained, and which parts were not effective.

2.1 Conduct the post-exercise debrief
- Review the 'as-is' process map and decision pathway with participants.
- Identify areas for improvement.
- Develop the ideal process map.
- Agree roles and team(s) composition.

2.2 Document the first draft of the plan following steps 1 and 2.1.

STEP 3: REFINE THROUGH PRACTICE

The documented plan needs to be reviewed through a second round of the UDP process.

Participants should use the draft plan, and a desktop-exercise scenario, to road-test the approach and identify further refinements.

Follow these steps

- Circulate the draft plan for review
- Conduct a scenario-based desktop (or discussion) exercise applying the draft plan, then:
  » map the decision-making process used in the exercise
  » compare that process against the draft plan
  » identify areas of divergence/room for improvement.
- Document the final plan

Useful link:

www.qld.gov.au/emergency/dealing-disasters/disaster-types.html

PRACTICE USER-DRIVEN PLANNING

The following scenarios have been developed by the Policy Innovation Hub at Griffith University.

Use the following scenario, post-exercise debrief questions and activities as a guide to practice your user-driven planning (UDP) processes.

SCENARIO 1: STORM CELLS

Two storm cells converge, generating a highly dangerous storm front.

You only have 15-minutes from the time the Bureau of Meteorology issues the first warning until the storm cells hit your current location.

The storms bring golf ball-sized hail, wind gusts up to 100kmph, and the localised flooding of roads.

What do you do?

After the storm cells have hit, you find that your facility and community have been significantly affected.

TASK: You have 60 minutes to develop a prioritised list of what to do in the first:
- hour
- six hours
- 12 hours?

Post exercise debrief session

Key questions
- What worked?
- What didn't work?
- What needs to be changed?
- What does the plan need to have in it?
- How will staff stay familiar with the plan?

Key activities
- Map the management process in a flow chart
- Identify key-decision points
- Identify key-decision makers and their replacements
- Document action plans and key learnings/assumptions

SCENARIO 2: CYBER-ATTACK

It is 8.30am and staff call for assistance because they have been locked out of their computers.

By 8.40am it is confirmed that a virus has entered the system.

At 9.00am a video starts to play outlining that an anonymous party has access to your files and is asking for ransom.

What do you do?

Part of the way through this exercise, you find out that your client records have been posted online. Consider how that changes your list of actions.

TASK: You have 60 minutes to develop a prioritised list of what to do:

- immediately
- in the first hour
- in the first 4 hours
- in the first 24-48 hours
- in the next two weeks.

Post exercise debrief session

Key questions

- What worked?
- What didn't work?
- What needs to be changed now?
- What does the plan need to have in it?
- How will staff stay familiar with the plan?

Key activities

- Map the management process in a flow chart
- Identify key-decision points
- Identify key-decision makers and their replacements
- Document action plans and key learnings/assumptions

Useful link:

www.qld.gov.au/emergency/dealing-disasters/disaster-types.html

SCENARIO 3: BUSHFIRE, REQUIRING EVACUATION

The Queensland Fire and Rescue Service has issued an emergency warning for your immediate area. You are required to evacuate your premises.

What do you do?

TASK: You have 60 minutes to develop a priority action list for 1 hour and 4 hours.

It is now the recovery phase:

- Your facility has suffered superficial external damage
- Two of your staff have lost their homes
- One staff member has lost a family member
- The community has lost 25 per cent of their homes and a further two deaths have occurred
- Power and water will not be restored for 4 days
- Access to the town is currently controlled by police, who are only allowing residents and emergency services to enter
- Public debris clean-up will be complete in 10 days.

How does the organisation support its staff, clients and the community during the recovery?

TASK: You have 60 minutes to develop a plan for:

- the first two weeks
- 2-4 weeks
- 4 weeks +

Post exercise debrief session

Key questions

- What worked?
- What didn't work?
- What needs to be changed?
- What does the plan need to have in it?
- How will staff stay familiar with the plan?

Key activities

- Map the management process in a flow chart
- Identify key-decision points
- Identify key-decision makers and their replacements
- Document action plans and key learnings/assumptions

Useful links:

www.qld.gov.au/emergency/dealing-disasters/disaster-types.html
www.emergencyvolunteering.com.au/qld/disasterready/qdma

WHAT WILL A BUSINESS CONTINUITY PLAN ADDRESS?

