Redland City Local Disaster Management Plan

Redland
CITY COUNCIL

Acknowledgement of Country

Redland City Council is committed to working with Traditional Owners, supporting their role as custodians of their Traditional lands and helping ensure the future prosperity and cultural enrichment of the community.

Council recognises that the Quandamooka People are the Traditional Owners of much of Redlands Coast. Council also extends its acknowledgement of Traditional Owners to the Danggan Balun (Five Rivers) People who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

Disclaimer

Information contained in this document is based on information available at the time of writing and is for general informational purposes only. All figures and tables are indicative only and should be referred to as such.

While Redland City Council (Council) has exercised reasonable care in preparing this document, it does not make any warranties or representations, of any kind, expressly or impliedly, that it is accurate, reliable, or complete.

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Important information about this plan

This is the 'CONTROL COPY' of the *Redland City Local Disaster Management Plan* (the 'Plan') prepared in accordance with s. 57 of the *Disaster Management Act 2003* (the 'Act'). As the control copy, it will be the initial plan amended following any review carried out as prescribed under s. 59 of the Act.

All other versions, copies, or extracts of this Plan including web-based versions will be amended subsequently to this copy.

The controller of this Plan is the chairperson of the Redland City Local Disaster Management Group on behalf of Council. The Disaster Management Unit (DMU) will administer the Plan.

The Plan is divided into several parts:

Part 1 – Administration & Governance

Part 2 – Disaster Risk Assessment

Part 3 – Local Capacity and Capability

Part 4 – Prevention

Part 5 – Preparedness

Part 6 – Response

Part 7 – Recovery

Part 8 - Appendices

Information and advice for residents, business operators and visitors can be accessed at: https://disaster.redland.qld.gov.au/

The disaster plan website is designed to provide the following localised information, including:

- Hazard and community risk information
- Advice on what to do before, during and after a disaster event
- Evacuation information, and
- Available emergency services and contact details

Redland City Council permits the use of information contained in the Plan to be reproduced for planning purposes, provided due recognition of the source of the information is acknowledged.

Message from the Mayor

Each year communities across Australia are faced with preparing for, responding to, and recovering from disasters that test the community resolve.

Our Redlands Coast community, like all others, is not immune to the impacts these events have on people, infrastructure, the environment, and business, so it is vital that we are prepared.

When such events occur, local government has the primary responsibility for managing disasters within its boundaries. Redland City Council takes a proactive role in preparing for these events, and to meet these challenges has developed this Local Disaster Management Plan.

Redland City has witnessed firsthand the impacts of disaster events, highlighting the need for greater resilience and community engagement. Those events have also shown the importance of having a dedicated Local Disaster Coordination Centre with increased capacity and fit-for-purpose equipment.

Encompassing a mainland population, as well as island communities, Redland City faces many potential risks, which Council is committed to helping the community prepare for, respond to, and recover from.

It is recognised that Redland City is a community of communities, and in particular our island communities face challenges that are unique to island living and are not necessarily experienced on the mainland.

We cannot prevent disasters occurring, but we can work together to strengthen our resilience and ability to respond.

Mayor Karen Williams

Chair of the Redland City Local Disaster Management Group

Authority to plan

This Plan has been prepared by the Redland City Local Disaster Management Group for Redland City Council in accordance with s. 57(1) of the Act.

Kwilliams

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Chairperson

Redland City

Local Disaster Management Group

Date: 13 September 2023

Approval of plan

Redland City Council approves this Plan in accordance with s. 80(1)(b) of the Act.

Kwilliams

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Mayor

Redland City Council

Date: 13 September 2023

List of abbreviations

ABBREVIATION	FULL TERM
AAR's	After-Activation Reviews
The 'Act'	*Disaster Management Act 2003*
ADF	Australian Defence Force
AGDRP	Australian Government Disaster Recovery Payment
AIIMS	Australasian Inter-Agency Incident Management System
BCP	Business Continuity Plan/Planning
BoM	Bureau of Meteorology
CBD	Central Business District
CEO	Chief Executive Officer (of Council)
Council	Redland City Council
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DACC	Defence Assistance to the Civil Community
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group (District level)
DMU	Disaster Management Unit (Redland City Council)
DRFA	Disaster Recovery Funding Arrangements
EA	Emergency Alert
EMAF	*Emergency Management Assurance Framework*
EV CREW	Emergency Volunteering Crew
FTTB	Fibre to the basement
FTTN	Fibre to the node
FTTP	Fibre to the premises
GRP	Gross Regional Product
GSP	Gross State Product
HFC	Hybrid fibre coaxial
IGEM	Inspector-General Emergency Management
IMS	Incident Management System
IP ACT	*Information Privacy Act 2009*
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group (local level)
NERAG	National Emergency Risk Assessment Guidelines
NSP	Neighbourhood Safer Places
PPRR	Prevention, Preparedness, Response and Recovery
QAS	Queensland Ambulance Service
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee (State group)
QDMTF	Queensland Disaster Management Training Framework
QERMF	*Queensland Emergency Risk Management Framework*
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RCC	Redland City Council
RFA	Request for assistance
SDCC	State Disaster Coordination Centre
SDMC	State Disaster Management Committee
SDMP	*State Disaster Management Plan*
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SITREP	Situation Report
SMBI	Southern Moreton Bay Islands
SOP	Standard Operating Procedure

Document management

Version control

Any proposed amendments to this Plan are to be forwarded in writing to:

- The Manager, Disaster Management Unit, Redland City Council, PO Box 21. CLEVELAND QLD 4163. Australia, or disaster@redland.qld.gov.au

The Administrator of this Plan may approve any inconsequential amendments to this document.

Any significant amendments that change the intent of the Plan must be submitted to the Local Disaster Management Group (LDMG) for endorsement and be approved by Council.

A copy of the Plan or any amendment will be forwarded to all LDMG members. On receipt, the amendment is to be inserted into the Plan and version control records updated.

Amendment register

VERSION*	DATE ISSUED	NOTES
1.0	September 2023	Full re-write following review of all disaster management plans. Revised plan written in accordance with legislative requirements.

Whole numbers – full re-write (example: 2.0) decimal numbers – minor amendments (example: 2.1)

Distribution list

POSITION	ORGANISATION	COPY
Disaster Management Unit (DMU)	Redland City Council	Control Copy
Local Disaster Management Group Chairperson and Deputy Chairperson	Redland City Council	Electronic and hard copy
Local Disaster Coordinator (LDC) and Deputy Local Disaster Coordinator	Redland City Council	Electronic and hard copy
Local Disaster Management Group (LDMG) members	Various	Electronic copies
District Disaster Coordinator (DCC)	Queensland Police Service	Electronic
Executive Officer, DDMG	Queensland Police Service	Electronic
District Disaster Management Group (DDMG) members	Various	On request
Local Disaster Coordination Centre (LDCC)	Redland City Council	File copy
Elected members	Redland City Council	Electronic copies
Community members		On request

1. ADMINISTRATION AND GOVERNANCE

1.1. Administration

1.1.1. Purpose of the Plan

The purpose of this Plan is to apply the requirement prescribed under s. 57(1) of the *Disaster Management Act 2003* (the 'Act') in that "a local government must prepare a plan (a **local disaster management plan**) for disaster management in the local government's area."

In accordance with s. 57(2) of the Act, the Plan must include provision for the following:

(a) the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
(b) the roles and responsibilities of entities involved in disaster operations and disaster management in the area
(c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b)
(d) events that are likely to happen in the area
(e) strategies and priorities for disaster management for the area
(f) the matters stated in the disaster management guidelines as matters to be included in the plan
(g) other matters about disaster management in the area the local government considers appropriate.

1.1.2. Aim of Plan

The aim of this Plan is to describe the agreed arrangements for the prevention of, preparedness for, response to, and the recovery from disaster events that may impact the Redland City local government area.

1.1.3. Definitions

Definitions of terms used in this Plan are shown in Appendix 8.1.

1.1.4. Key Planning Objectives

The key objectives[1] of this Plan are to help communities:

- Mitigate the potential adverse effects of an event through the implementation of preventative strategies
- Prepare for managing the effects of an event, and
- Effectively respond to, and recover from, a disaster event in a timely manner.

1.1.5. Reviewing and renewing of Plan

In accordance with the requirements of s. 59 of the Act, Redland City Council (Council) may review or renew this Plan when it considers it appropriate. However, Council must review the effectiveness of the plan at least annually.

Circumstances which may necessitate a review include:

- Activation of the plan or components of the plan due to an event
- Training exercise(s) designed to practice or evaluate specific aspects of the plan or its overall operational efficacy
- Changes to roles and responsibilities of LDMG members
- Operational changes
- Emerging hazards
- Following assessment of the plan under the Emergency Management Assurance Framework (EMAF).

1.1.6. Plan availability for inspection

In accordance with the provisions of s. 60 of the Act, this Plan is to be made available for inspection, free of charge, by members of the public.

The plan is available at the following:

- Redland City Council Administration Building, corner of Bloomfield and Middle Streets, Cleveland
- Redland City Council libraries and customer service centres
- Online at https://www.redlandsdisasterplan.com.au

Council must, on payment of the appropriate fee, give a person a copy of the Plan. In this section, appropriate fee means the fee, decided by the CEO of the local government that is no more than the reasonable cost of providing the copy. Council's photocopy fee will apply to hard copy requests, refer to the current Register of Fees available on the Council website.

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[1] Primarily based on s. 3 of the Disaster Management Act 2003

1.1.7. Planning cycle

The following table illustrates a recommended review, planning and exercise cycle. All plans may be reviewed outside of this cycle should it become apparent that urgent amendments are required for the effectiveness of LDMG activities.

PERIOD	PHASE	COMMENTS
November to March	Operational period	The operational phase is recognised historically as the period from November to March, however, operations may occur at any time. As such, the planning and exercising phases may have to be modified to suit the circumstances. Refer to IGEM's *Lessons Management Framework* available at www.igem.qld.gov.au
March to July	Planning phase	Refer to relevant planning guidelines.
July to August	Review and approval phase	Disaster management stakeholders review revised plan. Council approves plan.
August to November	Exercising phase	Refer to exercise management guidelines and IGEM's *Lessons Management Framework* available at www.igem.qld.gov.au

1.1.8.   Planning map

The figure illustrated below (figure 1) represents the current disaster management planning hierarchy as well as plans, procedures and action guides that require development or revision.
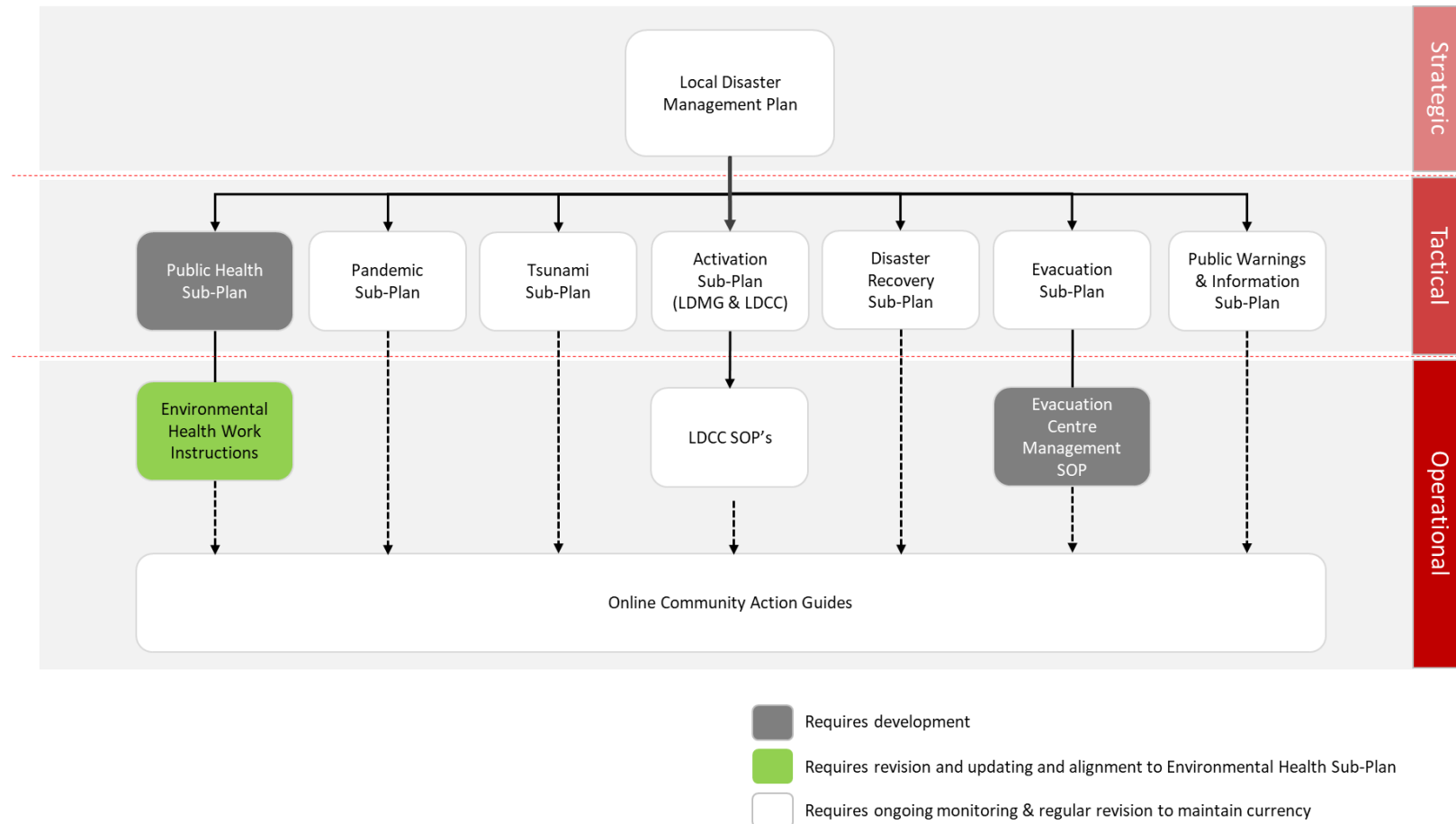
Figure 1: Planning map

1.1.9. Continuous improvement

Council is committed to the continuous improvement of its disaster management arrangements. Continuous improvement involves the regular evaluation and subsequent improvement of processes and arrangements to ensure they remain compliant. Disaster management entities, researchers, and policy makers as well as the community have a joint responsibility to ensure continuous improvement initiatives are shared across the disaster management sector.[2]

Council will continue to research new and improved methods and approaches to enhance their disaster management capabilities by:

- Working with police and emergency services, government agencies, the business sector and the community to identify and improve its disaster management capabilities including planning and systems, as well as;
- Identifying opportunities for cooperative partnerships to improve disaster management outcomes.

The Queensland Government Strategic Policy Statement promotes "continuous improvement of disaster management through implementation of innovation, research and lessons learned" and as such Council will ensure that future planning is driven by not only current community needs but emerging trends and learnings from across State, national and international disaster management sectors.

1.1.10. Reporting

State group requirements

In accordance with s. 44 of the Act and as soon as practicable after the end of each financial year, The State Group (QDMC) must prepare and publish a written report about disaster management in the State. The report will include the following information:

- Information about activities undertaken during the financial year to maintain or enhance disaster management
- Details of disaster operations performed during the financial year
- Information about priorities for disaster management, and
- Any other matters about disaster management considered appropriate.

As such, it can be expected that there will be a requirement for the Redland City LDMG to provide relevant information to the Brisbane Disaster District to fulfil this requirement.

Operational reporting

Section 30(g) of the Act specifies that the LDMG is required "to provide reports and make recommendations to the relevant district group about matters relating to disaster operations."

Furthermore, pursuant to s. 36(b) the LDC is required "to report regularly to the local group about disaster operations."

In accordance with s. 34A(c) the Chairperson of the LDMG is required "to report regularly to the relevant district group, and the chief executive of the department, about the performance by the local group of its functions."

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[2] *PPRR DM Guideline, 1.5.1*

1.2. Governance

1.2.1.   Application of the Act

The Act is the legislative basis for Queensland's Disaster Management Arrangements. Section 5 specifies that the Act binds all persons including the State and, as far as the legislative power of the Parliament permits, the Commonwealth and the other states.

1.2.2.   Queensland Disaster Management Arrangements

Queensland's Disaster Management Arrangements (QDMA) (Figure 2) are based on an active partnership between all levels of government. This partnership recognises that all entities must work collectively and collaboratively to deliver effective disaster management outcomes. QDMA operates on three levels, namely:

- Local government (Community level)
- Disaster district (Regional level)
- State government (State level)

A fourth level – Australian Government – provides support to impacted communities through State requests for assistance.
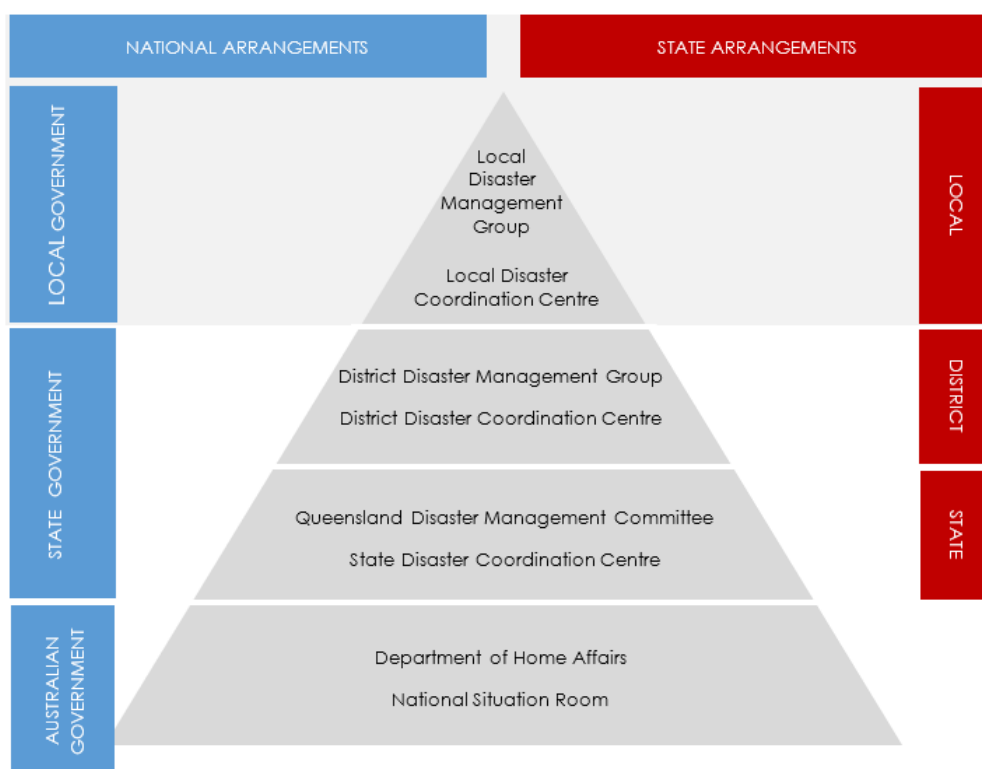
Figure 2: Qld Disaster Management Arrangements

In accordance with s. 4A(c) of the Act, local government should be primarily responsible for the management of disaster events in its local government area. Council is ideally placed to undertake this role based on its understanding of local social, environmental, and economic issues as well as knowledge of the City's infrastructure.

