

LAIDLEY BUSINESS RESILIENCE

REFERENCE GUIDE



This Reference Guide outlines the resilience arrangements for the Laidley business community that aim to minimise the consequences of adverse events.



This project was initiated and supported by Lockyer Valley Regional Council.

CONTENTS

Contacts and Links	3
Philosophy of the Quick Guide	5
Benefits	5
Process	6
Shared Responsibility	6
Hazard profile	7
Impact Analysis	8
Business continuity planning	9
Laidley local resources	10
Prevention, preparedness, response and recovery	11
Roles and responsibilities	12
Checklists	
a. Prevention	14
b. Preparedness	15
c. Response	16
d. Recovery	17
Human factors in disaster – Psychological Preparedness	19

FOREWORD

There is no greater honour than to serve one's community.

In the development of this Reference Guide we got to know the members of the Laidley community and this has been the greatest gift of working on this project. We were humbled by the stories of survival through two devastating floods and other crippling business and personal events. Thank you to the Laidley business community for sharing and thank you to Lockyer Valley Regional Council for giving us this opportunity.

Lisa Cameron de Vries, *Managing Director*



CONTACTS AND LINKS

In an Emergency – Police, Fire, Ambulance	Triple Zero (000)
Report Dangerous Electrical Emergencies – Energex	131 962
Energex Power Outages	136 262
Policelink	131 444
Poisons Information	131 126
Lifeline	131 114
Business Support Service	132 846
Lockyer Valley Regional Council (including after-hours emergencies)	1300 005 872
Local Councillors	
Mayor Tanya Milligan	0491 491 403
Deputy Mayor Jason Cook	0491 491 412
Cr Chris Wilson	0491 491 417
Cr Rick Vela	0438 994 312
Cr Brett Qualischefski	0427 680 129
Cr Janice Holstein	0491 491 410
Cr Michael Hagan	0491 491 415

YOUR CONTACTS - STAFF, SUPPLIERS, PARTNERS, CUSTOMERS

Category <i>eg staff, suppliers</i>	Name	Contact details

Useful links to find information

Lockyer Valley Regional Council Disaster Dashboard <http://disaster.lvrc.qld.gov.au>

Lockyer Valley Regional Council Disaster Management www.lockyervalley.qld.gov.au/our-services/disaster-management

Bureau of Meteorology: www.bom.gov.au

Queensland Fire and Emergency Services (Notifications and Warnings) <https://www.qfes.qld.gov.au>

Business Disaster Resilience and Recovery www.business.qld.gov.au/business/running/disaster-resilience-and-recovery

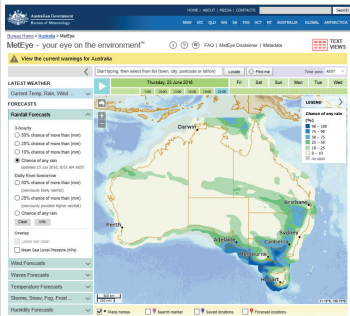
Lockyer Chamber of Commerce <https://lockyerchamber.com.au>

INFORMATION SOURCES

BUREAU OF METEOROLOGY INFORMATION

Bureau of Meteorology METEYE

<http://www.bom.gov.au/australia/meteve/>

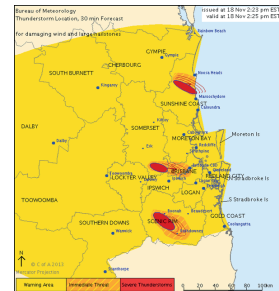


MetEye displays forecasts for 1 to 7 days ahead. The information is divided into 6 main categories with additional data available in each category:

- **Rainfall** - Daily Chance of rain and daily amounts, 3-hourly chance and 3-hourly amounts
- **Temperature** - Air Temperature, Daily Maximum, Overnight Minimum, Feels Like (this is the Apparent Temperature)
- **Significant Weather** - Thunderstorm, Snow, Rain, Fog, Frost.
- **Humidity** - Relative humidity, Dew point temperature, Forest fuel drought factor
- **Wind** - Speed and direction (km/h), Speed and direction (knots), Mixing Height
- **Waves** - Total wave height, Wind wave height

Bureau of Meteorology Thunderstorm Tracker

<http://www.bom.gov.au/qld/forecasts/brisbane-thunderstorms.shtml>



Thunderstorm Tracker shows the location of thunderstorms and their expected position 30 minutes into the future. **It is not a warning.**

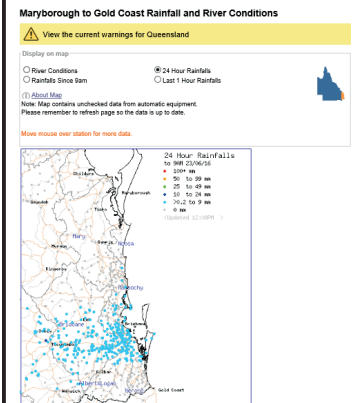
Thunderstorm Tracker is based on weather radar data. Potential thunderstorm activity is represented as ovals, arrows show the direction that the thunderstorms are heading and the three curves ahead of each oval show its expected position in 10, 20 and 30 minutes. Thunderstorm Tracker is updated every 6 minutes with new radar data.