A BUSINESS CONTINUITY PLAN WILL ADDRESS:

- leadership
- building skills and capacities among operational staff
- risk assessment and management planning
- business impact assessment
- building local networks and structures
- linking with the Local Disaster Management Group and the Human and Social Services Recovery Group
- contacting and caring for clients and vulnerable people
- facilities and access points for key services
- what happens when facilities are impacted
- offering facilities to others if needed
- staffing levels and ensuring workforce availability
- promoting your role
- community intelligence
- community development
- learning and reviewing.

THE PARTS OF A BUSINESS CONTINUITY PLAN

Leadership

- Have in place a disaster management committee or leadership group.

  It's crucial to include key staff/management, but also consider including experts and other people (outside your organisation) with the resources and capabilities to help.
- Consider appointing a designated disaster management coordinator.

Building skills and capacities among operational staff

- Ensure that staff have opportunities to contribute, and to learn and understand any business continuity plans or disaster management plans in your community-based organisation (CBO).
- Establish what staff will need to be well-supported in delivering high quality services at critical times.
- Conduct training and practice exercises to improve:
  - » responsiveness
  - » capability
  - » capacity.
- Link with other CBOs and train teams together. This will ultimately help to build a collective capacity and stronger networks as a basis for collaboration at critical times.
- Develop and document a training assessment and plan. Have in place, appropriate training opportunities for staff in key roles.

Useful links:

Communitydoor.org.au/planning-and-evaluation/business-continuity
www.business.qld.gov.au/running-business/protecting-business/risk-management/continuity-planning

TEMPLATE: Training plan

REF	STAFF ROLE	TRAINING NEEDS	TRAINING PLAN	STATUS
1	Disaster management coordinator	Disaster management systems and plans Leadership and mobilisation Project management	Project management training Briefing on disaster management systems and regional plans Seek training on leadership and how to motivate people to work together	Training options being identified
	Your text goes here...			

Risk assessment and management planning

- Conduct a risk assessment for disasters. Analyse risks in terms of seriousness and likelihood.
- Develop a risk management plan.

TEMPLATE: Risk identification and classification matrix

Example risk: building headquarters not operational

LIKELIHOOD	CONSEQUENCE				
	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
Almost certain					
Likely					
Possible				✓	
Unlikely					
Rare					

Source: Department of Community Safety, Emergency Management Queensland 2012

HAZARD	WHO OR WHAT IS VULNERABLE	RISK	CONSEQUENCES	CONSEQUENCE RATING	RISK RATING
Building headquarters not operational	• Staff • Business continuity • Clients needing services	Unable to offer services to vulnerable clients	Extreme or worsening vulnerability	Major	Possible
Cyber attack	• Staff • Business continuity • Clients on data base	Unable to contact people Unable to process work Client and staff private information exposed	Privacy exposed Banking or financial fraud Inability to communicate with clients	Major	Possible
Town floods (building not flooded)	• Staff unable to get to work • Clients unable to access services	Unable to offer services Clients' needs not met Staff in danger	Worsening vulnerability	Major	Likely (wet season)

Source: Department of Community Safety, Emergency Management Queensland 2012

Business impact assessment

- Analyse likely business impacts in different scenarios. For example, this might include reduced staffing levels because of the disaster's direct impacts on staff.
- Establish priority actions to address these impacts, including what you will do to address activities that need to be restored:
    - » within 0-1 hours of disruption
    - » within 12 hours
    - » within 3 working days
    - » 7 working days
    - » progressively beyond 7 working days.
- Create a priority list as a way of structuring activities and their timing. Include actions associated with ensuring those priorities are addressed.

Useful link:

www.business.qld.gov.au/running-business/protecting-business/risk-management/continuity-planning

TEMPLATE: Business impact assessment

REF	PRIORITY	ACTIONS
1	Reduced staffing levels because of being personally impacted by an event	Develop a register of staff who can scale up hours and be flexible (subject to availability)
		Develop a protocol between agencies to have a flexible staff pool for redeployment during times of disaster
	Your text goes here...	