1.2.3. Authorising environment

The Act and the *Disaster Management Regulation 2014* (the 'Regulation') form the legislative basis for disaster management within all levels of government and the QDMA. The following figure illustrates this relationship.[3]
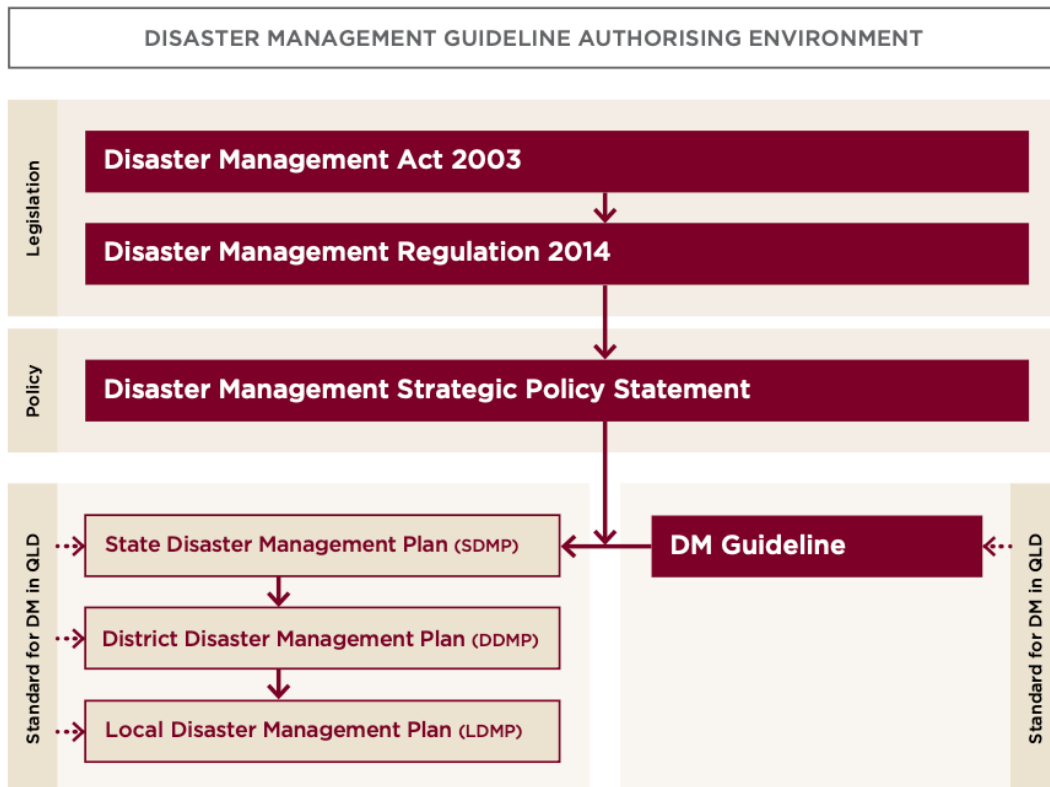
Figure 3: Authorising environment

[3] *Primarily reproduced from PPRR DM Guideline*

1.2.4. Legislation

The following provisions of the Act (incl. the Regulation) relate to local government and specifically apply to this plan.

LEGISLATION		COMMENTS
ACT	**REGULATION**	
s. 3, 4		Main objects of the Act
s. 4A		Guiding principles
Div. 3		Application of the Act
16A(c)*		Functions of chief executive - training requirement
29		Establishment of Local Disaster Management Group (LDMG)
30		Functions of LDMG
33	9	Membership of LDMG
34	10	Chairperson and deputy chairperson
34A		Functions of the chairperson
35		Appointment of Local Disaster Coordinator (LDC)
36		Functions of LDC
143(8)		Power of delegation of LDC
37		Notice about membership of LDMG
38	12-14, 16-18	Conduct of business and meetings of LDMG
44*		Annual Report - State group requirement however the SDMC will require each District to provide details from local governments within their Disaster Districts. Also reference s.30(g), 34A(c) and 36(b)
57		Local disaster management plan and provisions of plan
58		Requirements of plan to be consistent with disaster management standards and guidelines
59		Review and renewal of plan
60		Plan available for inspection
63*		Guidelines about disaster management plans
64		Declaration of disaster situation
80		Functions of local government

These sections in the above table are not mandatory, however they have direct implications for disaster management at a local government level, and as such should be included in planning.

1.2.5. Instruments of the legislation

The following Instruments of the legislation (refer previous figure 3– 'Authorising environment') are cornerstones to the development of effective disaster management arrangements in Queensland.

Queensland Disaster Management Strategic Policy Statement

The *Disaster Management Strategic Policy Statement[4]*, (the 'Guideline'), available on the Queensland Government's Disaster website (www.disaster.qld.gov.au),details the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

The Queensland Government's disaster management objectives and strategies recognise that communities are at the forefront of disaster impacts and the importance of supporting communities to prevent, prepare for, respond to, recover from, and become more resilient to disasters.

Standard for Disaster Management in Queensland

The *Standard for Disaster Management in Queensland[5]* (the Standard), available on the Queensland Government's IGEM website (www.igem.qld.gov.au/), establishes the outcomes to be achieved for all entities involved in disaster management.

Section 16C(d) of the *Disaster Management Act 2003* (the Act) provides the authority for the Office of the Inspector-General of Emergency Management to make disaster management standards. This standard is made pursuant to s. 16N(1) of the Act and details the way entities responsible for disaster management in the state are to undertake disaster management.

The Standard is reviewed periodically to ensure it remains contemporary and meets the needs of the disaster management sector (the sector), government and the community.

The Standard should be applied in conjunction with disaster management doctrine, good practice guidance and government policy, with reference to the Act and the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline* (the 'Guideline').

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[4] *https://www.disaster.qld.gov.au/__data/assets/pdf_file/0022/337234/2016-Strategic-Policy-Statement.pdf*

[5] *https://www.igem.qld.gov.au/sites/default/files/2021-07/Standard%20for%20Disaster%20Management%20in%20Queensland%202.1.1.pdf*

Prevention, Preparedness, Response and Recovery Disaster Management Guideline

The *Prevention, Preparedness, Response and Recovery Disaster Management Guideline* (the 'Guideline'), available on the Queensland Government's Disaster website (www.disaster.qld.gov.au) ,outlines a comprehensive end-to-end process for the steps to be undertaken through each of the phases of disaster management (Prevention, Preparedness, Response and Recovery). It specifically addresses roles and responsibilities of stakeholders, prevention, and mitigation strategies, planning considerations, the activation of response arrangements, the recovery process, and financial arrangements.
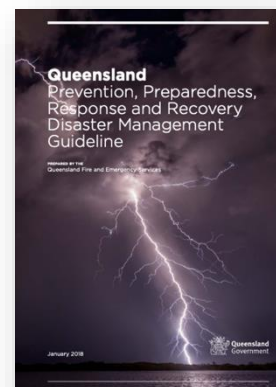
Emergency Management Assurance Framework (EMAF)

The Emergency Management Assurance Framework, available on the Queensland Government's IGEM website (www.igem.qld.gov.au), provides the foundation for guiding and supporting the continuous improvement of entities' disaster management programs across all phases of disaster management. The EMAF also provides the structure and mechanism for reviewing and assessing the effectiveness of Queensland's Disaster Management Arrangements.
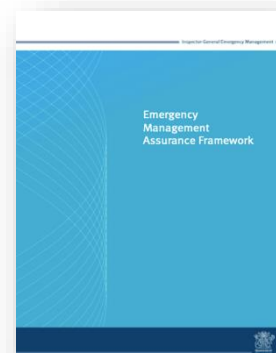
State Disaster Management Plan (SDMP)

The *Queensland State Disaster Management Plan*, available on the Queensland Government's Disaster website (www.disaster.qld.gov.au), describes Queensland's Disaster Management Arrangements, through which the guiding principles and objectives of the Act and the Standard are implemented. All disaster events in Queensland, whether natural or human-induced should be managed in accordance with the SDMP.

Brisbane District Disaster Management Plan

The *Brisbane District Disaster Management Plan*, available on the Queensland Police Service website (www.police.qld.gov.au),aligns with the *Queensland Disaster Management Plan* and describes the District disaster management arrangements, through which the guiding principles and objectives of the Act and the Standard are implemented. The *Redland City Local Disaster Management Plan* aligns with the arrangements of both the State and District Disaster Management Plans.

Brisbane District Disaster
Management Plan

(2022-2023)

2. DISASTER RISK ASSESSMENT

2.1. Introduction

Understanding disaster risk and disaster risk reduction are international priorities as captured within the United Nations Office for Disaster Risk Reduction Sendai Framework for Disaster Risk Reduction 2015-2030 "Priorities for Action", available on the United Nations Office for Disaster Risk Reduction (www.undrr.org). Australia is a signatory to the Sendai framework.

Consequently, the Queensland Government has introduced the *Queensland Emergency Risk Management Framework (QERMF)* to assist all levels of the disaster management sector in their development of risk reduction strategies.

Assessing community risk is a key and integral building block of disaster management planning. An understanding of the potential hazards and the risks they pose enhances the development of effective disaster management plans thereby lessening the impact of a disaster event.

2.2. Queensland Emergency Risk Management *Framework*

The Queensland Emergency Risk Management Framework[6],available on the Queensland Government's Disaster website (www.disaster.qld.gov.au) has been developed to inform a risk-based planning process across the disaster management sector in Queensland and has been endorsed by QDMC. The methodology has been developed from a range of risk management standards including:

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[6] *QERMF Handbook. https://www.disaster.qld.gov.au/__data/assets/pdf_file/0031/339259/QERMF-Risk-Assessment-Process-Handbook.pdf*

- ISO 31000:2009 Risk Management – Principles and Guidelines
- *SA/SNZ HB 436:2013 Risk Management Guidelines − companion to AS/NZS ISO 31000:2009*
- *SA/SNZ HB 89:2013 Risk management − Guidelines on Risk Assessment Techniques*
- *AS/NZS 5050:2010 Business Continuity − Managing Disruption Related Risk*
- *National Emergency Risk Assessment Guidelines (NERAG) (Australian Emergency Management Institute, 2015)*

Council has adopted the *Queensland Emergency Risk Management Framework (QERMF)* methodology in assessing and managing community risk.

2.2.1. Benefits of QERMF

The implementation of this methodology provides the following benefits:

- Shifts risk assessment and management from a 'one-size-fits-all' approach to a tailored methodology that accounts for the prioritisation of local characteristics
- Embeds risk identification, assessment and management in proven, consistent, science-based methodologies that can be applied consistently across all levels of QDMA (Local, District and State)
- Allows clarity and transparency in communication and decision-making at all levels of QDMA, and
- Improves the identification of an area's capability and capacity to manage the risks within that area, thereby informing resource planning for QDMA.

This in turn will create further multiple benefits, including:

- Risk governance will be improved through the strengthening of transparency and accountability in the acceptance, mitigation and/or transfer of residual risk between and across the three levels of QDMA
- Specific areas can prioritise their resources, based on localised assessed risks
- Robust, scientifically-based risk assessments can be used for applications for resources and funding towards mitigation strategies and betterment projects
- All levels of government and community will have greater assurance through and confidence in scientifically underpinned risk-based planning
- Stakeholders will have improved confidence in State level coordination and support across all levels of QDMA, supported by State Government guidance and prioritisation of hazard risk, and
- Disaster management networks will be strengthened and better aligned.

2.3. Risk assessment outline

There are four steps in the risk assessment process (refer to figure 4 below), as detailed in the QERMF, namely:

Step 1   Establishing the context – an understanding of the natural landscape, climate, demographics, economy, and community infrastructure.

Step 2   Analysing the hazards – relevant hazards are identified through probabilistic analysis of historical data for a specific area or region.

Step 3   Assessing the risk – formalises the risk analysis process and leads directly to the clear identification of risk that may arise when a potential hazard becomes reality.

Step 4   Risk-based planning – this comprises the treatment of identified risk and the management of residual risk and allows for effective planning at and between all levels of QDMA – Local, District and State.

Figure 4: Risk assessment process

2.3.1. Step 1 – Community context

Description

Redland City is in South-East Queensland, about 26 kilometres south-east of the Brisbane Central Business District (CBD) and is bounded by Moreton Bay and North Stradbroke Island in the north and east, Gold Coast and Logan cities in the south, and Brisbane City in the west.

Redland City is a vibrant growing community that comprises significant environmental, open space and rural areas complimented by a compact urban area. Redland City encompasses a total land area of about 537 square kilometres, including islands, coastal areas, bushland, national parks, and waterways. The major retail and commercial centres are located at Cleveland, Capalaba, and Victoria Point. The southern areas of the City are more rural and rural-residential in nature, however, now represent the largest area of new residential development.

The islands of Moreton Bay include the major tourist destination of North Stradbroke Island as well as Coochiemudlo Island and the Southern Moreton Bay Islands (SMBI) which incorporate Russell, Lamb, Karragarra, and Macleay islands. All the habitable Moreton Bay islands are serviced by vehicular and passenger ferries. The following figure is a snapshot of the City.

Area 537km² 40% of land is protected green space	**335km** Length of coastline (approx.)	**Population 163,866** ABS ERP 2022	**Average temps** Summer – 19°C to 29°C Winter – 9°C to 21°C
23.1% of residents born overseas ABS 2021 Census	**43 years** Median resident age ABS 2021 Census	**2.9%** Identify as Aboriginal or Torres Strait Islander ABS 2021 Census	**85,005** Employed residents NIEIR 2022
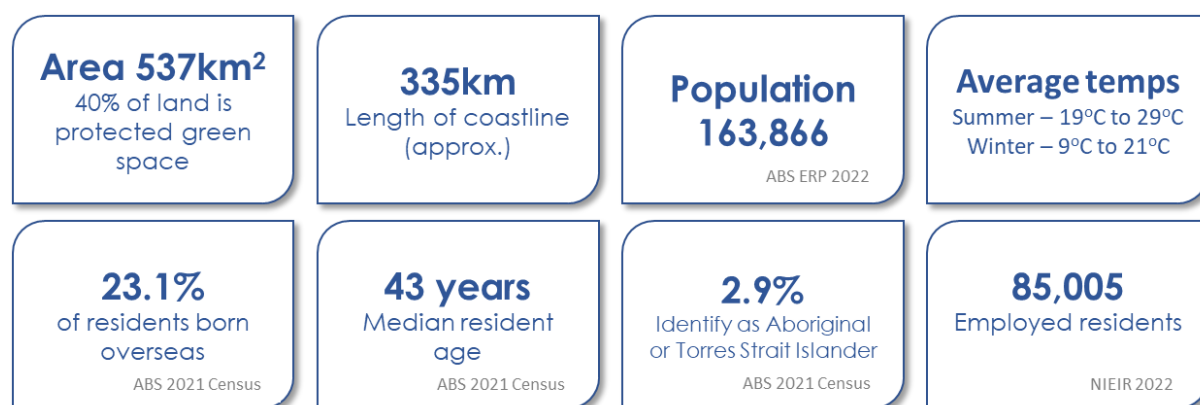
Figure 5: Community snapshot

Climate and weather

The general climate experienced in Redland City is subtropical. Rainfall is seasonal, with the heaviest rain usually occurring during the summer months. Day time temperatures usually do not exceed 35°C or fall below 10°C for extended periods. The City is at risk of severe weather during the summer months and east coast lows during winter. Figure 6 below illustrates the average monthly minimum and maximum temperatures for the City.

Average min and max temperatures in Brisbane, Australia   Copyright © 2023   weather-and-climate.com
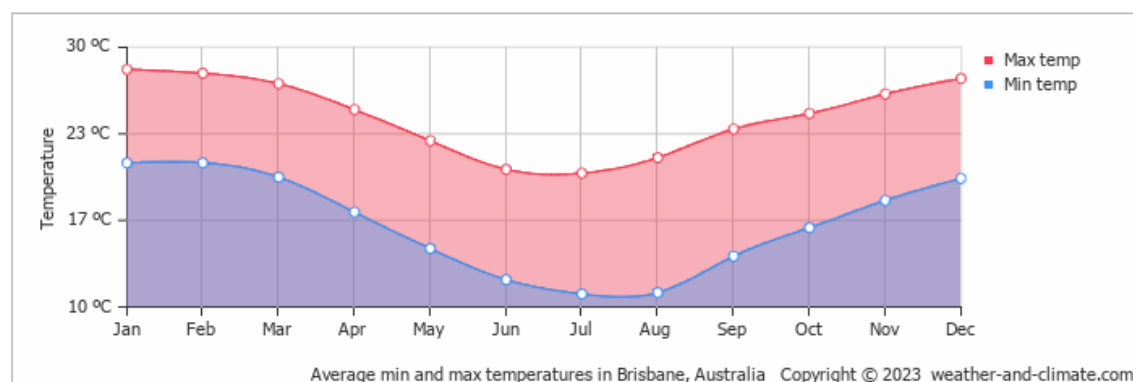
Figure 6: Climate and weather

Population statistics

The ABS 2021 Census indicates the Usual Resident Population for Redland City is 159,222 and 65,213 dwellings. Since the previous Census period, the population has grown approximately by 8.3% (or 12,212 additional residents).