A Severe Thunderstorm Warning is issued if the storms are expected to produce any of the following:

- Damaging wind gusts (90 km/h or more)
- Large hail (2cm diameter or more)
- Very heavy rainfall (conducive to dangerous flash flooding)
- Tornadoes

Bureau of Meteorology Rainfall & River Conditions

<http://www.bom.gov.au/qld/flood/index.shtml>



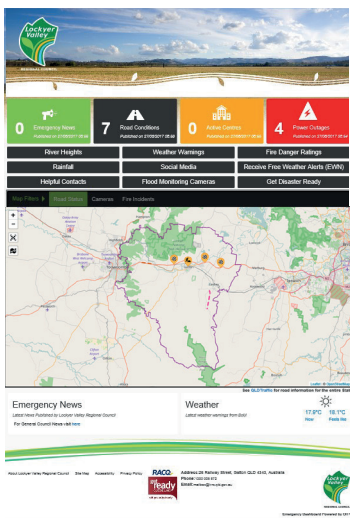
Latest River Heights are presented as a table, the information helps to understand how a river is rising and falling. They also show, where available the flood class levels. These levels provide a general understanding of the impact of expected flooding and the flood risk faced. Generally, Flood Warnings are issued when the river heights exceed the minor flood level.

Latest Rainfall Data can be seen for 1 hour, 3 hour or 24 hour periods. Each table has 8 data intervals with rainfall displayed in millimetres. The 24 hour table shows rainfall for a 24 hour period to 9am on the date indicated.

COUNCIL DASHBOARD

Lockyer Valley Regional Council Disaster Dashboard

The Disaster Dashboard is the go-to resource for the local community during disaster events. The information available on the Disaster Dashboard is sourced from live feeds and includes an interactive map, road closures, severe weather warnings, river heights and rainfall data, power outages as well as traffic and flood monitoring camera feeds. To open the Disaster Dashboard, go to www.lvrc.qld.gov.au and click on "Disaster Dashboard".



EARLY WARNING NETWORK

The Early Warning Network

www.ewn.com.au



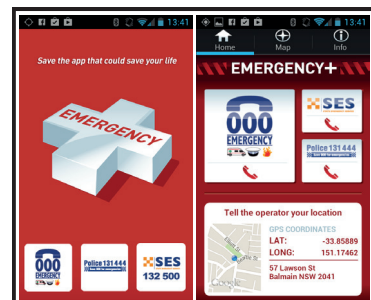
The Early Warning Network (EWN) provides 24x7 monitoring and emergency alerts for severe thunderstorms, hail, bushfires, tropical cyclones, tsunami, heavy rainfall, damaging winds and other threats. EWN monitors and tracks potentially dangerous weather systems and uses the network to alert people directly in the path of an event.

Alerts are delivered geographically via SMS, Landline (text to voice) email and mobile applications, Facebook and Twitter.

Register now at www.ewn.com.au/register



EMERGENCY PLUS



'Emergency Plus' is a national app developed to help people to call the right number at the right time, anywhere in Australia. The app uses a mobile phone's GPS functionality so callers can provide emergency call-takers with their location information as determined by their smart phone. 'Emergency Plus' also includes SES and Police Assistance Line numbers as options, so non-emergency calls are made to the most appropriate number.

The app is free of charge and available for download from iTunes, Google Play and Windows Stores.



PHILOSOPHY OF THIS REFERENCE GUIDE

The whole is greater, than the sum of its parts

-Aristotle-

By working together and leveraging off each other, each business owner can be more resilient and prosperous.

This Guide is intended to provide the knowledge and information required for each individual business to be more resilient, but more importantly reinforce the resilience of the Laidley business community as a collective through relationships.

That is why this Guide includes the purpose, value and mission of the Laidley Commercial Resilience Group. This is a group that will provide information, support and resource sharing.

This Guide will also ensure you meet business continuity management requirements preferred by insurers.

Benefits

The benefits to you of this Reference Guide and the Laidley Commercial Resilience Group are:

- Increase your collective strength, bargaining power and resilience as a business community.
- Minimise the time you are disrupted from trading.
- Generate revenue quicker post disaster.
- Demonstrate to your insurer that you are proactive and reducing risk, which can lead to reduced premiums.
- Assist in bolstering your business case to the bank for financing.
- Reduced disruption and recovery cost through effective prevention planning and preparedness actions (as a rule of thumb, every \$1 invested in prevention and preparedness saves four dollars \$4 in recovery expenses).
- Enable practical and cost-effective ideas in recovery and improvements to future-proof your business through collective thinking.
- Enhanced customer, partner, supplier, and regulator (if applicable) confidence in your business' ability to withstand adversity.
- Increased reputation as a strong, reliable and responsible business. A 'go to' business for other business operators.
- Better planning processes to allow your plans to be more intuitive and user-friendly
- Reduce stress and psychological impacts upon your and your staff before, during and after disaster.