Local networks and structures

- Connect with other CBOs around local and regional approaches to disaster management and recovery.
- Find out what roles they play and what infrastructure they have.
- Forge connections between leaders that can be drawn upon before, during and after disasters.

The Local Disaster Management Group and the Human and Social Services Recovery Group

- Proactively forge links with the Local Disaster Management Group (LDMG)
  - » Find out if any other CBOs are involved
  - » Seek opportunities for participation.
- Present the LDMG with a scope of what CBOs in your region can offer including:
  - » support to vulnerable residents
  - » knowledge of the local client base, including levels of vulnerability and need
  - » infrastructure, buildings, storage and distribution points for aid and assistance
  - » quick and localised responses to immediate needs
  - » outreach to affected households
  - » triage and assessments to identify existing and/or emerging vulnerability
  - » harnessing volunteers to join with centralised volunteer management
  - » harnessing leaders of CBOs to provide strategic advice and local knowledge
  - » input and advice before, during and after disasters.
- Seek a briefing about disaster management arrangements.
- Work with other CBOs to participate in and influence the Human and Social Services Recovery group.

Ref: Community Recovery Background Research paper 2017

Community intelligence

- Be proactive in knowing and understanding community issues and needs.
- Make a list of the community leaders, mentors, champions and facilitators.
- Know the formal and informal networks and understand the strength of community ties.
- Think about, and consider how, this element of community life can be strengthened and harnessed as part of disaster planning, management and recovery.

Community development

Community development concerns itself with how people come together and link with each other, resources and institutions. It is a way of working that draws people together by geography and/or interest to identify their common concerns and to collaborate on addressing those concerns.

- Consider ways that community development can help communities to become stronger and more resilient.
- Are there any community development roles within your region?
- What role do they play in disaster management and recovery?
- How might they link with, and be involved in, building community resilience in times of disaster?
- Is there scope for a community development plan that incorporates the role of grass-roots communities, voluntary groups, community leaders, service clubs, churches and others in building resilience towards improved disaster management and recovery?

Caring for clients and vulnerable people

- Develop a plan for how people receiving your services will continue to access those services before, during, and after a disaster.
- If there is forewarning, what steps can your agency take to make contact with potentially impacted people and assess the need for assistance?
- What resources and plans do you need to ensure adequate workforce levels, particularly where staff might also be impacted by disasters?
- What resources and plans do you need to ensure you can continue to provide adequate care and accommodation if your service delivery outlet is impacted?
- Ensure individual assessments of care needs are accessible in times of disaster. These should include required support and contact details.

Ref: People with vulnerabilities in disasters: A framework for an effective local response 2016

Useful links:

www.redcross.org.au/emergency-resources.aspx
www.emergencyvolunteering.com.au/qld/disasterready/qdma

Facilities and access points for key services

- Ensure there are maps of buildings with service access points. Include access points for all facilities, evacuation points, and utilities.

What happens when facilities are impacted?

- Consider how you will operate if key infrastructure is impacted through reduced access or loss of utilities.
- What alternative arrangements do you have in place to relocate your operations if needed?
- How will you ensure phone contact and access to records?

Offering facilities to others if needed

- Identify infrastructure that can be offered to assist broader disaster recovery efforts.
- What are the strengths and characteristics of buildings and locations?
- How could you adapt the building use for specific disasters and responses?

Staffing levels and ensuring workforce availability

- Develop a plan for identifying key roles and how those roles will be continued in instances where staff are personally impacted.
- Identify staff replacement plans and ways that the workforce can be scaled up if needed.
- Include options for staff working from home if possible and appropriate.

Learning and reviewing

- Include cycles of reflection, reviewing and capturing what has been learned. This will help to adapt plans to new and emerging business areas, and help to also incorporate other learning in a culture of continuous improvement. This can happen before, during, and after a disaster.
- Seek out collaborative learning opportunities involving CBOs, key stakeholder agencies, and other contacts.
- Learn about disaster management systems, and use time together to reflect on and improve organisational and regional plans.

Promoting your role

- Promote your role and your readiness to other CBOs and key stakeholder groups such as decision makers, other community leaders and formal disaster management bodies.