The following table lists the population breakdown by locations for Redland City from the 2021 Census data.

LOCALITY	USUAL RESIDENT POPULATION	TOTAL DWELLINGS
Alexandra Hills	16,472	6,283
Birkdale	14,816	5,672
Capalaba	18,002	7,229
Cleveland	15,850	7,273
Coochiemudlo Island	850	609
Mount Cotton	7,302	2,394
North Stradbroke Island (total)	2,156	1980
Amity Point	453	406
Dunwich	737	408
Point Lookout	785	1,021
Remainder of island	181	145
Ormiston	6,379	2,572
Redland Bay	17,056	6,266
Southern Moreton Bay Islands (total)	7,635	4880
Karragarra Island	240	175
Lamb Island	504	374
Macleay Island	3,193	2,027
Russell Island	3,698	2,304
Sheldon	1,762	576
Thorneside	3,877	1,729
Thornlands	19,263	6,783
Victoria Point	15,140	6,256
Wellington Point	12,661	4,717

Source: https://profile.id.com.au/redland/locality-snapshots

Disability

In the 2021 Census, over 10,000 people or 6.3% of the City's population stated they needed assistance in their day-to-day living. However, data from the Census also indicated that a further 6,259 people failed to state if they needed assistance or not. No reasons were given so it might be assumed that the number of people requiring assistance may be far greater than reported. More than half (53%) of people who reported the need for assistance were in the 65 and over category. There was also a significant proportion (13%) of people needing assistance in the under 14 age cohort.

Long Term Health Conditions

The 2021 Census included a question to ascertain the level of incidence of long-term health conditions in the community.

Over 59,000 Redlands residents or 37.2% of total population reported at least one long term health condition.

The top five responses in relation to long term health conditions of Redland City residents were:

- Arthritis
- Mental health condition
- Other long-term health condition
- Asthma
- Heart disease

Dominant groups

Analysis of the service age groups of Redland City in 2021 compared to Greater Brisbane shows that there was a slightly lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 21.8% of the population was aged between 0 and 17, and 27.7% were aged 60 years and over, compared with 22.9% and 19.9% respectively for Greater Brisbane.

The major differences between the age structure of Redland City and Greater Brisbane were:

- A larger percentage of 'seniors' (12.3% compared to 8.6%)
- A larger percentage of 'empty nesters and retirees' (13.1% compared to 9.6%)

Age structure − service age groups, 2021[7]

The age structure of Redland City provides key insights into the level of demand for age-based services and facilities such as childcare and aged care facilities. It is an indicator of Redland City's residential role and function and how it is likely to change in the future.

Analysis of the age groups of Redland City shows that the greatest proportion of people are in the 35 to 49 years age group category (parents and homebuilders) with more than 18%, followed by age group categories 50 to 59, 60 to 69, and 70 to 84 respectively. Refer to figure 7 below.

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[7] https://profile.id.com.au/redland/site-map

Age structure - service age groups, 2021

Total persons

■ Redland City   ■ Greater Brisbane

Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions
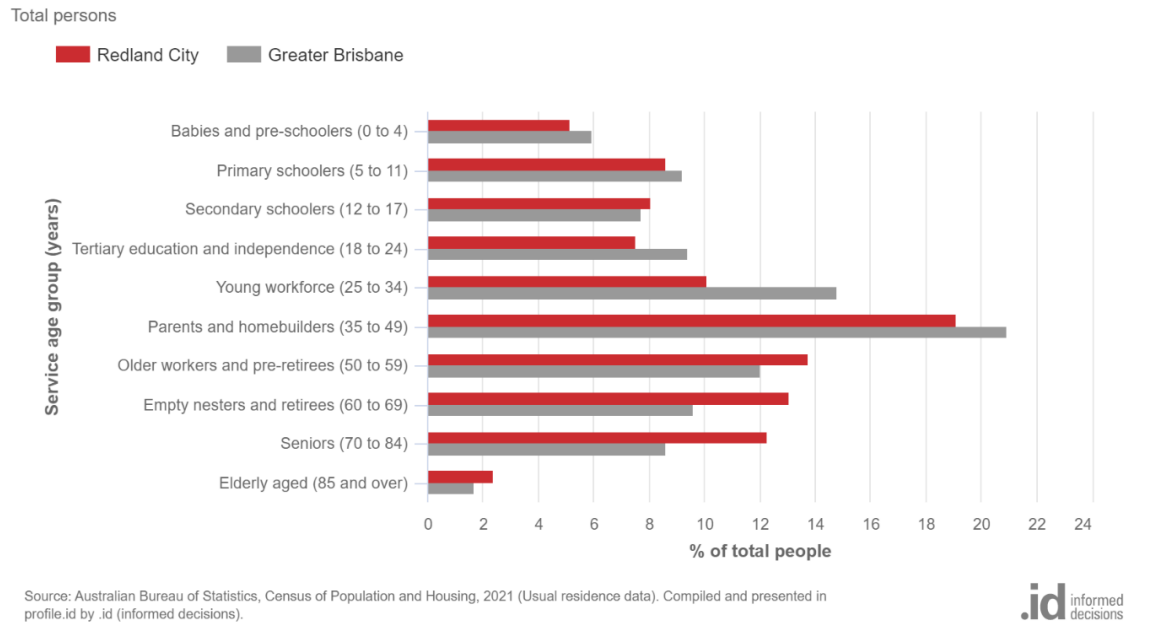
Figure 7: Age structure

Emerging groups

From 2016 to 2021, Redland City's population increased by 12,212 people (8.3%). This represents an average annual population change of 1.61% per year over the period.

The largest changes in the age structure in this area between 2016 and 2021 were in the following age groups:

- Seniors (70 to 84 years) +5,439 people
- Empty nesters and retirees (60 to 69 years) +2,558 people
- Parents and homebuilders (35 to 49) +1,491 people
- Secondary schoolers (12 to 17) +877 people.

The emergence and growth in the number of unknown dwellings, unapproved dwellings and homelessness across Redland City, particularly on North Stradbroke Island and the Southern Moreton Bay Islands, has heightened the level of vulnerability for these communities. Not knowing the location of where people are living or dwelling structures that are not serviced by essential infrastructure such as water, power and sewerage is the result of evolving circumstances such as the housing crisis, increasing homelessness, cost-of-living challenges and Traditional Owners exercising their rights to live on Country.

These communities pose unique disaster planning and response challenges as they are not easily identifiable, not able to access essential infrastructure and not able to be easily communicated with. These challenges rapidly become the focus of the Redland City LDMG during any disaster response to ensure the safety of these communities, particularly in relation to evacuation.

Demographics

According to the 2021 census, the median age of residents was 43 years, five years older than the nationwide median. The male-to-female ratio was 49 to 51.

The most nominated ancestries were English (45.1%), Australian (35.5%), Scottish (12.2%), Irish (12.1%), and German (6.0%). A total of 73.5% of people were born in Australia, with the other most common countries of birth being United Kingdom (7.6%), New Zealand (5.0%), South Africa (1.8%), Philippines (0.7%), and India (0.6%). A total of 2.9% of the City's population identify Aboriginal and Torres Strait Islander. Refer to figure 8 below.

The most spoken languages other than English were Afrikaans and Mandarin (0.6% each), Filipino/Tagalog, Punjabi, and Spanish (0.4% each), and German (0.3%). The most common religious affiliation reported was Christians (49.6%), with Catholic (18.6%) and Anglican (13.5%) topping the list of religious groups. About 42% reported no religion or secular beliefs.
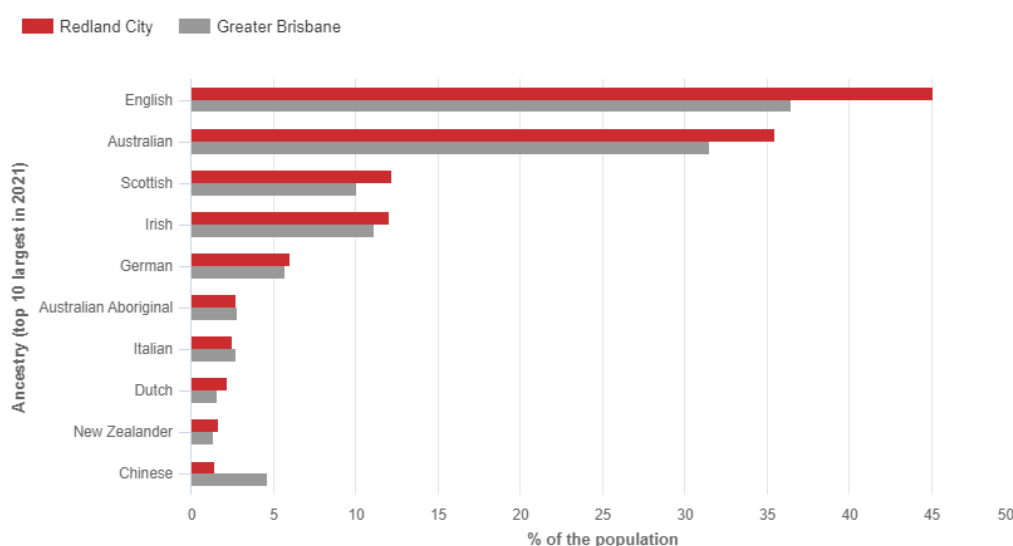
Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Figure 8: Ancestry snapshot

Land use

Redland City is a growing community that comprises significant environmental, open space and rural areas complimented by a compact urban area. The total land area is approximately 537 square kilometres, including islands, coastal areas, bushland, national parks, and waterways. The major retail and commercial centres are located at Cleveland, Victoria Point and Capalaba. The southern areas of the City are more rural and rural-residential in nature.

Economy

Figure 9: Economy snapshot

Gross Regional Product (GRP)[8]

Redland City's Gross Regional Product (GRP) in 2022 is estimated at $6.78 billion, which represents 1.76% of the Gross State Product (GSP).
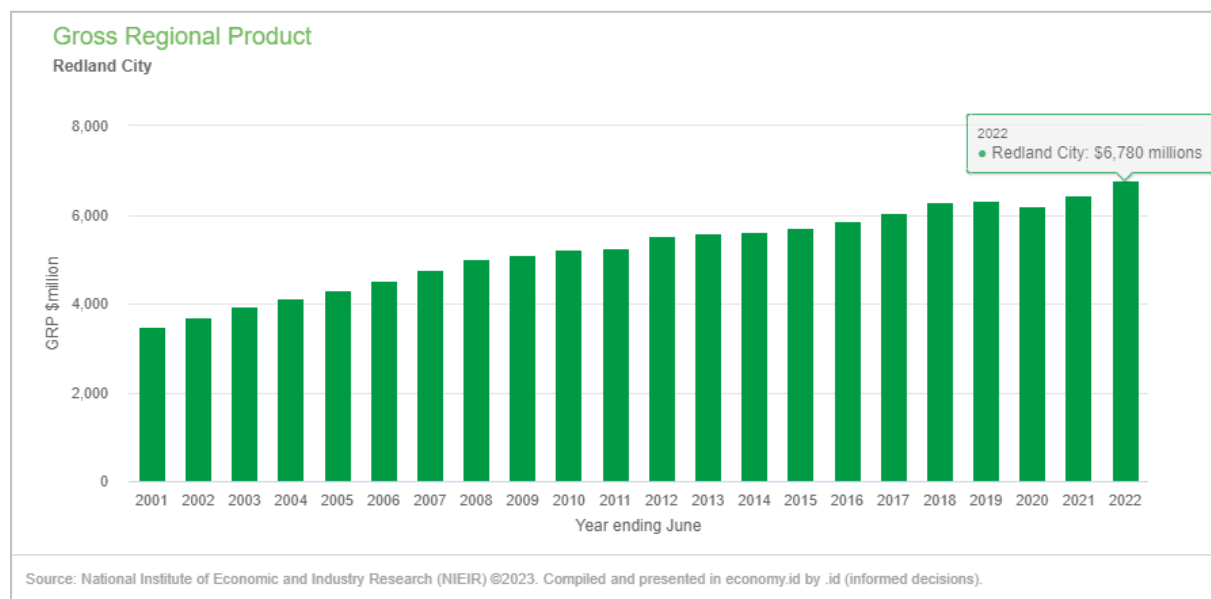
Figure 10: Gross Regional Product by year

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[8] *Australian Bureau of Statistics (ABS) data provided by id Community demographic resources*

Business and Industry composition

In 2022, the Household Services sector[9] accounted for 42.5% of employment in Redland City. The importance of this sector has increased over the last 10 years (39% in 2012). The following figure illustrates business and industry percentages.
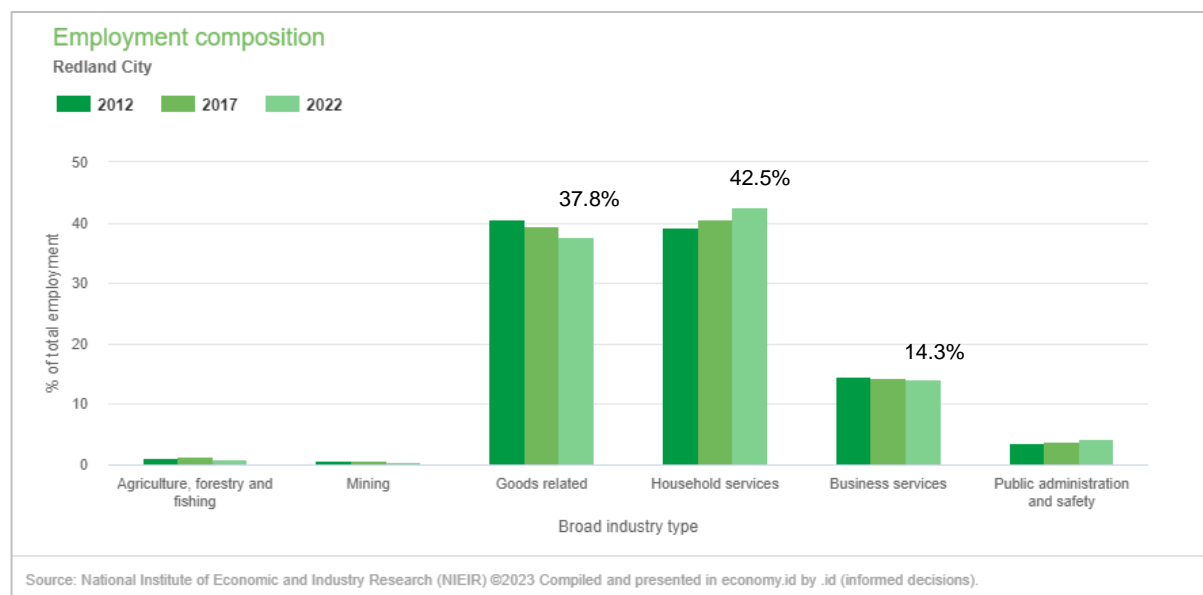
Figure 11: Business and industry composition tourism and hospitality

Tourism is an important part of the City's economy by providing the catalyst for a range of other business and industries to develop and grow.

- In 2021 – 2022, total direct tourism and hospitality output accounted for $304m or 2.9% of the City's total output.
- In 2021 – 2022, tourism and hospitality's direct value added increased compared to previous year (from $106m to $141m), an indication that the sector has bounced back from COVID 19 and its related restrictions.
- There were approximately 1.1 million domestic visitor nights, 652,230 domestic day trips and 28,452 international visitor nights in 2021 – 2022.
- Total direct tourism and hospitality employment in 2021 – 2022 was 2,185 or 4.2% of the City's total industry employment.[10]

Agriculture

The Agriculture, Forestry and Fishing industry generated $248.3 million in output in 2021 – 2022, which is a growth of $54.1 million when compared to the previous year[11]. Across the sub sectors, agriculture generated the highest output with $221 million. The total local value of agricultural commodities in Redland City was approximately $84 million in 2020 – 2021[12]. Livestock slaughtering accounted for the largest commodity produced at 75% of the total local value of agricultural commodities.

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[9] *Within the Household Services sector there is a group of industries – collectively called the household services sector – that provide services primarily to households, including health, education, hospitality and art & recreation.*

[10] *National Institute of Economic and Industry Research (NIEIR) 2021 as compiled by economy id*

[11] *Ibid.*

[12] *Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia 2020-21*

Critical infrastructure and activities

Meaning of term

Critical infrastructure is physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society. The following list details the critical infrastructure for Redland City.

Electricity network

The electricity grid is managed by Energy Queensland who receive bulk power from Powerlink before distribution across the City. They have a depot located in Enterprise Street, Cleveland.

Communications

- NBN, Telstra, Optus, Vodafone, and other private network providers maintain telecommunication networks within the City.
- There is a community radio outlet run by local radio station Bay FM 100.3 located in Thornlands.
- Commercial and national radio stations and free-to-air television services is available for all residents.
- Emergency services and Council, together with a number of private sector enterprises, maintain mobile radio communications (UHF and VHF) coverage throughout the City.

Water

Water supply in the City is provided by Council with bulk treated water obtained from Seqwater via a range of water supply sources as part of the SEQ Water Grid. Key operating protocols are in place between Council and Seqwater. Council currently distributes potable water to 63,861 properties via 1,320km of pipeline.

Seqwater operates the Leslie Harrison Dam and three stand-alone water treatment plants on North Stradbroke Island, along with the reservoirs at Mount Cotton and Alexandra Hills, and all major transport (trunk) mains that service the City.

Wastewater

Council operates Redland City's wastewater collection and treatment system consisting of 1,216 km of pipeline, 137 pump stations and seven waste treatment plants. Council currently services 55,121 connected properties. There are wastewater collection pipelines servicing parts of Point Lookout and Dunwich on North Stradbroke Island and Coochiemudlo Island. The Southern Moreton Bay Islands are serviced by private septic systems and aerobic treatment plants.