PROCESS

The commonly accepted process for improving business resilience is depicted below. This Reference Guide addresses each of these steps and is contextualised to Laidley businesses.



SHARED RESPONSIBILITY

During certain types of events (depending on the scale and severity) there is some support available from emergency services and Lockyer Valley Regional Council, but the objective may be to ensure you don't have to rely on that. Your mission is to ensure you are optimally prepared to respond and recover by using the network, measures and techniques you have developed and implemented.



HAZARD PROFILE

Businesses in Laidley all have a unique hazard profile, but they share many similarities. The below model shows the most likely hazards. Under the model you can add any organisation specific hazards you have identified.



NATURAL DISASTERS

FLOOD, BUSH FIRE, SEVERE THUNDERSTORM, TROPICAL CYCLONE, EAST COAST LOW, DROUGHT



INFRASTRUCTURE DISRUPTIONS

BUILDING FIRE, UTILITY DISRUPTION (WATER, POWER, COMMUNICATIONS, GAS, SEWERAGE), MAJOR TRAFFIC/TRAIN ACCIDENT



CRIME HAZARDS

ROBBERY, CYBER-CRIME, THEFT, FRAUD



OPERATIONAL DISRUPTIONS

INJURY/ILLNESS OF BUSINESS OWNER/MANAGER/CRITICAL STAFF, SUPPLIER FAILING TO DELIVER



REGIONAL HAZARDS

CATTLE/CROP DISEASE, MAJOR TRANSPORT NETWORK DISRUPTION, FLU OUTBREAK



SLOW MOVING HAZARDS

ECONOMIC DECLINE OF THE TOWN, DEVELOPMENT IMPACTS, GLOBAL FINANCIAL CRISIS, INCREASED RED-TAPE AND LEGAL AND REGULATORY CHANGES












Specific to your business *(fill in here any hazards specific to your business)*

Organisation specific hazards <i>Insert here your organisation specific hazards</i>	How likely are they to occur? <i>Insert here the likelihood of occurrence</i>	How significant will the impact be on a scale of 1-5? <i>Insert here the possible severity of the consequences</i>

IMPACT ANALYSIS

Every event has different consequences for your business, in the overview below, these are the most common ones. Thinking about the potential consequences before they happen gives you time to plan. For example, you can plan how to protect/replace your stock during/after a disaster or have alternate power sources when the power goes out.

It is important to recognise that there are immediate impacts, but also impacts on the short term and long term impacts. You can see some examples of those as well in the model below.

	CASH FLOW DISRUPTION		BUILDING DAMAGE	ADDITIONAL IMPACTS FOR CONSIDERATION
	LOSS OF PRODUCT/ RAW MATERIALS		EQUIPMENT DAMAGE/LOSS	
	SUPPLY CHAIN DISRUPTION		UNAVAILABILITY OF STAFF	
	LACK OF CUSTOMERS		UNABLE TO MEET WHS/ FOOD SAFETY COMPLIANCE	
	DISRUPTED UTILITIES		UNAVAILABILITY OF QUALITY/QUALIFIED SERVICE PROVIDERS, SUB-CONTRACTORS	
	LOSS OF CRITICAL BUSINESS DATA AND/OR ACCESS TO SOFTWARE			

SHORT TERM
FATIGUE/STRESS, CASH FLOW ISSUES, HIGH ADMINISTRATIVE LOAD
 (INSURANCE, CONTRACTORS, SUPPLIERS, BANK)

LONG TERM
MENTAL HEALTH ISSUES, PHYSICAL HEALTH ISSUES, FINANCIAL HARDSHIP/DEBTS

Example

After a flood a small business was closed for weeks as they lost their equipment, stock, computers, business data, the building had structural damage and the flood water had caused safety hazards. They did not have insurance and were in severe financial distress, almost unable to recover.

This business owner decided to rebuild in a different way and thought hard how to prevent the severe consequences from occurring in the future. Measures were: equipment that can be raised or easily moved, shelves that can fold out to hold all stock high, all business data in the Cloud, raised power sockets, desks and shelving of water resistant material, concrete floors with easily removable carpet, water-resistant paint for bottom 1 meter of the walls.

Specific to your business

Organisation specific impacts *Insert here your organisation specific potential impacts*

BUSINESS CONTINUITY PLANNING

When you have been impacted by a disruption you have limited resources available and you are faced to make choices about how to use those resources optimally. During times of stress it is difficult to think straight and make well-considered choices. That is where the table below can help.