Useful links:

www.qld.gov.au/emergency/dealing-disasters/disaster-types.html

www.emergencyvolunteering.com.au/qld/disasterready/qdma

communitydoor.org.au/planning-and-evaluation/business-continuity

www.business.qld.gov.au/running-business/protecting-business/risk-management/continuity-planning

EXAMPLE STRUCTURE FOR A BUSINESS CONTINUITY PLAN

	ELEMENT	LINKS AND RESOURCES
1.	Summary overview	
2.	Purpose and scope	*Example:* This business continuity plan is intended to ensure that Tropical Community Services (TCS) is able to continue operations and meet client needs before, during, and after a disaster. This plan builds on existing policies and procedures to set out arrangements enabling TCS to maintain contact with clients, and work effectively and collaboratively with a range of partners, as part of formal disaster management arrangements. This business continuity plan also provides scope and capacity for TCS to scale up operations, deliver additional services, and offer a building base if required as part of a broader regional plan.
3.	Key roles and structures within the organisation	
4.	Linking with other community-based organisations	
5.	Linking with the Local Disaster Management Group and Human and Social Recovery Group	
6.	Infrastructure plans and maps	
7.	Staffing plans for essential services	
8.	Client needs and support plans: contact and continuity of service delivery	
9.	Key risks, risk reduction and risk management planning	
10.	Continuity when key services are interrupted	

11.	Protecting information and computer systems	
12.	Alternative office and service delivery outlet facility arrangement	
13.	Use and adaption of infrastructure for disaster recovery efforts	
14.	Harnessing and linking local volunteers	
15.	Capturing local contributions and donations	
16.	Training and capacity building	
17.	Learning and review	
18.	Key contacts	
19.	Templates	

Useful links:

Communitydoor.org.au/planning-and-evaluation/business-continuity
www.business.qld.gov.au/running-business/protecting-business/risk-management/continuity-planning

PROMOTING THE ROLE OF COMMUNITY-BASED ORGANISATIONS

We know that community-based organisations (CBOs) already make a significant contribution in disaster management and recovery. There is scope to expand this role and to also ensure that CBOs are acknowledged in formal disaster management arrangements, and resourced to play an expanded role.

It might be helpful to work with other CBOs in your region to present a localised view of the contribution of CBOs.

Doing this might include:

- Documenting a combined view of what CBOs can and do offer in your region. This might include:
    - » the scope of services and level of direct contact with vulnerable people
    - » case studies about how CBOs have helped in the past
    - » scenarios about how you can help in the future.
- Establishing and documenting an approach to identifying and responding to vulnerability through existing service delivery. This could mean potentially expanding on services before, during, and after a disaster.
- Mapping decentralised infrastructure and promoting past examples of success in adapting infrastructure to local needs.
- Promoting future possibilities for using decentralised infrastructure as part of a planned response.
- Identifying leaders and contacts, and then forging key connections.
- Demonstrating readiness through business continuity planning.

OTHER RESOURCES

Here are some of the useful resources currently available to assist you in understanding and preparing for various disaster scenarios.

These resources may also include information that assists your organisation with developing policies, procedures, and business continuity plans.

INDIVIDUAL/HOUSEHOLD		
Site	**Link**	**Resource**
Redcross	www.redcross.org.au/emergency-resources.aspx	Rediplan – plan guides for people with disabilities
Queensland Government	www.qld.gov.au/emergency/dealing-disasters/disaster-types.html	Types of disasters – • overview • tips of individual response • links to emergency plans • kit guides
Queensland Government	www.emergencyvolunteering.com.au/qld/disasterready/qdma	Animated video: • overview of arrangements • disaster resilience communities • disasters • what you can do • working with your communities
	www.disaster.qld.gov.au/Pages/default.aspx	Event situation reports, press releases and public information about current events
Harden Up	hardenup.org/prepare-yourself.aspx	General resources relating to preparedness, action taking, building resilience from individuals upwards

COMMUNITY-BASED ORGANISATIONS	
Site	**Link**
CPA	Disaster Recovery Toolkit www.cpaaustralia.com.au/professional-resources/business-management/business-recovery/disaster-recovery-toolkit
QCOSS – Community Door	communitydoor.org.au/planning-and-evaluation/business-continuity
Business Queensland	www.business.qld.gov.au/running-business/protecting-business/risk-management/continuity-planning

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