Waste

Council operates eight Recycling and Waste Centres (RaWC).[13] Two are located on the mainland, at Birkdale and Redland Bay. The island centres are located on SMBI, Coochiemudlo and North Stradbroke. Visit www.redland.qld.gov.au for details.

Closed landfills

Council manages 28 closed landfill sites. Of these, three sites have leachate collection infrastructure which is sent to sewer via a pump station or gravity main and two rely on manual leachate collection and tankering.

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[13] https://www.redland.qld.gov.au/info/20189/recycling_and_waste_centres

The Birkdale Recycling and Waste Centre is a closed landfill site which has an active gas collection system and flare.

Transport infrastructure

Redland City has an integrated transport network servicing all major mainland residential and activity precincts, as well as North Stradbroke Island, Coochiemudlo Island and the SMBI. The network provides:

- Direct access to the Gateway Motorway as well as multiple arterial road connections into and out of the City.
- Connectivity to key trunk routes, including the Carindale-Brisbane bus corridor, South-eastern Busway corridor and Cleveland rail line corridor.
- Direct rail access from Cleveland to Brisbane Central, with a consistent 30-minute train frequency in the off-peak from 9am–3pm, and an increase in services during peak periods. Redland City has five stations on the 35.9km Cleveland line servicing established communities. Cleveland and Birkdale are supported by integrated bus-to-train transfers.
- North Stradbroke Island and the SMBI are serviced by multiple daily passenger and vehicular ferries services from Cleveland to Dunwich (North Stradbroke Island), Victoria Point to Coochiemudlo Island, and Redland Bay to Russell, Macleay, Lamb and Karragarra islands.
- There are no commercial airports in the City. Commercial aircraft pass over Redland City arriving at or departing from Brisbane's domestic and international airports.

Gas network

APA Group owns and operates the natural gas assets provided to the City. Other organisations (e.g. BOC) provide bottled LPG to residential and businesses across the City.

Hazardous sites and Environmentally Relevant Activities

There are several facilities that contain flammable and combustible liquids and other hazardous substances of varying quantities on sites across Redland City. Workplace Health and Safety Queensland are responsible for maintaining a register and ensuring the safe handling and storage of a range of hazardous substances as per schedule 11 of the *Work Health and Safety Regulation 2011*.

In addition to the above, several Environmentally Relevant Activities (ERAs) occur within the City, regulated through environmental authorities under the *Environmental Protection Act 1994* by the Department of Environment and Science. These activities are recognised as ERAs due to their potential environmental risks and include activities such as resource activities, industrial or certain intensive agricultural activities, including chemical manufacturing, sewage treatment, quarrying, dredging, waste disposal, cement manufacturing and poultry farming.

Council is responsible for the operations of several ERAs, such as sewage treatment, waste disposal (including closed landfill) and resource activities.

Construction activities

Typically, across the City there are a number of construction activities occurring. There may be a risk if significant incidents occur associated with these sites (public or environment), i.e. crane or structural collapse. These types of significant incidents could result in a disaster response that requires activation of the LDMG.

[Redlands Research Station](#)[14] is located at Cleveland near the shores of Moreton Bay and is approximately 22 km from Brisbane. For details visit the Department of Agriculture and Fisheries (DAF) website www.daf.qld.gov.au.

The facility evolved from a general horticulture (vegetable, fruit and ornamental) facility to focus on servicing the needs of the nursery, cut flower, parks and gardens, landscape and turf industries and housed the peak bodies for these industries. More recently commercial entities in these fields have moved onto the site.

Also, there is more focus on servicing the needs of science groups from Department of Agriculture and Fisheries (DAF), CSIRO, Queensland University of Technology, University of Queensland and some private companies that are not based on the site.

Queensland Crop Development Facility, positioned on Redlands Research Facility, has a complex of five glasshouses with 1350 m^2 of environmental controlled space. Three of the glasshouses have Plant Containment Level 2 (PC2) certification for genetically modified plants.

There are also other facilities including cool rooms, preparations areas, potting shed and shade house. One preparation area is within the PC2 area and has an autoclave for waste material.

There are 24 separate growing compartments in the facility with the ability to control temperature lighting, shade, and watering from a central DDC and software interface.

The facility is also home to the Redlands Heritage Garden set up to celebrate the Bicentenary in 2001 and has themes for recognizing the parts of horticulture that contributed to the Redlands area being the 'salad bowl' for Brisbane. The garden is maintained by a keen group of community gardeners.

Redland City Council offices

LOCALITY	FACILITY	ADDRESS
Cleveland	Council Administration office	Corner Bloomfield and Middle Streets
	Council Library building	Corner Bloomfield and Middle Streets
	Council Depot	199 – 205 South Street
Capalaba	Council Administration office	Capalaba Place, Noeleen Street (adjacent to Capalaba Bus Station and Library)
	Council Library building	Capalaba Place, Noeleen Street (adjacent to Capalaba Bus Station and Library)
Victoria Point	Council Administration office	7 – 15 Bunker Road (inside Library building at Victoria Point Lakeside)
	Council Library building	7 – 15 Bunker Road (Victoria Point Lakeside)
Dunwich	Council Depot	11 – 37 Mitchell Crescent, North Stradbroke Island
	Council Library building	6 Ballow Road (adjacent to Dunwich Community Hall)
Point Lookout	Council Library building	74 East Coast Road (adjoining Point Lookout Community Hall)
Russell Island	Council Depot	6 Cambridge Road

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[14] *https://www.daf.qld.gov.au/contact/offices/stations-facilities/redlands-qcdf*

		Council Library building	22 High Street
Macleay Island	Council Depot	22 – 24 Scarborough Terrace

Education facilities

There are a number of education facilities located in the City including:

- Metropolitan South Institute of TAFE located at Alexandra Hills
- Australian Industry Trade College at Cleveland
- The Nazarene Theological College located at Thornlands
- Moreton Bay Research Station and Study Centre located at Dunwich, North Stradbroke Island and operated by the University of Queensland
- A nurse training centre located at Mater Hospital in Cleveland
- Busy Schools Cleveland Campus located at Cleveland
- A number of state and private high schools, colleges and primary schools.

Evacuation centres

Council maintains and operates several evacuation centres throughout Redland City mainland and islands. Primary evacuation centres have evacuation equipment stored on site and are supported by generators.

Within the Redland City there are several facilities, buildings etc, that can be operated as an evacuation centre, as and when needed. Information relating to their opening will be shown on Council's disaster dashboard, which can be accessed through https://disaster.redland.qld.gov.au and news site www.redlandscoasttoday.com.au, Facebook, and X (Twitter) feeds as well as broadcast media – ABC 612 AM and Bay FM 100.3. For more detailed information refer to *Redland City Evacuation Sub-Plan*.

Health and medical infrastructure

Redland Hospital, located in Cleveland, is the major health centre for Redland City and Brisbane's southern bayside suburbs, operating 172 overnight beds and treatment spaces. The hospital provides care in several specialties including general medicine and surgery, cardiology, emergency medicine, obstetrics and gynaecology, orthopaedics, renal dialysis, and paediatrics as well as a range of allied health and support services such as pharmacy, pathology, and medical imaging.

Redland Hospital is co-located with the 60-bed Mater Private Hospital Redland, the Redland Health Service Centre, and Redland Residential Care.

Redland Health Service Centre provides a range of community and primary health services including child health, breast screening, chronic disease management, Aboriginal and Torres Strait Islander liaison, palliative care, and a public dental clinic.

Aged care facilities

As indicated by the demographics, one of the emerging groups with Redland City is the seniors group. Accordingly, Redland City is home to several retirement villages and aged care facilities. These facilities offer accommodation options from retirement living to rental accommodation to care facilities. The below table lists aged care facilities within Redland City.

LOCALITY	FACILITY	STYLE OF CARE	ADDRESS
Alexandra Hills	Blue Care Nandeebie Centre of Care	Aged Care Facility, Retirement Village	87 Winchester Road
	Buckingham Gardens	Aged Care Facility, Retirement Village	8 Buckingham Street
Birkdale	Regis Birkdale	Aged Care Facility	25 Macgregor Drive
	Sylvan Woods Aged Care (owned by Allity)	Aged Care Facility	500 Old Cleveland Road East
	Prins Willem Alexander Village (MiCare Ltd)	Retirement Village, Aged Care Facility	62 Collingwood Road
	Wellington Manor (Retire Australia)	Retirement Village	269 Birkdale Road
Capalaba	Capalaba Park Village	Rental Accommodation	166 Mount Cotton Road
	Capella Bay (McKenzie Group)	Aged Care Facility	260 Old Cleveland Road East
	Melaleuca Groveir Garden Villas	Retirement Village	12 Tauris Street
Cleveland	AVEO Cleveland	Retirement Living	148 Smith Street
	Cleveland Manor (Retire Australia)	Retirement Village	11 Grant Street
	Infinite Care	Aged Care Facility	156 – 162 Bay Street
	Redlands Residential Care	Aged Care Facility	3 Weippin Street
	Seaton Place (McKenzie Group)	Aged Care Facility	111 Smith Street
	The Shores at Cleveland	Rental Accommodation	158 – 162 Middle Street
Dunwich	Nareeba Moopi Moopi Pa	Aged Care Hostel	28 Dickson Way
Ormiston	AVEO Cleveland Gardens	Retirement Village	83 Freeth Street West
	Ormiston Rise	Retirement Village	174 Wellington Street
Redland Bay	Yarrabee Aged Care Facility	Aged Care Facility	61 – 71 Peel Street
	AVEO Freedom Aged Care Redland Bay	Aged Care Facility	100 Swansea Circuit
Thornlands	Finncare	Aged Care Facility, Retirement Living/Home Support Services	343 Cleveland-Redland Bay Road
	Redlands Rental Village	Rental Accommodation	350 Boundary Road
	Retirement Village Thornlands - Bolton Clarke Moreton Shores	Retirement Village, Aged Care Facility	91 King Street
Victoria Point	Adventist Aged Care Victoria Point	Retirement Village, Aged Care Facility and Rental Accommodation	571 – 585 Cleveland Redland Bay Road
	Lifestyle Estates	Retirement Village	19 Driftwood Street
	Marebello	Aged Care Facility	537 Cleveland Redland Bay Road

LOCALITY	FACILITY	STYLE OF CARE	ADDRESS
	Oak Tree Retirement Village	Retirement Village	9 Driftwood Street
	Renaissance Retirement Living Victoria Point	Retirement Village	36 Bunker Road
	Salford Waters Retirement Estate	Retirement Village	9 Salford Street
	Tranquil Waters Retirement Village	Retirement Village	31 Thompson Street
	Victoria Point Lodge	Rental Accommodation	122 Colburn Avenue
Wellington Point	Wellington Park Private Care	Aged Care Facility	16 Balmoral Street

Police

- Police stations are located in Capalaba, Cleveland, Redland Bay, Russell Island, Macleay Island and Dunwich (North Stradbroke Island)
- A Police Beat shopfront is located at Capalaba Park Shopping Centre
- A Neighbourhood Beat is located at Point Lookout (North Stradbroke Island).
- Water Police operate from Weinam Creek Marina and are stationed at Redland Bay Police Station.

Fire and rescue

- Urban fire stations are located in Capalaba, Cleveland and Redland Bay
- Rural fire services are located on Karragarra Island, Russell Island, Macleay Island, Lamb Island and North Stradbroke Island. There is also a Brisbane region headquarters brigade that provides community education and fire mitigation services to Redland City.
- Auxiliary fire services are located on Coochiemudlo Island, and on North Stradbroke Island at Dunwich, Amity Point and Point Lookout.

Ambulance

- Ambulance stations are located at Birkdale, Capalaba, Cleveland, Redland Bay, Dunwich and Point Lookout (North Stradbroke Island), Macleay Island and Russell Island
- QAS operate a water taxi patient transfer service from Redland Bay to the SMBI and Coochiemudlo Island
- QAS first responder groups are located on Coochiemudlo Island and Russell Island and coordinated by the Officer in Charge on Russell Island.

State Emergency Service

- The SES headquarters is located in Wellington Street, Cleveland
- Additional groups are located at Redland Bay, the SMBI (which includes depots on Russell Island and Macleay Island) and Dunwich, North Stradbroke Island.

Marine and surf rescue

- Volunteer Marine Rescue Association Queensland bases are located at Raby Bay, Victoria Point and Dunwich (North Stradbroke Island)
- Australian Volunteer Coast Guard is located at Redland Bay

- Surf Life Saving Queensland clubs are located at Coochiemudlo Island and Point Lookout (North Stradbroke Island).

2.3.2.   Step 2 − Hazard analysis

Types of hazards

Hazards may be natural, socio-natural, or anthropogenic in origin. **Natural hazards** are predominantly associated with natural processes and phenomena. **Socio-natural hazards** are associated with a combination of natural and anthropogenic factors, including environmental degradation and climate change. **Anthropogenic hazards**, or human-induced hazards, are induced entirely or predominantly by human activities and choices.

While this Plan will deal with only natural and human-induced hazards, it is important to understand that issues associated with socio-natural hazards are increasing through climate change-related events. The following figure illustrates the three types of hazards.
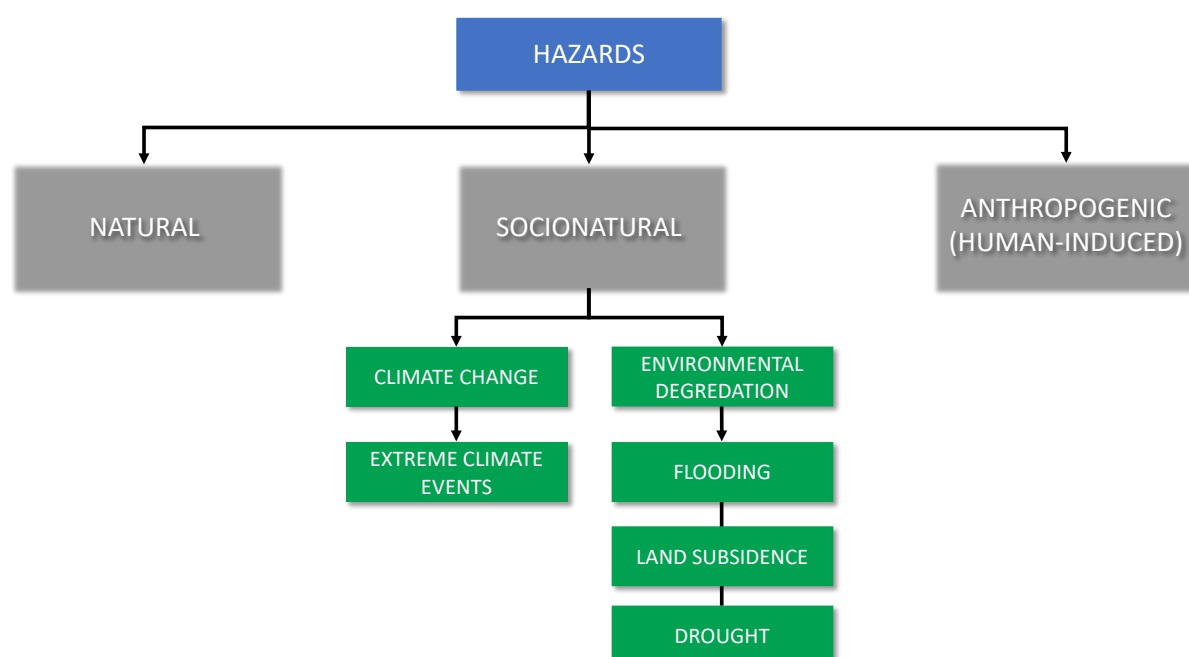
Figure 12: Types of hazards

Identifying relevant hazards and collecting hazard related-data is essential when quantifying risk. Relevant hazards are identified through probabilistic analysis of historical data for a specific area or region. Council's *Hazard Risk Analaysis*[15] *Report* has identified the following as hazards likely to impact the City. The following figure details natural and human-caused hazards specific to Redland City local government area.