The time to be thinking about how best to recover from a disaster event is well before the worst happens, during business-as-usual times. You should consider what is most important to getting back to business and how you will do this.

Example

If you have a supermarket you would need to have the key products available that people need, like water, bread, butter, sanitary products, baby formula, nappies, basic medicine etc. You would need some staff, a till, some cash, possibly power to run the EFTPOS machine and a safe area for customers to procure their items.

In this example the prioritised activity is 'selling core items' and the critical dependencies are: stock, staff, cash, equipment (till), power and a safe area to serve customers. If you can achieve that within a day it's good (RTO), if you still can't achieve that within two weeks it is almost unrecoverable (MTPD).

(fill in here your business continuity planning information)

Prioritised Activities	Recovery Time Objective (RTO)	Maximum Tolerable Period of Disruption (MTPD)	Critical dependencies	Workarounds and/or recovery strategies
<i>List here the prioritised activities: those things that have an immediate impact if disrupted on your ability to deliver your key services/products</i>	<i>The period of time following a disruption within which a product or service must be resumed or resources recovered to minimise impact</i>	<i>The time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become totally unacceptable (meaning almost unrecoverable as a business)</i>	<i>What is needed as a minimum to deliver this Prioritised Activity? Consider: People, IT hardware and software, facility (power, water, structure, etc) equipment, records/data, approvals, systems, raw materials etc</i>	<i>Design and describe for the critical dependencies what workarounds/recovery strategies should be applied? Consider manual workarounds, alternate suppliers, alternate workspace, working from home, cross-training, delegation of authorities, generators, spare parts, data back up, digital desktop, IT technical support contractors, MOU's etc</i>

LOCAL RESOURCES

Laidley is a well-resourced town with excellent services and many possible partners in building resilience or assist in response and recovery.



- 📍

POLICE STATION

Spicer Street Laidley (07) 5466 8000
- 📍

FIRE STATION

56 William Street Laidley (07) 5468 3301
- 📍

HOSPITAL

75 William Street Laidley (07) 5466 8100
- 📍

SES UNIT


13 25 00

Things you typically need prior, during or after a disaster	(Local) partners you have sourced to assist <small>List here the (local) partners you have sourced to assist</small>	
	Contact Name	Contact details
IT support to back up your data, set up cloud-based solutions and assist with data/systems protection or recovery,		
Business office and equipment support (office space, computer, internet, printer, office supplies access)		
Transport to relocate your stock or storage for stock/equipment		
Emergency preparedness, response and recovery hardware supplies, local knowledge of available/skilled tradies		
Business Advice & Services		
Finance (advice and/or funding)		

PREVENTION, PREPAREDNESS, RESPONSE AND RECOVERY



The following four phases are key in your resilience. The below model explains what each phase is about and what practical tools are available.

PREVENTION	PREPAREDNESS	RESPONSE	RECOVERY
 <p>What is it about?</p> <p>Measures employed to prevent, detect, or contain incidents which, if unchecked, could result in disaster.</p>	 <p>What is it about?</p> <p>Measures taken to prepare for and reduce the effects of disasters</p>	 <p>What is it about?</p> <p>Aggregate of decisions and measures taken to contain or mitigate the effects of a disastrous event</p>	 <p>What is it about?</p> <p>Short term: Restore to resume trade and ability to provide services</p> <p>Long term: Recover financial sustainability</p>
<p>What can we use?</p> <ul style="list-style-type: none"> • Prevention checklist; • Hazard identification and business continuity planning outcomes in this Guide; • Laidley Commercial Resilience Group for sharing prevention knowledge, experience and ideas; • Engineering solutions; • Lockyer Chamber of Commerce & Industry for commercial resilience. 	<p>What can we use?</p> <ul style="list-style-type: none"> • Preparedness checklist; • Council Disaster Dashboard; • Community resources; • MOU's with key incident management partners/ suppliers; • Engineering solutions; • Sandbags. 	<p>What can we use?</p> <ul style="list-style-type: none"> • Response checklist; • Council Disaster Dashboard; • Community social media pages; • Official sources of information, see links on page 2 of this Guide 	<p>What can we use?</p> <ul style="list-style-type: none"> • Recovery checklist; • Local network of recovery partners and tradies; • Government support; • Insurance and admin support.

ROLES AND RESPONSIBILITIES



See below the roles and responsibilities in relation to disaster management. This is not an exhaustive list. The Lockyer Valley Local Disaster Management Plan (found on Councils website) outlines the designated responsibilities in disasters for Council, State agencies and organisations.