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[15] *QitPlus Pty Ltd report*
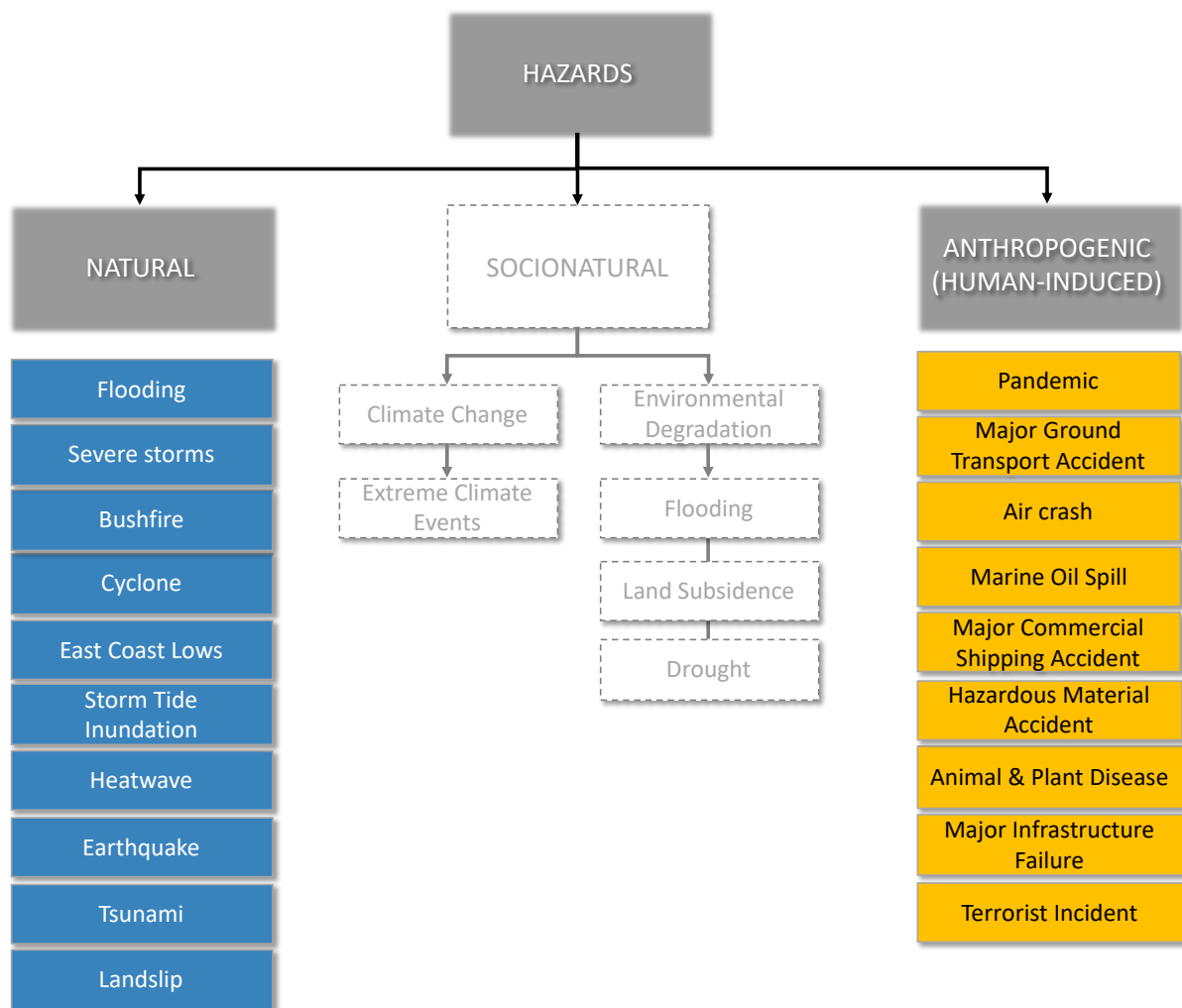
Figure 13: Hazards specific to Redland City

Climate change implications

Many natural hazards are becoming more frequent and more intense, driven by Australia's changing climate. Queensland's climate is highly variable, ranging from tropical wet to arid in area and from extremely wet to extremely dry over time. Understanding how our future climate and variability is subject to changes is crucial for adaptation and preparedness. More information can be found at the Future Climate Dashboard | through the Queensland Government's Long Paddock website (www.longpaddock.qld.gov.au).

The CSIRO's *2022 State of the Climate Report*, available on the CSIRO website (www.csiro.au) describes the effect of Australia's changing climate, including:

- Warming surface temperatures
- Warming ocean temperatures
- Rising sea levels and risk of coastal inundation
- More severe fire weather
- Increased rainfall in Australia's north, and
- Decreased rainfall in southwest of Australia.

The following figure illustrates ocean and surface temperature rises from 1910 to 2022.
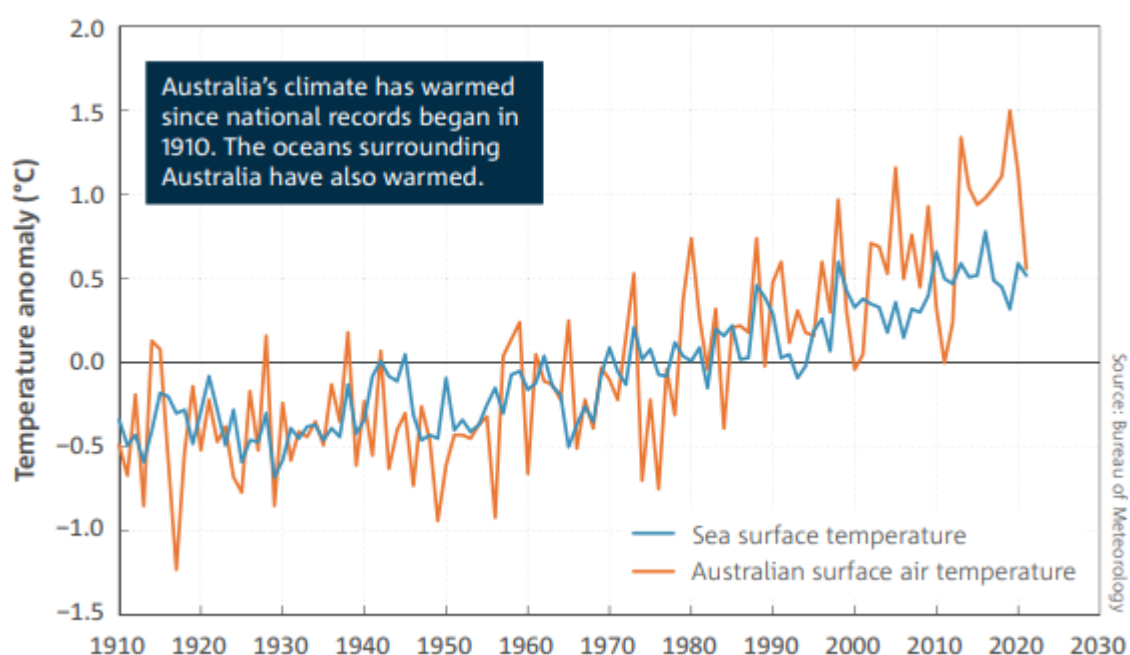
Figure 14: Ocean and suface temperature rises

It is predicted that these changes will continue, while new natural hazard threats will emerge. There is growing potential for cumulative or concurrent, large-scale natural hazards to occur.[16]

Climate change predictions indicate that the region will experience:

- More frequent heatwaves
- More frequent storm tide events
- Rising sea level
- Increased likelihood of wildfires, and
- More intense periods of heavy rains and severe storms.

Because of these implications, Council acknowledges and plans for:

- Risk reduction initiatives informed by current scientifically based evidence
- Local engagement with the community to inform them of adaptation to climate change
- A shared responsibility with the community to develop capacity to adapt to climate change.

When considering climate change adaptation measures, the LDMG will refer to *Redland City Coastal Hazard Adaptation Strategy*[17], available on Council's website (www.redland.qld.gov.au) and the Queensland Climate Adaptation Strategy available on The Queensland Government website *(www.qld.gov.au)*.[18] Figure 15 illustrates how climate change will impact Australia into the future.[19]

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[16] *National Disaster Risk Reduction Framework*

[17] *https://yoursay.redland.qld.gov.au/22276/widgets/156699/documents/214620*

[18] *https://www.qld.gov.au/__data/assets/pdf_file/0017/67301/qld-climate-adaptation-strategy.pdf*

[19] *Source: BoM, State of the Climate 2014, published by CSIRO and BoM*
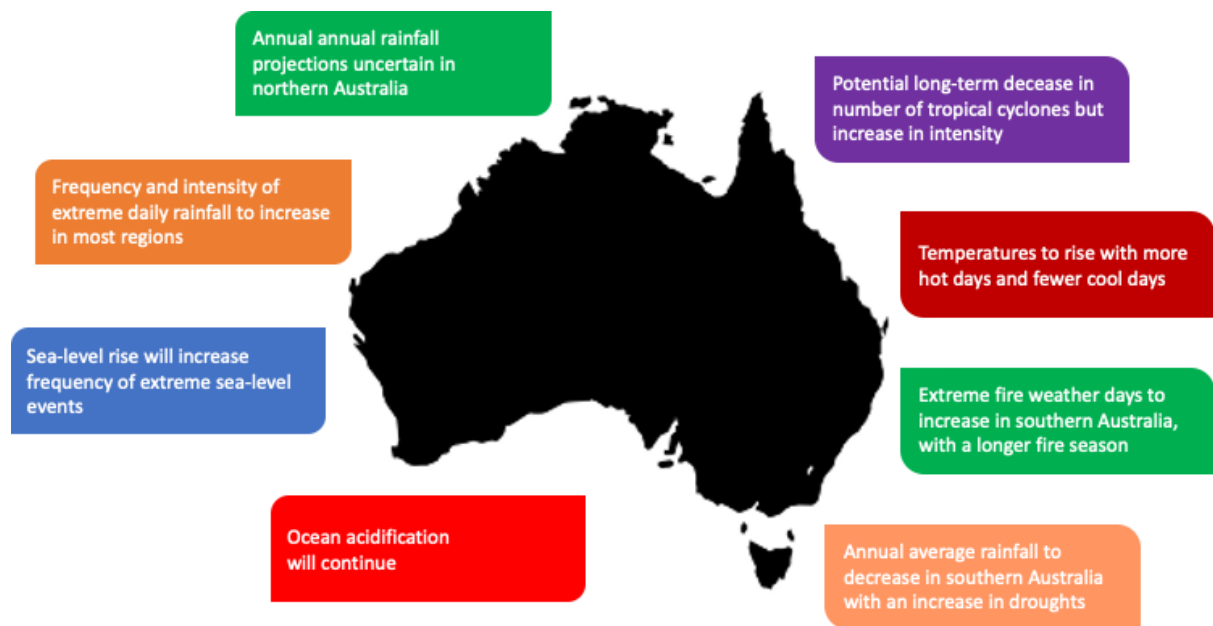
Figure 15: Impact of climate change

2.3.3. Step 3 – Risk Analysis

Assessment process[20]

This risk assessment approach includes two key processes to identify the risk and then to assign the level of risk. The outcomes of these two processes are used to populate multiple risk management documents including a Risk Assessment Table, Risk Register and Decision Log. The process is outlined in the diagram (Figure 16 below.

PROCESS 1

Step 1
HAZARD

Step 2
EXPOSED
ELEMENTS

Step 3
VULNERABILITY

Step 4
IDENTIFIED
RISK

Assessment of the hazard against probability of occurrence (AEP)

Detailed list of elements at risk with geospatial referencing

Assessment of vulnerability of exposed elements from 'very low' to 'extreme'

Identification of Exposure Vulnerability

PROCESS 2

Step 1
LIKELIHOOD

Step 2
VULNERABILITY

Step 3
CONSEQUENCE

Step 4
LEVEL OF
RISK

Assessment of likelihood of occurrence based on scenario modelling from the past 50 years of historical data

Derived from the assessment made during Process 1

Assessment of the projected or anticipated impact of the hazard occurring rated from "insignificant' to 'catastrophic'

Assigning overall level of risk through the risk matrix (based on the outputs of the two processes) and construction of Risk Statement

Risk Assessment Table   Risk Register   Decision Log

Figure 16: Risk assessment process

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[20] *QERMF handbook, p.10*

PROCESS 1 – identifying risk

- Assess the risk
- Detail the exposed elements (elements at risk)
- Assess the vulnerability of the exposed elements

PROCESS 2 – Assigning level of risk

- Assess the likelihood (using scenario modelling based on the past 50 years of historical data)
- Identify vulnerability (drawn from Process 1)
- Assess the consequence
- Develop Risk Statements (for identified risks)
- Assign level of risk, and response:

  - Risk matrix and risk treatment options
  - Risk Assessment Table and Risk Register
  - Decision Log.

Natural hazards risk rating summary

The following information has been sourced from the previous LDMP. A project to update the current risk assessment is being undertaken and was not available at the time of writing of this plan.

HAZARD	LIKELIHOOD	CONSEQUENCE	RISK RATING
Bushfire	Almost certain	Medium	High
Severe storms	Almost certain	Medium	High
East coast/Tropical low	Likely	Medium	High
Cyclone	Possible	Major	High
Earthquake	Possible	Major	High
Storm surge	Possible	Medium	Medium
Dam release (Leslie Harrison Dam)	Likely	Low	Medium
Heatwave	Possible	Low	Medium
Prolonged flooding	Unlikely	Medium	Medium
Tsunami	Rare	Major	Medium
Dam failure (Leslie Harrison Dam)	Rare	Major	Medium
Landslip	Unlikely	Low	Low

Anthropogenic (Human-induced) hazards risk rating summary

HAZARD	LIKELIHOOD	CONSEQUENCE	RISK RATING
Pandemic	Possible	Major	High
Marine Oil Spill	Possible	Major	High
Major Industrial Accident	Possible	Moderate	Medium
Major Infrastructure Failure or Disruption	Possible	Medium	Medium
Major Ground Transport Accident	Possible	Medium	Medium
Major Commercial Shipping Accident	Possible	Medium	Medium
Aircraft Crash	Unlikely	Major	Medium
Hazardous Material Accident (HAZMAT)	Unlikely	Major	Medium
Contaminated drinking water	Unlikely	Major	Medium
Building or Structure Collapse	Rare	Major	Medium
Terrorist Incident	Rare	Medium	Low

Transport accidents (marine, road, rail, air)

The need for this Plan to be activated and the LDMG to become involved in a major transport accident would probably only be occasioned by an extremely significant event involving a tourist coach, passenger ferry, passenger train derailment or the like, where there were significant community consequences. The activation of this Plan or elements of the plan would be subject to consideration by the Chairperson of the LDMG, DDC, and other entities.

Pandemic

The COVID-19 global pandemic has highlighted the need for a comprehensive plan to manage the outbreak of an infectious disease. COVID-19 has stretched health services across all levels of government as well as having a significant impact upon economies.

Key pandemic strategies have realised:

- Long periods of community isolation and quarantine
- Council's capacity to support Queensland Health in relation to testing capability
- Council's capacity to support Queensland Health in relation to compliance activities for Public Health Directions and issuing of Quarantine Directions
- A staged vaccination process adopted by governments for the community
- Temporary closures or permanent shut down of businesses.

COVID-19 has provided a blueprint for future pandemics and learnings from this event must be included in future pandemic planning strategies. Refer to Pandemic Plan for further information.

Biosecurity

Emergency Animal Disease Response[21] documents, available through the DAF website (www.daf.qld.gov.au) provide direction to local governments in the management of an event.

Oil spill (including hazardous material)

The possibility of a hazardous material or oil spill into water such as ocean waters adjacent to North Stradbroke Island or Moreton Bay is always present, however the probability of such an occurrence is low. Maritime Safety Queensland (MSQ), Department of Transport and Main Roads, is the lead agency in responding to such incidents. The *Queensland Coastal Contingency Action Plan*[22], *available on the MSQ website (www.msq.qld.gov.au)* outlines prevention, preparation, response, and recovery arrangements for ship-sourced marine pollution incidents.

Pollution clean-up of coastal and island environments within the local government area would be managed by Council, Department of Environment and Science or other entities depending on the nature, location and size of the clean-up required.

Hazardous material accidents (Hazmat)

Many hazardous materials of varying types are transported by road and rail within and through the City. For this reason, the potential for an incident of this type is ever present.

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[21] https://www.daf.qld.gov.au/business-priorities/biosecurity/enhancing-capability-capacity/response-ready

[22] https://www.msq.qld.gov.au/Marine-pollution/Contingency-plans

Although managed under dangerous goods legislation, the potential for an incident involving dangerous goods and chemicals is moderate. Areas most likely to be affected include industrial areas and major transport corridors. Evacuations may be required if such an incident were to occur.

Queensland Fire & Emergency Services (QFES) are the lead agency and would be assisted by Council during the clean-up phase. Refer to the State of Queensland Multi-agency Response to Chemical, Biological, Radiological incidents (State CBR Plan) available on the Queensland Government's Disaster website (www.disaster.qld.gov.au).

The Birkdale Recycling and Waste Centre, managed by Redland City Council, is a closed landfill site which has an active biogas collection system and flare to ensure the venting gas does not cause risk or harm to the community and environment.

Terrorism

Recent events in Australia, New Zealand and other parts of the world have shown that terrorist attacks by individuals or groups are possible. Many recent events have seen the emergence of 'lone wolf' attacks on the community. Whatever the motivation, the community needs to be vigilant and prepared for any event that may occur. Susceptible locations and events within the City have been identified by Council. Council will undertake community consequence management to support police operations.

Queensland Police Service is the lead agency for this type of event and is actively working with key community leaders across to reduce the risk of any terrorist incident occurring in the City. Queensland Police Service are responsible for the *Queensland Counter-Terrorism Strategy*

2.3.4. Step 4 − Risk-based planning

The fourth step is risk-based planning. In other words, disaster management planning is risk-informed and based on the first three steps of the framework.

Disaster management planning reduces the unknowns. Planning increases the understanding of risks, vulnerabilities, and treatment options across the social, built, economic and natural environments.[23]

Treating risks

The LDMG is committed to identifying risk treatments including mitigation works, preparations for response and management of risks within their area of responsibility. Council will seek to make appropriately responsible allocations of resources to approved mitigation works.

The LDMG will identify responsible agencies and lobby for mitigation activities, response preparations and management of risks that are outside the area of responsibility of Council but where non-action is likely to result in an adverse impact on the City.

Hazard-specific lead agencies have responsibility for hazard identification, assessment, and implementation of treatments.

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[23] *Australian Institute for Disaster Resilience, Emergency Planning Manual, 2020*

Residual risks

Residual risk is the disaster risk that remains even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response, and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms, as part of a holistic approach.[24]

Council recognises that there will be instances when the LDMG identifies areas of residual risk, which will in turn require the application of suitable treatment options with the assistance of either the district or state levels of Queensland's Disaster Management system.

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[24] *Queensland Disaster Management Lexicon*

3. LOCAL CAPACITY AND CAPABILITY

3.1. Functions of local government

Redland City Council (Council) recognises the range of hazards that may impact its local government area, the risks these may bring to the community, its infrastructure and its economy. Under Queensland's Disaster Management Arrangements and in accordance with s. 4A(c) of the *Disaster Management Act 2003* (the Act), Council is primarily responsible for the management of disaster events in its area. As a consequence, Council has developed and implemented a range of strategies in accordance with the Act and other disaster management doctrine to minimise these effects, including:

- Establishment of a Local Disaster Management Group (LDMG)
- The preparation of a local disaster management plan
- Ensuring it has a disaster response capability
- The approval of its local disaster management plan
- Ensure information about a disaster is promptly given to the District Disaster Coordinator (DDC), and
- Performing other functions given to the local government under legislation.

3.2. Terms of reference of Local Disaster Management Group

3.2.1. Functions of Local Disaster Management Group

Section 30 of the Act prescribes the following functions of the Redland City Local Disaster Management Group:

(a) Ensure that disaster management and disaster operations are consistent with the *Queensland Disaster Management Strategic Policy Statement*
(b) Develop effective disaster management, and regularly review and assess the disaster management
(c) Help the local government to prepare a local disaster management plan
(d) Identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area
(e) Ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster
(f) Manage disaster operations in the area under policies and procedures decided by the State group

(g)   Provide reports and make recommendations to the district group about matters relating to disaster operations
(h)   Identify, and coordinate the use of, resources that may be used for disaster operations
(i)   Establish and review communications systems in the group, and with the district group and other local groups in the disaster district of the district group, for use when a disaster happens
(j)   Ensure information about a disaster in the area is promptly given to the relevant district group
(k)   Perform other functions given to the group under this Act, and
(l)   Perform a function incidental to a function mentioned in paragraphs (a) to (k).

3.2.2.   Priorities

- Improve community (including business sector) disaster planning/mitigation and preparation.
- Develop and maintain a LDMG membership who are appropriately qualified and trained, and able to contribute to meeting the functions of the LDMG.
- Ensure consistent and effective management and coordination of disaster operations in accordance with established protocols.
- Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, industry and commerce.
- Review and implement local sub-committees to carry out identified functions.
- Develop and maintain effective local community communications strategies.
- Develop, monitor, evaluate and revise local plans to ensure effective disaster management for the City in order to:

    o   Develop clear accountability, including defined roles and responsibilities at all levels of the disaster management arrangements.
    o   Improve the communication flow process.
    o   Develop whole-of-government, media and community engagement arrangements.
    o   Continually monitor local arrangements to ensure consistency with legislation, policy and standards.

3.2.3.   Obligations

Members of the LDMG, in undertaking their normal responsibilities should ensure they:

- Attend LDMG activities with a full knowledge of their organisations' resources and services and the expectations of their organisation.
- Are available and appropriately briefed to actively participate in LDMG activities to ensure that plans, projects, and operations use the full potential of their organisation, while recognising any limitations.
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities.
- Have a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations.
- Contribute to Disaster Management Planning for the region.

3.2.4.   Appointment of members

- LDMG members are appointed by local government in accordance with s. 33 of the Act and s. 9 of the *Disaster Management Regulation 2014* (the Regulation). Representatives are appointed by position and are deemed to have the necessary

expertise or experience and delegated authority to support all aspects of disaster management and agreed arrangements

- Membership of the group shall mean and include any person acting in the capacity of an appointed member
- Membership of the Local Group will be reviewed annually in accordance with s. 57 and s. 59 of the Act, and
- All members appointed to the LDMG must undertake the requisite training as prescribed in the *Queensland Disaster Management Training Framework (QDMTF).*

In accordance with s. 14 of the Regulation, "(1) A member of a disaster management group may, with the approval of the chairperson of the group, appoint by signed notice another person as the person's deputy. (2) The deputy may attend a group meeting in the member's absence and exercise the member's functions and powers under the Act at the meeting. (3) A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting". Deputies must complete the same training obligations under the QDMTF as appointed LDMG members.

3.2.5.   Notice about membership

In accordance with s. 37 of the Act, Council will provide written notice of the members of the LDMG annually to:

- The Chief Executive of the Department (Queensland Fire and Emergency Services), and
- The Chairperson of the Brisbane Disaster District Management Group.

3.2.6.   Local Disaster Management Group membership

Core membership of the Redland City LDMG is as follows:

- Redland City Council (RCC)
- Queensland Police Service (QPS)
- Queensland Fire and Emergency Service (QFES)
- Queensland Ambulance Service (QAS)
- Queensland Health (QH)
- Department of Education (DoE)
- Department of Transport and Main Roads (DTMR)
- Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA)
- Department of Housing
- Queensland Parks and Wildlife Service (QPWS) – Division of Department of Environment & Science
- Queensland Rail (QR)
- Sealink
- Transdev
- APA Group (Natural Gas) Qld Networks
- Energex (Energy Qld)
- Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)
- Optus
- Telstra
- Australian Red Cross
- Surf Life Saving Queensland (SLSQ)
- GIVIT

- Salvation Army
- Volunteering Queensland
- Chaplaincy Australia
- Primary Health Network (General Practitioners)
- Mater Health

3.2.7. Advisory agencies to the Redland City LDMG

Advisory agencies to the LDMG are as follows:
- Department of Agriculture and Fisheries (DAF)
- Department of State Development, Infrastructure, Local Government and Planning (DGILGP)
- Department of Youth Justice, Employment, Small Business and Training (DESBT)
- Queensland Reconstruction Authority (QRA)
- Seqwater
- Brisbane City Council (BCC)
- National Emergency Management Agency
- NBN
- Marine Rescue Queensland
- Coastguard
- Rural Fire Service
- Fire and Rescue (Auxillary)
- Community Champions
- Local Government Association Qld (LGAQ)
- Mingerribah Camping

Other agencies/organisations may be added as required either as full members of the local group or as advisory members required for a specific event.

3.2.8. Local Disaster Management Group contact lists

Council's Disaster Management Unit (DMU) maintains a current register LDMG membership, this includes details of members, deputies, and advisors. This register and contact list will be updated with amendments and distributed as required.

3.2.9. Local Disaster Management Group member roles and responsibilities

Redland City LDMG is comprised of a core group. They are supported by an advisory group who are not full-time members, however provide support and advice as and when required. All members have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Refer to the table shown at Appendix 8.2 for further information.

3.2.10. Advisory group

The advisory group consists of agencies and organisations that can provide advice to the core LDMG members as required, dependent upon the circumstances of the event.

Whilst most of these agencies and organisations sit at the District and State level, they have made themselves available to provide support to Council as and when required.

The advisory group also consists of local organisations such as ferry and bus operators, local utility providers and marine rescue organisations.

3.2.11. Secretariat of Local Disaster Management Group

Council's DMU is the secretariat of the LDMG.

3.2.12. Functions of the secretariat

The secretariat will provide support and administer the day-to-day business and governance requirements of the LDMG including:

- Managing all matters relating to administration and meetings of the LDMG including meeting schedules, recording of actions, resolutions, record-keeping, and other administrative issues as required
- Maintaining member contact details in accordance with information privacy principles, and
- Monitor member inductions and training records.

3.2.13. Local Disaster Management Group chairperson and deputy chairperson

In accordance with s. 34 of the Act, the Mayor of Redland City is appointed as chairperson of the LDMG. The role of deputy chairperson of the LDMG is appointed to a Redland City Councillor with the appropriate experience and knowledge to fulfil the duties of the role.

3.2.14. Functions of the chairperson

In accordance with s. 34A of the Act, the chairperson of the LDMG has the following functions:

- To manage and coordinate the business of the LDMG
- To ensure, as far as practicable, that the LDMG performs its functions, and
- To report regularly to the relevant district group, and the Chief Executive of the Department of Fire and Emergency Services (QFES), about the performance by the LDMG of its functions.

3.2.15. Local Disaster Coordinator

In accordance with s. 35 of the Act, Redland City Council's General Manager Organisational Services is appointed as the Local Disaster Coordinator (LDC). Redland City Council's Group Manager Corporate Governance, Group Manager Customer and Cultural Services and the Service Manager, Disaster Management are appointed as the Deputy LDC.

3.2.16. Functions of the Local Disaster Coordinator

In accordance with s. 36 of the Act, the LDC has the following functions:

- To coordinate disaster operations for the LDMG
- To report regularly to the LDMG about disaster operations, and
- To ensure, as far as practicable, that any strategic decisions of the LDMG about disaster operations are implemented.

3.2.17. Local Recovery Coordinator

The Local Recovery Coordinator reports to the Chair of the Local Recovery Group and oversees all functions of the recovery process (human-social, infrastructure, environment, and economic) including the planning and coordination of recovery activities with the various supporting agencies. Redland City Council's General Manager Infrastructure & Operations is

appointed as the Local Recovery Coordinator (LRC). Redland City Council's Group Manager Communities is appointed as the Deputy LRC.

3.2.18. Power of delegation of LDC

Section 143(8) of the Act prescribes that the LDC may delegate the coordinator's functions under s. 36 to an appropriately qualified person.

3.2.19. Disaster Management Unit (DMU)

Redland City Council's DMU is responsible for ensuring that Council has effective disaster management arrangements to prevent and/or mitigate the impacts of disaster events. It undertakes this role by:

- Performing the role of secretariat to the LDMG
- Providing advice and recommendations to Council on disaster management matters
- Maintaining a high level of operational preparedness and situational awareness
- Maintaining all plans, procedures and systems in accordance with legislative and Council requirements
- Coordinating the delivery of relevant disaster management training and exercises, and
- Developing and implementing community resilience-building programs.

3.3. Relationship with District Disaster Management Group

Redland City Council sits within the Brisbane Disaster District. The Brisbane District Disaster Management Group provides a whole-of-government planning and coordination capacity to support Council in disaster operations and disaster management. [25] The district group is chaired by a senior Queensland Police officer who is appointed by the Commissioner of Police in accordance with s. 25(2) of the Act and s. 6(1) of the Regulation. Refer to figure 2, Qld Disaster Management Arrangements.

3.4. Conduct of business and meetings of Local Disaster Management Group

The Disaster Management Group must conduct the group's business and meetings, in a way it considers appropriate as prescribed in s. 38(1) of the Act and s. 12 – 14, s. 16 – 18 of the Regulation.

3.4.1. Times and places of meetings

- Disaster management group meetings must be held at least once in every six months at the times and places decided by the chairperson of the group.
- The chairperson of a local group must call a meeting if asked, in writing, to do so by:
    - The chairperson of the district group for the disaster district in which the local group is situated, or
    - At least one half of the members of the local group.

- Locations of meetings will be at the discretion of the Chair of the LDMG.

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[25] *PPRR Guideline, p.10*

3.4.2. Meeting types

Redland City LDMG meetings may conduct the following meeting types:

Ordinary meetings

Ordinary meetings are scheduled and convened on a regular basis at an agreed time and are used to address the general business of the group.
The meeting agenda, notification of members and forwarding of previous meeting minutes to members will be carried out by Council's DMU.

Extraordinary meetings

Extraordinary meetings may be called at any time after advice received from State authorities regarding an impending event.
Meetings may also be convened by the Chairperson in response to an event.

3.4.3. Quorums

A quorum for a meeting of a disaster management group is the number equal to:

- One half of its members plus one, or
- If one-half of its members is not a whole number, the next highest whole number.

3.4.4. Meeting attendance

An attendance sheet is to be completed at the commencement of each meeting to record attendance number and to ensure the meeting has a quorum.

3.4.5. Virtual/remote attendance

It is encouraged to allow members of the group who are unable to physically attend to take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen. A member who takes part in a meeting via teleconference or videoconference is taken to be present at the meeting and should be marked on the attendance sheet.

3.4.6. Member non-attendance

A formal register of member attendance/non-attendance will be maintained, and this can be used to monitor member attendance across meetings. If a member continually does not attend meetings, it is recommended that the chair or delegate of the chair meet with the member to discuss the ongoing non-attendance at these meetings.

3.4.7. Deputy member duty

A deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act at the meeting. A deputy attending a meeting is to be counted in deciding if there is a quorum for the meeting.

3.4.8. Meeting agendas

The secretariat will call for agenda items at least one month prior to the scheduled meeting. Members should then be given a two-week period to provide agenda items, allowing time for collation.

3.4.9. Status reports

Written reports

Written agency reports are used to update the LDMG on the status of that organisation's disaster management initiatives. This includes mitigation, planning and community awareness/education activities, capacity and capability development, projects, disaster management plans, operations, and contact information. This information assists the LDMG to evaluate the status of the disaster management and disaster operations for the local government area and record key information for annual reporting to DDC.

Verbal reports

Verbal status reports will be provided at LDMG meetings by exception.

3.4.10. Resolution register

In accordance with s.38 of the Act and s.17(3) of the Regulation, a resolution register is to be maintained to record all decisions passed by the LDMG.

3.4.11. Correspondence register

To assist with tracking of correspondence, both inwards and outwards, a correspondence register is to be kept. This allows all members to be aware of any correspondence that concerns the group and assists with information flow and decision making.

3.4.12. Meeting minutes

For governance purpose, LDMG meeting minutes are recorded and distributed to all members, deputies and advisors of the local group.

3.5. Local Community Service Provider Capacity

3.5.1. Redlands Coast Community Resilience Framework
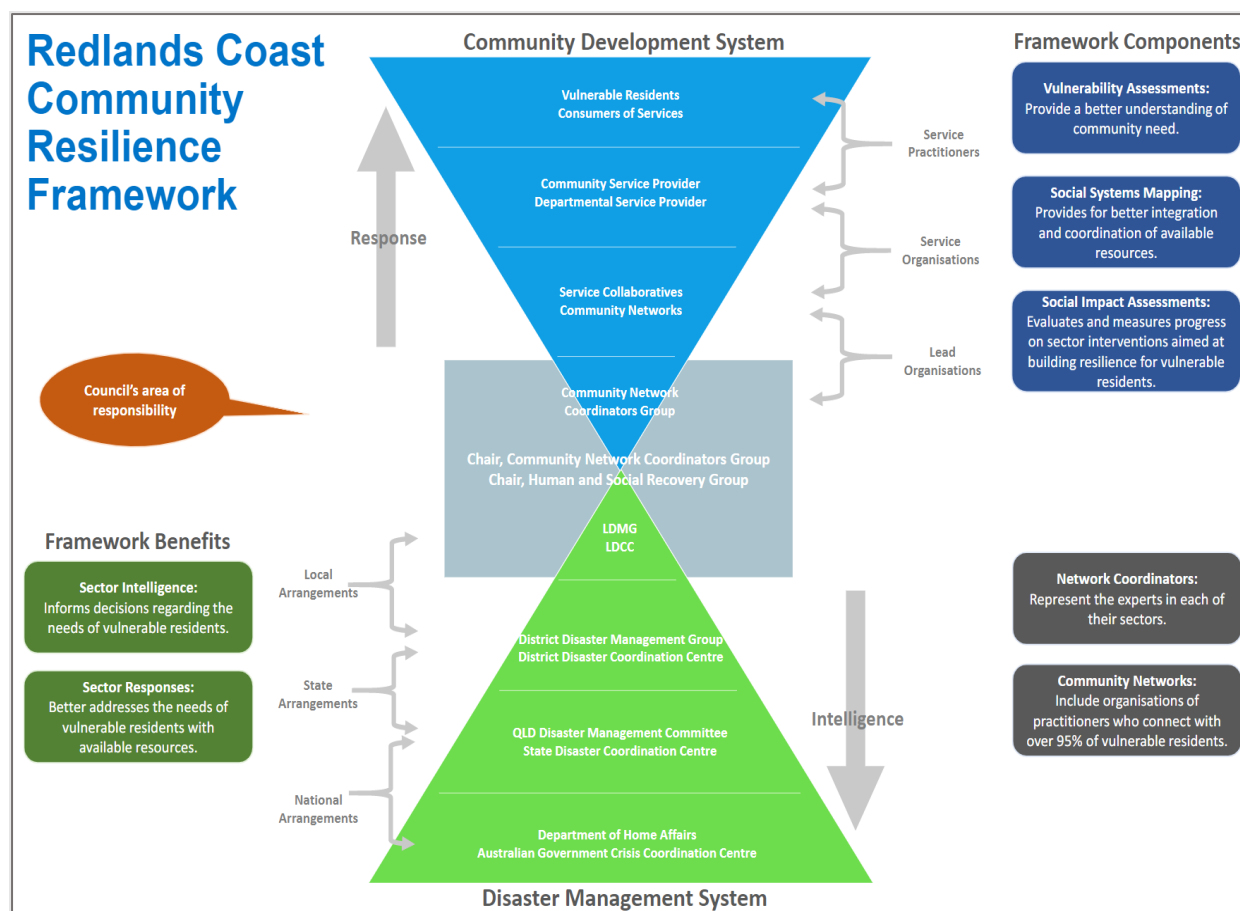
Figure 17: Redlands Coast Community Resilience Framework

The *Redlands Coast Community Resilience Framework* above (Figure 17) depicts the interaction of the QDMA (Disaster Management System) with the local community service providers (Community Development System) to ensure that prevention, preparedness, response, and recovery activities are designed for and provide to the most vulnerable residents within the Redlands Coast community.

By utilising existing disaster management arrangements through the Redland Human and Social Recovery Group, local service organisations can be provided with more timely information to allow them to provide a more effective response to the vulnerable residents that they service.

The Community Resilience Framework is not designed to replace or deviate from the QDMA, instead it aims to enhance those arrangements by bringing to bear additional local resources in a coordinated approach to strengthen community resilience and reduce vulnerability.

The framework assists the disaster management arrangements by being a conduit for the provision of additional intelligence to better inform decision making and coordination of available resources to support vulnerable communities.

Section 4A(a) of the Act, Guiding Principles, specifies that disaster management should be planned across the four phases of Prevention, Preparedness, Response and Recovery.

Parts 4 – 7 of this Plan fulfil this legislative requirement.

4. PREVENTION

4.1. Meaning of terms

4.1.1. Prevention

Prevention is defined as regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated.

4.1.2. Mitigation

Mitigation is defined as measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment.

4.1.3. Resilience

Resilience[26] is defined as a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.

4.1.4. Prevention and mitigation activities

Examples of preventative or mitigation strategies include:

- Council land use planning and building codes
- Design improvements to provide more resilient new essential service infrastructure or harden existing services
- Community education and awareness programs to increase knowledge of how to prepare for and respond to disaster events
- Preventative maintenance programs on water and sewer infrastructure
- Capital works programs such as the building of levees to mitigate inundation in flood-prone areas
- Improved drainage and road infrastructure
- Vegetation management programs such as fuel load reductions in fire-prone areas
- Future proofing the local environment taking into account the effects of development and climate change

- Resilience-building activities including partnership-building and engagement within and between the sector.

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[26] *Queensland Disaster Management Lexicon*

4.1.5. Land use planning

Various land use planning programs have been introduced and implemented by Council. The [Redland City Plan](#) adopted by Council and the measures taken to minimise and mitigate the potential impact of disasters can be reviewed in detail online or accessed through Council.