LAIDLEY COMMERCIAL RESILIENCE GROUP

Outside of a disaster:

- collectively bolster the short term and long term resilience and economic development of the town
- share ideas and experiences between members
- come together to listen to subject-matter-experts with valuable information
- Lobby as a group for improvements with Council, Insurance companies, Chamber of Commerce and tourist organisations

During/after a disaster:

- Sharing of situational awareness (face-to-face, phone trees, social media)
- assist and support each other in preparation and response
- connect supply and demand of local response and recovery resources during a disaster

LOCKYER VALLEY REGIONAL COUNCIL

- Raise community awareness on threats and preparedness measures
- Monitor developing threats/impacts and keep the community informed through the Disaster Dashboard
- Inform the community of appropriate preparatory and response actions to take
- Coordinate disaster response in the region
- Coordinate immediate community support
- Recovery and rebuild Council services and infrastructure

STATE EMERGENCY SERVICE

- SES is tasked with assisting vulnerable communities and residents prior, during and after a disaster.



Mythbuster!

Council and SES are not obliged to provide sandbags to businesses, so ensure you have your own resources identified and process in place to protect your business against floods.

WITHIN YOUR ORGANISATION, WHO IS RESPONSIBLE FOR WHAT?

Insert your information here..

Hazard and impact monitoring

Incident coordination

Collecting evidence (*photo's, manuals, receipts*)

Staff coordination

Liaison with suppliers, tradies, insurance, utility providers

SHORT TERM HAZARDS

How do we mitigate them

As was identified in the hazard profile, high administrative load and financial pressures are also hazards that arise within the first days to weeks to months after a disaster. Here are some tips that can lighten the load.

Emergency procurement agreements with key suppliers (including on credit if needed)

Financial advisor to assist with making smart financial decisions throughout the response, clean up and rebuild

Experts from claim solving support providers

IT partner to assist with record recovery

Insurance broker that can assist with lodging the claim and negotiating the outcome

TIPS!!

PROTECTING OUR FUTURE

Long term hazard perspective

An ever-present threat for small towns is economic decline. This is not a battle that can be fought by one business alone. To secure long term prosperity for all the businesses in the town it is crucial to collaborate. By working together, the commercial and tourist appeal of the town can be developed.

With a combined effort of the Laidley Commercial Resilience Group the town can be promoted on websites, social media, Tourism organisations, TripAdvisor and/or Chamber of Commerce. The Group could develop a Laidley promotional page where all the 'selling points' of the town are mentioned.

In promoting the town it is important to recognise that Laidley is a small town with all the facilities of a City and the town has a lot to offer:

History & Points of Interest: Historic churches, Das Neumann House, Laidley Pioneer village and Museum, early 1900's period buildings and architecture, rural setting steeped in history and Cunningham's Crest Lookout.

Shopping: a variety of boutique and bespoke gift stores, news agency, florist, antiques, jewellers, Op Shops, clothing, apparel and shoe stores, hardware supplies, discount store, computer supplies, musical equipment supplies, sporting goods, agribusiness supplies, fresh farm produce, pharmacy, supermarket, used car sales yard.

Dining: iconic pubs, sports club, café's, bakeries, themed diner, takeaways and restaurants covering various cuisines and from breakfast to dinner.

Sports & Recreation: High quality sporting venues, including rugby league and cricket clubs, golf club, RSL Sub Branch, recreational reserves, parks with BBQ facilities, lake with water sport options and public pool and showgrounds.

Accommodation: Branell Homestead, B&B's and cabin stays, hotel/pub accommodation, caravan park, nearby campsites and many AirBNB opportunities, including farm stays and nature getaways.

Facilities: Banks/ATMs, Library, post office, churches, cultural centre, community centre, State Emergency Service (SES), Queensland Fire & Emergency Services (QFES), Rural Fire Service, Ambulance, Police, local hospital with emergency capability, aged care facilities, community and government agency services, volunteer and interest groups.

Services: legal and financial services, real estate and property management, transport and logistic service, mechanical servicing centres, allied health services (including: optometry, dental, physiotherapy, counselling, general practice and surgery, hair, massage and beauty services.

Entertainment: regular events, live entertainment and markets.

PREVENTION CHECKLIST

Actions to take outside of a threat or crisis

ACTION	<input checked="" type="checkbox"/>
Where possible and feasible, get insurance	<input type="checkbox"/>
Prepare a physical ready pack with all important information, licences, certificates and other important documents. Store this information digitally in the Cloud	<input type="checkbox"/>
Regularly back up all your business data into the Cloud or in a secured data centre	<input type="checkbox"/>
Implement engineering measures that protect your business Examples: Flood: raised power plugs, heavy equipment on wheels or raiseable Fire: sprinklers Fire/flood proof safes	<input type="checkbox"/>
Take photos of the building, interior, stocks and all equipment for insurance purposes	<input type="checkbox"/>
Keep a register of your equipment with serial numbers for insurance purposes	<input type="checkbox"/>
Connect with other community members via Facebook	<input type="checkbox"/>
Attend Laidley Commercial Resilience Group meetings	<input type="checkbox"/>
Identify key partners that can assist and implement formal agreements (see section Resources of this Reference Guide)	<input type="checkbox"/>
Regularly maintain your business premises to help prevent emergencies (for example clear debris from gutters, do electrical checks)	<input type="checkbox"/>
Check you have adequate and up-to-date virus protection, secure networks and firewalls, and secure password protection procedures	<input type="checkbox"/>
Where possible and feasible install/arrange back up resources for critical supplies like tele communications, power, water, fuel, gas. (for example a generator for back up power supply)	<input type="checkbox"/>
If an option for your type of business, arrange for an alternate location to trade/operate from	<input type="checkbox"/>
Implement financial arrangements to finance the business throughout the response and recovery	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>