4.1.6. Building codes and regulations

Relevant building code legislation and other associated doctrine include:

- *Building Act 1975*
- *Building Regulation 2021*
- *Plumbing and Drainage Act 2018*
- *Plumbing and Drainage Regulation 2019*
- *Standard Plumbing and Wastewater Code (published 2019).*

4.1.7. Community education and awareness

Dedicated disaster website for community education

Council provides comprehensive information on disasters for the community. This information is available on its website at https://disaster.redland.qld.gov.au/. This information includes a range of topics including:

- Actions to be taken before, during and after a disaster
- Likely local hazards and levels of community risk
- Contact details for police and emergency services providers
- Evacuation information including designated evacuation centres

Location-specific information on each suburb and island within Redland City is available through the Redlands Coast Disaster website (https://disaster.redland.qld.gov.au/).

Community champions program

'Community champions' are local residents who support their community before, during and after emergency or disaster events by:

- Providing education to the community about how to prepare for a disaster
- Responding during an event to set up evacuation centres
- Assisting with community recovery following a disaster
- Helping build community resilience to disasters
- Receiving training in psychological first aid, and evacuation and volunteer management
- Becoming registered volunteers with Council, Australian Red Cross and Volunteering Queensland
- Contributing to local knowledge and expertise to assist in all aspects of disaster management.

4.1.8.   Funding strategies

Community grants

Council offers community grants for groups within the City. Further information and guidelines can be accessed from Council's website (www.redland.qld.gov.au).

Queensland Reconstruction Authority (QRA) Disaster Resilience funding

The QRA administers disaster resilience funding on behalf of the State of Queensland, further information of the programs below can be found on the QRA website (www.qra.qld.gov.au).

Get Ready Queensland Funding

Get Ready Queensland comprises a community campaign and an ongoing grants program distributed annually to councils. Get Ready funding supports councils to deliver activities that increase understanding of disaster preparedness and improve disaster resilience within their communities. These local activities are supported by a state-wide marketing campaign led by the QRA. Further information regarding the Get Ready Queensland program can be found on the Get Ready website (www.getready.qld.gov.au)

Queensland Resilience and Risk Reduction Fund 2021-2022

The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities, mitigate, and manage the risks associated with natural disasters.

The QRRRF is funded by the Commonwealth and Queensland governments as part of its five-year National Partnership Agreement on Disaster Risk Reduction. Eligible applicants include:

- Local government bodies constituted under the *Local Government Act 2009*; or the *City of Brisbane Act 2010*, and the Weipa Town Authority
- Regional Organisations of Councils
- Regional Natural Resource Management bodies
- River Improvement Trusts (constituted under the *River Improvement Trust Act 1940*)
- Water authorities and local water boards (Category 2 only)
- Queensland Government departments and agencies and Government Owned Corporations
- Incorporated non-government organisations (including volunteer groups)
- Not-for-profit organisations, including universities.

Information on the QRRRF can be found on the QRA website (www.qra.qld.gov.au)

Resilient Homes Fund

The $741 million Resilient Homes Fund is supporting Queensland homeowners to improve the resilience of their residential property, following significant flood events in the 2021 – 2022 disaster season. For Redland City it was the Southeast Queensland rainfall and flooding that occurred 22 February – 5 April 2022.

Queensland homeowners within eligible local government areas whose property was flood damaged in that event are being considered for initiatives under the program including repair and retrofitting with flood-resilient design, house raising, or the voluntary buy back of high-risk properties. Information on the fund can be found on the Queensland Government website (www.qld.gov.au).

2022 Local Recovery and Resilience Grants

The Local Recovery and Resilience Grants provided $1 million capped grant allocations to assist councils that were severely impacted by extraordinary disaster events in 2021 – 2022. The purpose of the grants program was to assist eligible councils in delivering activities and projects that:

- addressed the emerging relief and recovery needs within the community following the onset of the eligible extraordinary event, and
- contributed to building disaster resilience and reducing the impact of future events.

Information can be found on the QRA website (www.qra.qld.gov.au)

4.1.9. Climate adaptation

The Queensland Government has developed the *Emergency Management Sector Adaptation Plan*[27] , available at www.qld.gov.au to support the disaster management sector to manage the risks associated with a changing climate.

The plan aims to:

- Establish the climate hazard and emergency management sector context
- Identify and confirm broad climate change impacts on the services provided by the sector
- Identify existing adaptation initiatives occurring across the sector
- Identify priority adaptation issues and needs for the sector, including critical gaps, barriers to adaptation and future challenges and opportunities
- Undertake broad adaptation planning and policy recommendation within the sector.

4.1.10. Personal insurance

Natural disasters are a risk faced by many communities in Queensland and the general insurance industry plays an important role in the economic recovery within communities after a disaster.

Council encourages all property and business owners and occupiers to purchase appropriate insurances as a key risk reduction strategy and recommends residents contact their insurer to clarify that they have appropriate level of cover in the event of a disaster. This includes dwellings, business properties, contents, and vehicle insurance. For more detailed information refer to the Insurance Council of Australia website (https://insurancecouncil.com.au).

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[27] https://www.qld.gov.au/__data/assets/pdf_file/0030/339294/EM-SAP-FULL.pdf

5. PREPAREDNESS

5.1. Meaning of terms

Preparedness action is carried out within the context of disaster risk management and aims to build the capacities needed to efficiently manage all types of emergencies and achieve orderly transitions from response to sustained recovery.[28] Preparedness activities include:

- Disaster management planning
- Review of plans
- Training programs
- Exercises.

Any preparedness activity which is hazard-specific is the responsibility of, and undertaken by, the functional lead agencies in collaboration with key stakeholders, including local governments. Every agency is responsible for undertaking business continuity planning that considers disruption due to a disaster.

5.2. Planning

Disaster management planning is the collective and collaborative efforts by which agreements are reached and documented between people and organisations to meet their communities' disaster management needs. It is a sequence of steps which allows disaster management planning to take place.

Disaster planning applies communication and consultation processes to gain agreement about:

- Risk and consequences
- Risk acceptance
- Risk mitigation
- Transfer of residual risk
- Preventative strategies (risk reduction)
- Preparedness arrangements
- Response and relief arrangements, and
- Recovery arrangements.

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[28] Australian Institute of Disaster Resilience, Australian Emergency Management Glossary

Effective planning ensures that agreed outcomes are documented and continuously improved through assurance activities, sector research and better-practice processes. At each step in the planning process consideration should be given to consequences across the human and social, built, economic and natural environments.

Assurance activities are undertaken through the Queensland *Emergency Management Assurance Framework* (EMAF)[29] which is coordinated through the Office of the Inspector-General Emergency Management.

5.2.1. Emergency Management Assurance Framework (EMAF)

The (EMAF) provides the basis for delivering the functions of the Office of the Inspector-General of Emergency Management (IGEM) under s. 16(C) of the *Disaster Management Act 2003* (the Act). It is available at www.igem.qld.gov.au. The IGEM has the function to review and assess the effectiveness of disaster management by State, district, and local groups. This is the function under which assurance activities are conducted.

The Framework is comprised of four main sections: Principles, Disaster Management Standards, Good Practice Attributes, and Assurance Activities. The figure below (Figure 18) illustrates the Framework.

Figure 18: Emergency Management Assurance Framework

Assurance Activities are scheduled as part of an annual planning process that considers identified and emerging issues. These activities may focus on an aspect of the Standards, the capability of a disaster management group or entity, or other topics relevant to the effective functioning of the sector. The IGEM analyses data from a range of activities across this spectrum and measures the results against the Standards.

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[29] https://www.igem.qld.gov.au/sites/default/files/2021-07/Emergency%20Management%20Assurance%20Framework%20v2.1.1.pdf

A tiered approach to assurance helps classify the types of activities being undertaken. The tiers are reflective of the level of independence, depth, scope, and rigour applied to the activities. The following figure (figure 19) illustrates this approach.
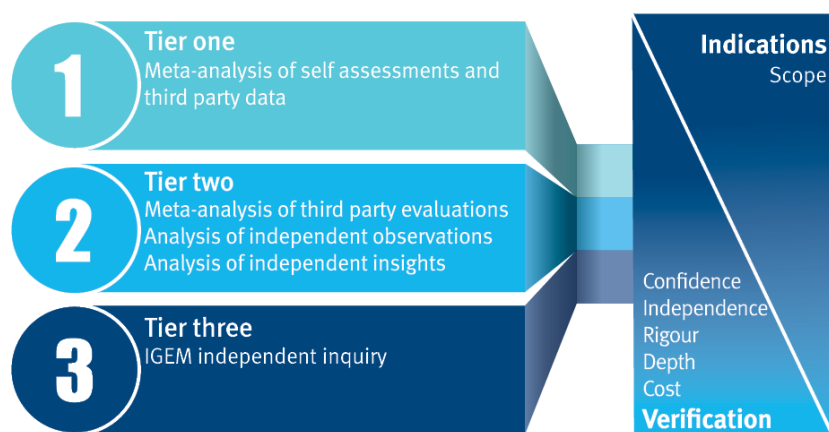
Figure 19: Tiered approach to assurance of activities

5.2.2. Training programs

Council's training program aligns with the QDMA, the *Queensland Disaster Management Training Framework* (QDMTF), and IGEM's EMAF.

Council works with QFES and other relevant agencies to ensure all required mandatory training and inductions are undertaken and recorded.

5.2.3. Queensland Disaster Management Training Framework (QDMTF)

In accordance with s16A(c) of the Act, the QDMTF, available on the Queensland Government's Disaster website (www.disaster.qld.gov.au) outlines training to be undertaken by disaster management stakeholders to support the effective performance of each identified role. The QDMTF can be accessed from the Queensland Government's Disaster website (www.disaster.qld.gov.au)[30].

Each member agency is responsible for ensuring that staff working in an operational environment have received appropriate training, particularly for those roles identified in the QDMTF.

All advisors are to complete as a minimum the QDMA module. Training delivered under the QDMTF can be completed either in person or online via QFES Disaster Management Learning Management System (https://www.dmlms.qfes.qld.gov.au/user/login).

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[30] https://www.disaster.qld.gov.au/_resources/accordions/pprr-dmguideline/2-roles-and-responsibilities

This table details a range of training activities central to providing effective disaster management and whilst it does not detail all available training modules, it provides a cross-section of those training activities that considered important. For full details refer to the Queensland Disaster Management Training Framework (QDMTF).

M   Mandatory training
NB   Needs Based

Training Activities	Local Disaster Coordinator	Chair, Local Disaster Management Group (LDMG)	LDMG members	Local Recovery Coordinator	Local Recovery Group members	Local Disaster Coordination Centre (LDCC) Staff	LDCC Agency Liaison Officers
Queensland Disaster Management Arrangements (QDMA)	M	M	M	M	M	M	M
Introduction to Disaster Management Planning	M	NB	M	M	NB		
Introduction to Emergency Risk Management	M	NB	NB	NB	NB		
Introduction to Lessons Management	M	NB	NB	M	NB	NB	NB
Introduction to Warnings and Alerts	M	NB	NB			NB	NB
Introduction to Disaster Coordination Centres	M	NB	NB	NB		M	M
Introduction to Evacuation	M	NB	NB			NB	NB
Introduction to Disaster Funding Arrangements	M	M	NB	M	NB	NB	NB
Introduction to Recovery	NB	NB	NB	M	M		NB
Working in Recovery	NB			M	M		

Figure 20: Training activities for effective disaster management

5.2.4. Exercising plans

Section 30 of the Act requires a LDMG to:

- Develop effective disaster management, and regularly review and assess the disaster management.

Section 59 of the Act states:

- A local government may review, or renew, its local disaster management plan when the local government considers it appropriate
- However, the local government must review the effectiveness of the plan at least once a year.

Other than operational activation of the plan, to achieve the above outcomes, exercises are a key mechanism to review and assess the effectiveness of the Plan, to maintain or improve readiness for events and to enhance skills.

Before participating in disaster management exercises, it is preferred that participants have received training. This ensures participants have a basic understanding of the policies and procedures that apply to working in a disaster management environment and that the experience and learnings from the exercise can be maximised.

5.2.5.   Exercise objectives

Exercises are a key component of effective disaster management strategies and are conducted with the objective of:

- Practicing coordination procedures during an event
- Activation of various disaster management groups
- Evaluating activation and operations of a LDCC
- Information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports
- Enhancing the interoperability of agency representatives
- Evaluating emergency plans
- Identifying planning and resource issues
- Promoting awareness
- Developing competence
- Evaluating risk treatment strategies
- Validating training already conducted
- Identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management
- Evaluating equipment, techniques and processes in general.

5.2.6.   Exercise types

Each year one or more of the following exercises should be considered:

- A major discussion-style exercise (tabletop) that includes all members of the LDMG
- A functional exercise to evaluate the activation and operation of the LDCC
- A functional exercise to evaluate communications and information management processes including equipment use, information sharing and reporting functions. This could occur in parallel with an LDCC exercise
- A functional exercise to evaluate the activation and operation of an evacuation centre
- An agency-led field exercise (e.g. transport accident involving Queensland Police Service and emergency services).This could also incorporate the activation and operation of a small-scale LDCC activation.

5.2.7.   Exercise evaluation

An exercise is to be followed by a debrief process. A 'hot' debrief is to be conducted immediately following the conclusion of the exercise and a 'cold' debrief conducted no longer than a month following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learnings from the exercise are to be consolidated into a plan for action and eventually into planning processes.

5.2.8.   Pre-season briefings

Lead authorising agencies will deliver pre-seasonal briefings to provide weather outlooks and an overview of readiness activities prior to the severe weather season. The benefits of pre-seasonal briefings are to assist agencies with:

- Pre-planning
- Community preparedness campaigns and messaging
- Public information campaigns.

5.2.9.   Community preparedness strategies

Understanding local risks

Disaster management in Queensland is a shared responsibility between all levels of government, non-government organisations and the community. The role of the community is pivotal as they play an active role in meeting the challenges posed by disasters.

While Council will continually engage with the community, it is important for the community to become self-reliant by taking personal responsibility for understanding their local hazards and risks as well as actions they can take to mitigate the effects of a disaster.

Councils' role, through their LDMG includes engaging and communicating with, educating, and supporting the community on all aspects of disaster management.

The SDMP identifies the key elements which contribute to a resilient community, namely:

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

Get Ready Queensland promotes how residents can understand the risks and impacts to communities and be prepared for when and event occurs.

Council provides a comprehensive 'Disaster Dashboard' that details current emergency and disaster events that are occurring, as well as other important information relevant to the community.

It also provides a link the online version of the *Redland City Local Disaster Management Plan* (the Plan) that provides practical information to help the community to prepare for, respond to and recover from a disaster. This site is regularly updated to ensure currency and accuracy of information.
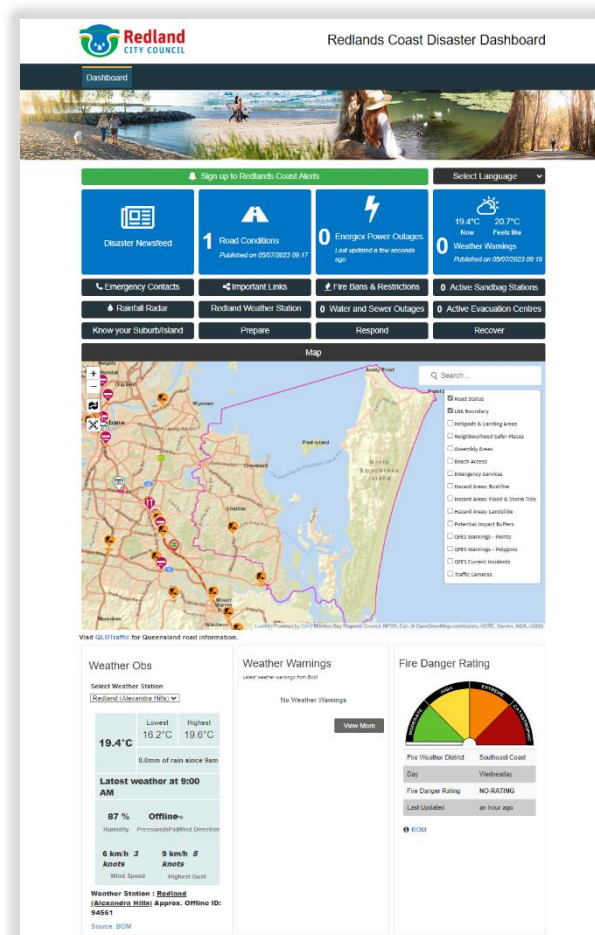
5.2.10. Community warnings and information

Broadcast media and Council provide real-time 'single point of truth' news/information/warnings on any emergency or disaster event. Council encourages communities to be aware of information that is not from a trusted source, and regualrly promotes trusted channels.

The following sources provide accurate and timely warning and information before, during and after an event has occurred:

- Council's Disaster Dashboard (https://disaster.redland.qld.gov.au)
- Council's Opt-in Notifications service 'Redlands Coast Alerts' via the Redlands Coast Disaster Dashboard
- Council's news site https://www.redlandscoasttoday.com.au/), Twitter and Facebook pages
- Event-specific hashtags on Twitter and Instagram
- Broadcast media including 612 ABC Brisbane, Bay FM 100.3 radio and other local radio, and television news outlets
- Weather warnings provided by the BoM during cyclones, severe storms, and flooding. Push notifications are now available on the BoM Weather App for six weather warnings; tropical cyclones, fire weather, flood, tsnuami, severe weather and severe thunderstorms
- Subscription messaging services (e.g. Weatherzone)
- QFES Bushfire and Warnings (https://www.qfes.qld.gov.au/Current-Incidents).

Other official recognised outlets include:

- Queensland Government 'Preparing for disasters' https://www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters
- Queensland Government 'Disaster Management' www.disaster.qld.gov.au
- Queensland Fire and Emergency Services 'Prepare' https://www.qfes.qld.gov.au/prepare
- Queensland Government 'Get Ready Queensland' www.getready.qld.gov.au
- Queensland Government 'Community Safety' www.qfes.qld.gov.au/safety-education.

5.2.11. Information privacy

Under the *Information Privacy Act 2009* (IP Act) personal information held by Queensland Public Sector agencies is protected. However, in managing a disaster event, information flows do not need to be unreasonably restricted by privacy concerns.