PREPAREDNESS CHECKLIST

Things to do when a threat is developing

ACTION	<input checked="" type="checkbox"/>
Identify available and able staff that can help prepare the business (consider the fact they might be needed at home)	<input type="checkbox"/>
Secure cash	<input type="checkbox"/>
Charge your phone, lap top, tablet	<input type="checkbox"/>
Check your emergency response kit: this reference guide, key phone numbers, copies of important documents, torch, first aid kit, portable radio, plastic bags, spare batteries, water, tinned food, medicines if required,	<input type="checkbox"/>
Check data backups and do additional backups if required	<input type="checkbox"/>
Secure, raise and/or relocate stock/equipment/furniture	<input type="checkbox"/>
Consider turning off power when threat is imminent to prevent further damage	<input type="checkbox"/>
Install threat relevant impact mitigation measures like sandbags for flood, window reinforcement for floods and storms	<input type="checkbox"/>
Monitor developing threat on the Lockyer Valley Regional Council dashboard and local social media groups	<input type="checkbox"/>
Inform suppliers and if required customers of potential disruption	<input type="checkbox"/>
Appoint and train a team that is able to respond to developing threats and manage prevention, preparedness, response and recovery. Identify local emergency response team for business owners that do not live local	<input type="checkbox"/>
Train your staff on emergency preparedness, response and recovery procedures	<input type="checkbox"/>
Practice your emergency and business continuity plans	<input type="checkbox"/>
Test your response resources regularly, like firing up a generator	<input type="checkbox"/>

Add any organisation specific actions

Add any organisation specific actions

RESPONSE CHECKLIST

Things to do when you are impacted

ACTION	<input checked="" type="checkbox"/>
Ensure you and your staff are safe, secure and remain sheltered till the threat has passed	<input type="checkbox"/>
If possible and safe to do so, monitor security of the property	<input type="checkbox"/>
Coordinate response with emergency services and follow instructions	<input type="checkbox"/>
Take photos of the impact for the potential insurance claim	<input type="checkbox"/>
Upload photos of and information about the incident on social media to assist other community members with getting situational awareness	<input type="checkbox"/>
Communicate with your staff about your expectations of them during the response and recovery, and what they can expect if the business is adversely impacted for an extended period	<input type="checkbox"/>
Inform your suppliers of the disruption and arrange for any emergency supplies if required	<input type="checkbox"/>
Inform your customers of the disruption and what they can expect from you in relation to your services/products	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>

RECOVERY CHECKLIST

Things to do to get the business back up and running

ACTION	<input checked="" type="checkbox"/>
Overall damage assessment – develop a list of destroyed or damaged items, estimate replacement costs and include photos of the damage if possible. Do not commence cleaning up until you have contacted your insurer.	<input type="checkbox"/>
Contact your insurance company and discuss your damage assessment, your level of cover, how quickly your claim can be processed. Establish when an insurance assessor will visit, how much will be paid and in what form it will be paid	<input type="checkbox"/>
Contact all staff and establish their position – have they been affected? Will they be able to return to work? When will they be able to return to work?	<input type="checkbox"/>
Contact your creditors to see if arrangements can be made to freeze loans	<input type="checkbox"/>
Contact key customers and suppliers to advise that the business has been affected. Let them know that you will notify them when you are ready to trade again and advise them if orders cannot be completed. Work with your customers to devise a strategy to assist them in continuing to receive the goods or services you usually provide – if they are kept informed they are more likely to assist in your business recovery.	<input type="checkbox"/>
Make a list of key equipment, stock and other activities of the business that need to be operational for the business to reopen. If any of these items have been salvaged during the clean-up, store them in a safe and secure place.	<input type="checkbox"/>
If required, look for alternative temporary business premises. When assessing this requirement, not only does the premises need to be safe but you need to consider whether your staff, customers and suppliers will be able to access the alternative premises.	<input type="checkbox"/>
Contact government agencies that may be providing assistance to affected businesses to see if you are eligible for grants or assistance.	<input type="checkbox"/>
Review your business records – collect all business records that have been salvaged, or copies kept off site that are retrievable. If there are gaps in records, consider alternative sources to help you reconstruct your financials. You may like to talk to your accountant at this stage for assistance. Tip: the Australian Taxation Office provides assistance with reconstruction of records	<input type="checkbox"/>
Clear and clean	<input type="checkbox"/>
Restore internal infrastructure	<input type="checkbox"/>
Return stock or arrange for new stock	<input type="checkbox"/>
Check site is safe and compliant with WHS and where required food safety requirements	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>
<i>Add any organisation specific actions</i>	<input type="checkbox"/>

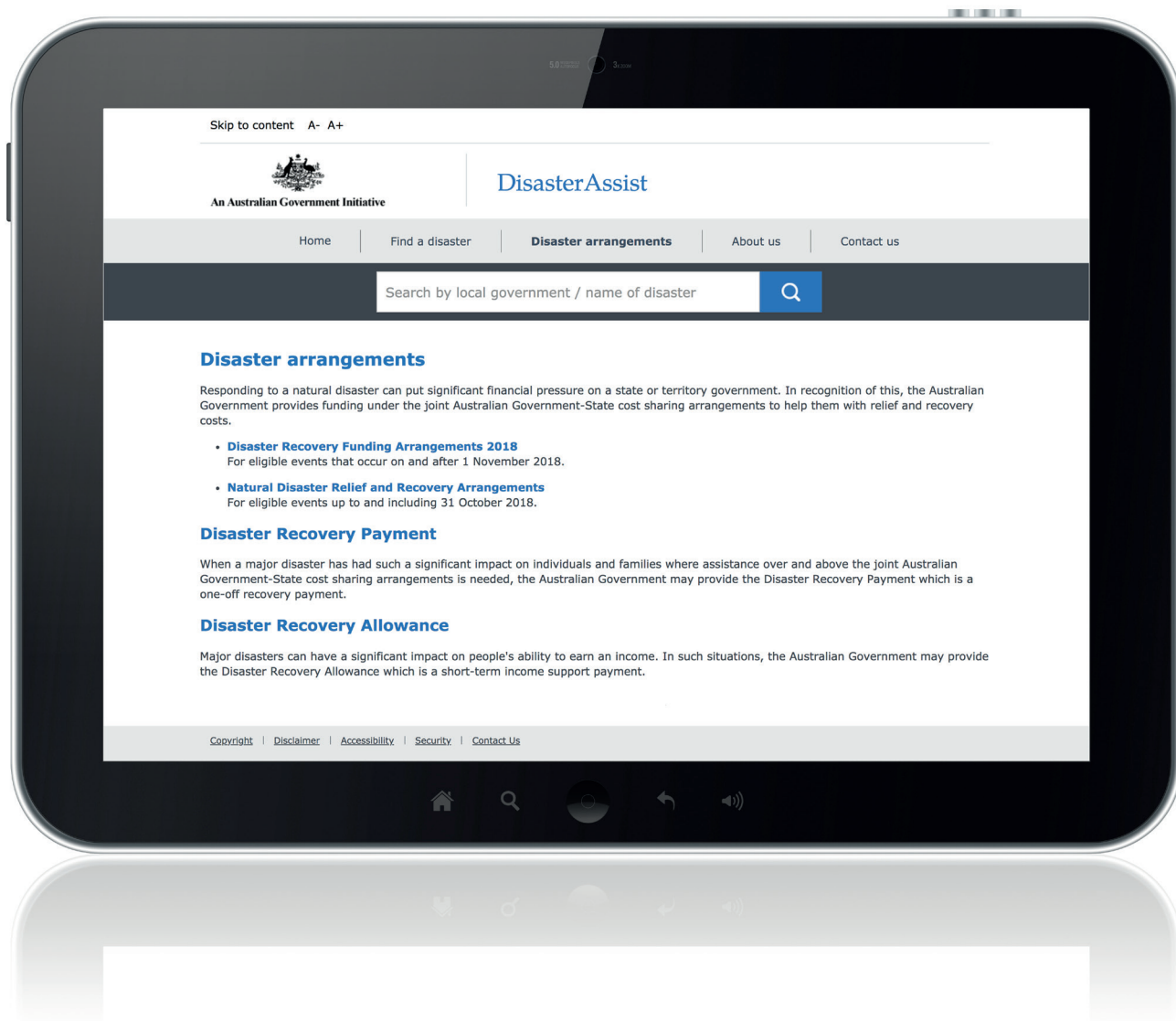
REFERENCES

These checklists are a combination of local input with some content from the toolkits mentioned below.

Links with emergency management toolkits/checklists:

www.disasterassist.gov.au/Pages/disaster-arrangements.aspx

www.business.gov.au



HUMAN FACTORS IN DISASTER

Psychological Preparedness

As business owners prepare for a disaster or disasters, we are often quick to take practical actions such as moving stock, backing up data, boarding up windows or sandbagging and rarely consider psychological preparation. This section of your reference guide provides you with a few tips on how to prepare for and manage the potential psychological impacts of disaster and emergency.

What are advantages of psychologically preparing for disaster?

- You can feel more confident and in control.
- Understand the way you might feel and act before, during and after a disaster and manage yourself and staff more effectively.
- Make better and more rational emergency, business and personal decisions;
- Knowing when to ask for help;
- Being calm in crisis, which allows greater ability to support your staff, family and others who may not be coping well.
- Reduce psychological stress and longer term mental health issues which when involved with disasters; and
- Reduce the risk of harm or injury to yourself, employees and others.

How can I better prepare?

The Australian Psychological Society (APS) developed a 3-step AIM model to assist in psychological preparedness for disaster.

Anticipate the Psychological reactions leading up to disaster: Visualise or think; How might I react to a disaster? How have I reacted to highly stressful situations in the past? Although your reactions are natural, if not managed they can get in the way of effectively preparing and responding to disaster. By thinking about how we might react to prior to a disaster, we can identify better ways to manage our reactions during a disaster.

Identify specific feelings and thoughts: How do these thoughts of a disaster make me feel? How do these thoughts affecting me physically? There are a number of physical reactions that can occur such as racing heartbeat, shortness of breath, dizziness, nausea, headaches and fatigue, which can be linked to thoughts such as confusion, helplessness, panic, fear and anger. Although these thoughts and sensations are normal, ask yourself; Are these thoughts helping you or making it harder? Are you jumping to conclusions? Remind yourself that these thoughts and physical reactions are not helping you remain calm, clear-headed and collected.

Manage responses to stress: Often people feel more calm and in control by exercising two simple, yet effective strategies. Slow down breathing helps calm the physical arousal symptoms and replacing thoughts of fear and fright with more positive and helpful ones.



Learning to breathe and think more calmly

- To slow your breathing down, take smaller breaths and pause between breaths to space them out. When you have breathed out slowly, hold your breath for a count of three before inhaling your next breath. Sometimes people find it helps to breathe in through the nose and out through the mouth.
- While concentrating on breathing out slowly, say to yourself 'Relax', or 'Stay calm', or 'It's OK, I'm managing OK'. These are good words to use because they are associated with feeling relaxed and in control.
- Try not to dwell on the bad things that might happen, but instead tell yourself that the calmer you are, the better you'll be at managing exactly what needs to be done.
- Remember you need to be able to draw on your own strengths and survival resources and your coping ability. It's important not to let unhelpful feelings and thoughts get in the way of careful and well-planned actions.
- Remind yourself that this is an emergency situation and that it's natural you are feeling anxious and stressed. You cannot directly control what's happening, but you can manage your responses in this emergency and influence the impact on you, your staff and your family



If you feel you need help call

Lifeline	13 11 14	lifeline.org.au
Beyond Blue	1300 22 4636	beyondblue.org.au
Mental health Access Line	1300 642 255	qld.gov.au/mental-health/help-lines

What can I do after disaster strikes?

Psychologists at the APS provide some general advice to help people to look after themselves:

- Recognise that you have been through a distressing experience and give yourself permission to experience some reaction to it. Don't be angry with yourself for being upset.
- Remember that there is no right or wrong way to feel.
- Remind yourself that you can and are coping.
- Spend time with people who are predictable, familiar and respectful.
- Do not try to block out thoughts of what has happened. Gradually confronting what has happened can assist in coming to terms with a traumatic experience.
- Don't 'bottle up' your feelings – share your experiences with people you trust when opportunities arise. Don't feel pressured if you don't want to talk now – this is also OK.
- Find other ways to express your feelings, e.g. through a diary or art work.
- Try to maintain a normal routine. Keep busy and structure your day.
- Allow yourself time to rest if you are feeling tired. Regular exercise is also important.
- Make time to practise relaxation. You can use a formal technique such as progressive muscle relaxation, or a relaxing activity such as gardening or listening to music. This will help your body and nervous system to settle and readjust.
- Avoid overuse of alcohol or other drugs to cope.
- Avoid making any major decisions or big life changes.
- Make sure you do not unnecessarily avoid certain activities or places.
- Ask for support from people who care about you and whom you trust. Social support is enormously helpful in times of crisis.
- Let your friends and family know of your needs. Help them to help you by letting them know when you are tired, need time out, or want a chance to talk or just be in someone's company.
- If your recent experience stirs up other memories or feelings from a past unrelated stressful occurrence, try not to let the memories all blur together. Keep the experiences separate and deal with them separately.
- Keep reminding yourself that things will get better, and you do have the ability to manage.
- Give yourself time to adjust, it can take a while to bounce back.

How can I help staff cope with their feelings?

- Teach them the simple breathing exercises.
- Be sensitive and supportive to them. Don't judge them, they may be feeling scared, anxious or embarrassed if they are not coping as well as you.
- Encourage them to talk about how they are feeling.
- Encourage them to remind themselves that things will get better, and that they have the ability to manage.
- Encourage them to maintain a normal routine, keep busy and structure their day.
- Encourage them to take responsibility for a task that needs attending to.

NOTES