The IP Act has in-built flexibilities for dealing with personal information in an emergency. Importantly, it recognises that the privacy principles may not apply in emergency events and/or where the health and safety of individuals may be at risk.

This provides a timely opportunity for us to reflect on our current procedures for dealing with personal information during an emergency.

All entities involved in disaster management activities are bound by the IP Act. Therefore, all operational information is to be stored securely and protected against unauthorised access, use, modification, disclosure, or misuse. Further information on privacy and managing

disaster events and information sharing can be found online at the [Office of the Information Commissioner](#).[31]

5.2.12. Operational readiness

At a point (usually between the Lean Forward and Stand-Up phases of activation), the LDCC should be prepared for the possibility of impending operations and the requirement to coordinate response to the event. This function is the responsibility of the LDC in consultation with the chairperson of the LDMG.

Council's DMU is responsible for ensuring that this facility is in a state of operational readiness.

5.2.13. Business continuity planning

A Business Continuity Plan (BCP) is a document that outlines how an organisation will continue operating during a disruption to its service. It's more comprehensive than a disaster recovery plan and contains contingencies for business processes, assets, human resources, and business partners.

Plans typically contain a checklist that includes supplies and equipment, data backups and backup site locations. Plans can also identify plan administrators and include contact information for emergency responders, key personnel, and backup site providers. Plans may provide detailed strategies on how operations can be maintained for both short-term and long-term outages.

Redland City Council's BCP sets out how Council will operate following a disruption or business incident event and outlines the actions to be undertaken to return to daily operations in the quickest possible time afterwards.

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[31] www.oic.qld.gov.au

6.   RESPONSE

6.1.   Meaning of terms

6.1.1.   Response

Response is defined as the "actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected".[32]

6.1.2.   Disaster response capability

Section 80(1)(a) of the Act specifies that a local government must ensure it has a disaster response capability. A '**disaster response capability'**, means the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area.

On behalf of a local government, the Local Disaster Management Group (LDMG) is assigned as the entity to undertake disaster management in the local government area.

6.1.3.   Disaster operations

Section 15 of the Act defines disaster operations as "activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event". The following figure illustrates this process across the response and recovery phases of an event.

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[32] Australian Institute of Disaster Resilience, Glossary
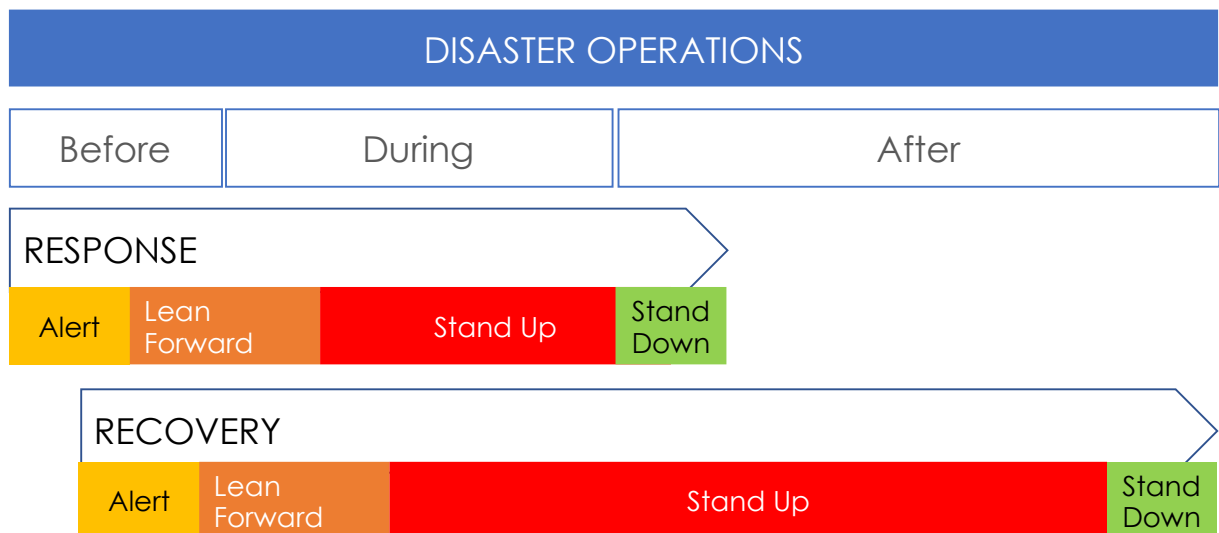
Figure 21: Disaster operations

6.2. Operational functions of Local Disaster Management Group

Under s. 30 of the Act, the LDMG will undertake the following functions in relation to operations:

- Manage operations under policies and procedures decided by the State group
- Provide reports and make recommendations to the district group about matters relating to disaster operations
- Identify, and coordinate the use of, resources that may be used for disaster operations in the area
- Establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens
- Ensure information about a disaster is promptly given to the relevant district group.

6.2.1. Activation of plan

Activation of this Plan is vested in the Chairperson of the LDMG or in their absence the Deputy Chairperson of the group.

6.2.2.   Levels of activation

ACTIVATION LEVEL	DESCRIPTION
ALERT	• A heightened level of vigilance due to the possibility of an event in the area of responsibility • No further action is required; however, the situation should be monitored by someone capable of assessing the potential of the threat
LEAN FORWARD	• An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. • Disaster Coordination Centres are on standby; prepared but not operational
STAND UP	• The operational state following 'lean forward' whereby resources are mobilised, personnel are activated, and operational activities commenced. • Disaster Coordination Centres are activated.
STAND DOWN	• Transition from responding to an event back to normal core business and/or recovery operations. • There is no longer a requirement to respond to the event and the threat is no longer present.

6.2.3.   Local Disaster Coordination Centre (LDCC)

Structure
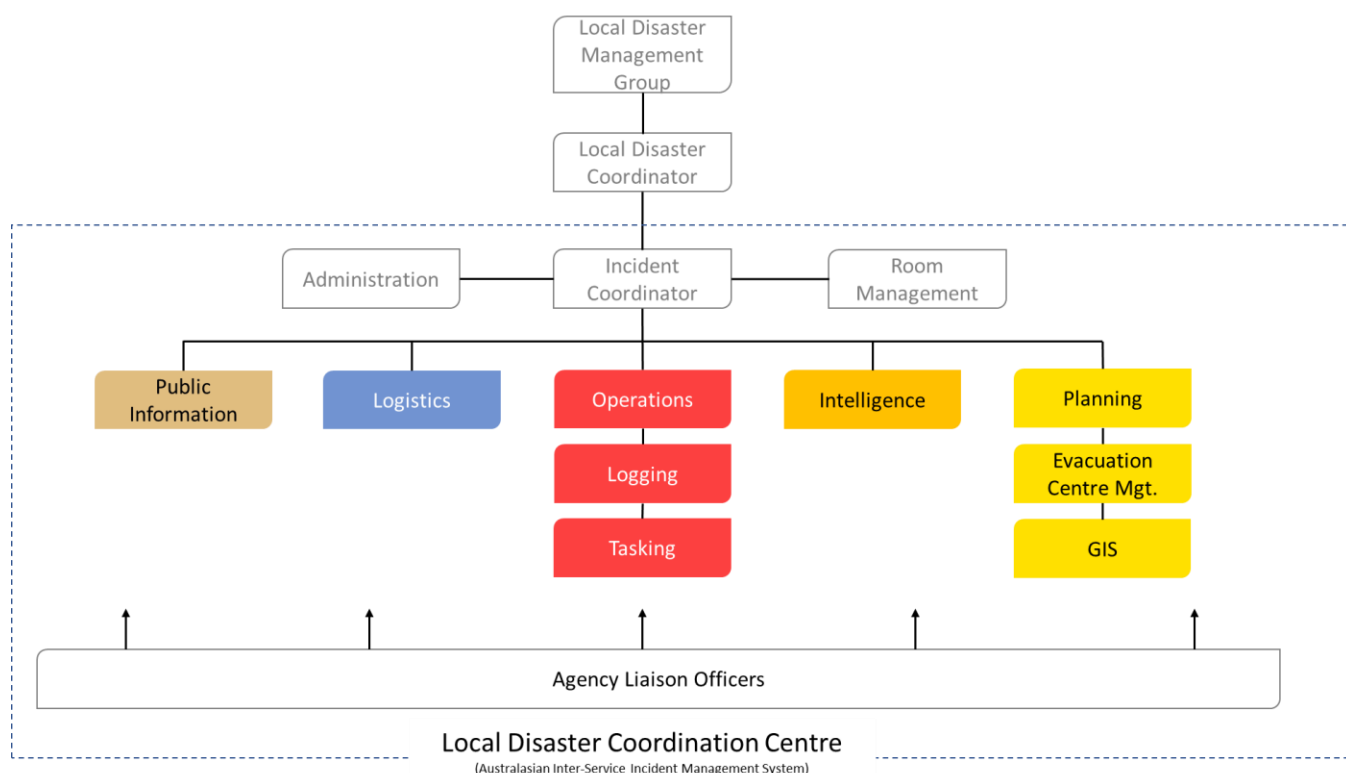
Figure 22: LDCC Structure

The LDC has overall responsibility for the activation and operation of the LDCC.

The primary LDCC is located at Redland City Council's South Street Depot Cleveland and has the responsibility for coordination of disaster operations, providing a response capability on behalf of the Redland City LDMG.

The LDCC, which operates under the Australasian Inter-Agency Incident Management System (AIIMS), operates in support of the LDMG. Its primary focus is to operationalise LDMG decisions and plan and implement strategies and activities on behalf of the LDMG during disaster operations. The LDCC should have the capability to perform the following functions:

- Information management
- Implementation of LDMG decisions
- Intelligence gathering and forward planning, and
- Resource management.

The LDCC is staffed by Council officers and supported by agency liaison officers from government and non-government organisations as required.

6.2.4. Information management

Incident management system (IMS)

Document Management throughout the disaster response and recovery will be achieved through the Guardian IMS software. The software provides the ability to capture all tasks, decisions, actions, and information related to an event including the maintaining of activity logs, public information, and expenditure to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes. Once Council's LDCC has been stood down and the event finalised in Guardian IMS, all records related to the disaster event will be recorded into Guardian IMS.

Paper-based system

In the event of a long-term power or software failure, the LDCC will revert to a paper-based IMS. All documentation will be scanned and stored appropriately into Council's Guardian IMS.

6.2.5. Operational intelligence

Operational intelligence is the collection, collation and analysis of data and information required to drive the decision-making process, forward planning, and conduct of operations to accomplish strategic objectives.

A key contributor to the development of operational intelligence is through the conduct of impact assessments. The purpose of an impact assessment is to collect and analyse site damage evidence to provide the LDMG with comprehensive understanding of the impact of an event and may include:

- Extent of loss or injury to human life
- Damage to property, infrastructure, or losses of other assets (for example - Livestock)
- The needs of the affected community (for example - shelter, food, water etc.)

Other sources of information may include:

- Imagery/photographic
- Communications

- Telemetry (for example - flood gauges), or
- Human experiences.

Two key outcomes of accurate and current operational intelligence are:

- Decision-making, planning, tasking, communications, and messaging
- A common operating picture at all levels through shared situational awareness.

The LDCC is the central hub for intelligence gathering.

6.2.6.   Situational reporting

Situation Reports (SITREPs) capture accurate information from the day's operations by detailing the current and forecast situation during a disaster event. The Local Disaster Coordinator (LDC), through the operation of the LDCC, is responsible for the preparation of the SITREP. The SITREP will be distributed at intervals as requested by the District Disaster Management Group (DDMG).

6.2.7.   Tasking Log ('Guardian IMS' system)

Council's LDCC uses the Guardian IMS software during activations to record tasks, actions taken and the responsible agency or officer. The Guardian IMS tasking log and mapping system functionality records the specific operational task to be undertaken; the date and time of commencement and completion of the task; the responsible agency/officer; the actions taken and contextual comments; and plots all tasks on reference mapping. Various operational reports, including the SITREP can be generated based on taskings and/or location.

6.2.8.   Logistics

Where Council's LDMG has exhausted its capacity and requires additional logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the Redland City LDMG will formally seek assistance through a Request for Assistance (RFA). All RFAs are to be submitted to the District Disaster Coordinator (DDC) in the prescribed form and must be clearly articulated. Requests which cannot be met at District Level will be forwarded to the State Disaster Coordination Centre (SDCC) for completion.

6.2.9.   Financial management

All LDMG agencies are responsible for monitoring, tracking, and capturing approved expenditure during disaster operations. This includes the provision of their own financial services and support, meeting and recording their own operational expenses incurred during a disaster event and claiming reimbursement of any expenses allowed under the SDRA and the DRFA.

Council's External Funding Manager, supported by the Queensland Reconstruction Authority (QRA), assists with the collation of all supporting documents to meet the requirements for funding claims. Supporting documentation includes capturing evidence of before-damage and after-damage states, all costs directly related to the disaster response and costs associated with restoration of essential public assets.

6.2.10.   Resupply of isolated communities

Disaster events have a potential to create isolated communities within Redland City, particularly in relation to the SMBI. Redland City LDMG is responsible for supporting

communities within Redland City to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

Most events that isolate communities occur on a seasonal basis and communities which are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation. If an event does isolate a community within Redland City, all resupply requirements will be addressed in accordance with the *Queensland Resupply Manual*.

6.2.11.   Fatigue management

If the activation continues for an unspecified period, fatigue management principles will apply. LDMG member and advisory agencies are required to manage fatigue of their staff in line with their internal agency policies and procedures. LDMG member and advisory agencies must have the capacity to rotate or replace staff during longer protracted events to prevent burn-out.

6.2.12.   Lessons management

After-Activation reviews (AARs)

Review of operational activities undertaken during a disaster is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

- Assess disaster operations including actions, decisions or processes
- Document processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in other operations
- Assess capability and consider where additional planning, training and/or exercises may enhance capability.

These reviews are conducted through two forms of debriefs.

Hot debriefs – are undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation. A hot debrief will discuss:

- What worked well
- What didn't
- Safety issues, and
- Immediate remedial actions required to rectify issues.

Post-event debriefs – are undertaken no more than two weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. An After-Activation Review Report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management. 'Post-event debriefs' include:

- Assessment of decisions made, actions taken, and processes conducted
- Assessment of plans against conduct of operations
- Assessment of capability and capacity and where further planning, training, or exercising is required
- Any critical safety issues
- Resolutions for improvements.

For further information refer to IGEM *Queensland Disaster Management Lessons Management Framework.*

6.2.13.   Post-operation Report

Following the completion of all debriefs, a Post-operational Report (POR) will be provided to the LDMG. This report identifies the findings and recommendations to address any identified issues. If lessons have been identified, an action plan will be included in the report and the progress of the lessons identified to become lessons learned. This Plan will be monitored by Council's DMU in their role as administrator for the LDMG.

6.2.14.   Declaration of a disaster situation

In accordance with s. 64 of the Act, the Brisbane DDC may, with the approval of the Minister for Fire and Emergency Services, declare a disaster situation for the district or part of the district, if satisfied that:

- A disaster has happened, is happening or is likely to happen in the disaster district, and
- It is necessary, or reasonably likely to be necessary, for the DDC to exercise declared disaster powers to prevent or minimise any of the following:
  - Loss of human life
  - Illness or injury to humans
  - Property loss or damage, or
  - Damage to the environment.

- Before declaring the disaster situation, the DDC must take reasonable steps to consult with:
  - The district group, and
  - Council.

- A failure to consult with the above entities does not affect the validity of the declaration.

Under s. 69 of the Act, the Minister Fire and Emergency Services and the Premier may also declare a disaster situation for the state, or part of the state, for the above circumstances.

The declaration of a disaster situation relates directly to the provision of additional powers for a specific event. A disaster situation is not required to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes.

A disaster declaration has a 14-day duration from the date it is declared unless it is extended or ended sooner by the Minister Fire and Emergency Services under s. 67(A) and s. 68(1) of the Act.

6.2.15.   Public information & warnings

Emergency warnings may be issued by any agency that has primary responsibility for a specific hazard. The SDCC may decide to issue an Emergency Alert (EA) message without consultation with Council or the LDMG; however, during these situations the SDCC will inform Council of any warnings issued. Additional disaster-related information may be available via Council social media channels.

6.2.16.   Warnings

Warning authorities

The following table details agencies that are responsible for the issuing of warnings:

ORGANISATION	WARNINGS/INFORMATION TYPE
Bureau of Meteorology (BoM)	Severe Weather Alerts (i.e. fire weather, heatwave) Flood Warnings and Watches Marine Warnings Tropical Cyclones Watch and Alert Tsunami Watch and Alert Severe Thunderstorms Space weather
Department of Transport and Main Roads (DTMR)	Major road disruptions Queensland Rail disruptions
Queensland Health	Public Health alerts Heatwaves
Queensland Fire and Emergency Services (QFES)	Emergency Alerts (EA) Standard Emergency Warning Signal (SEWS) Bushfires and major fires Hazardous materials incidents
Utility owner (e.g. Redland City Water, Seqwater, Energy Queensland, Telstra, Optus, APA Group)	Major Infrastructure failure
Seqwater	Dam release notifications Dam spilling Dam recreational safety
Queensland Police Service	Public Safety Preservation Act declarations Terrorism incident
Biosecurity Queensland	Emergency animal diseases Priority plant pests and diseases

Warning notifications

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the LDCC. Such information and warnings will be provided to the community via several communication sources including:

- Landline and mobile telephone including SMS messaging
- Redlands Coast Alerts (Opt-in Notification System providing email and SMS messaging)
- Electronic media (Council's website, newsite and Disaster Dashboard)
- UHF Repeater network

- Social media (Facebook)
- Broadcast media (Radio) such as ABC 612AM, Bay FM 100.3
- Television
- Media websites
- Email
- Door-to-door

6.2.17. Australian Warning System (AWS)

As part of a new Australian Warning System (AWS), the way warnings are displayed during incidents has changed. The AWS is a new national approach to information and warnings during emergencies like bushfire, flood, storm, extreme heat, and severe weather. The system uses a nationally consistent set of icons.
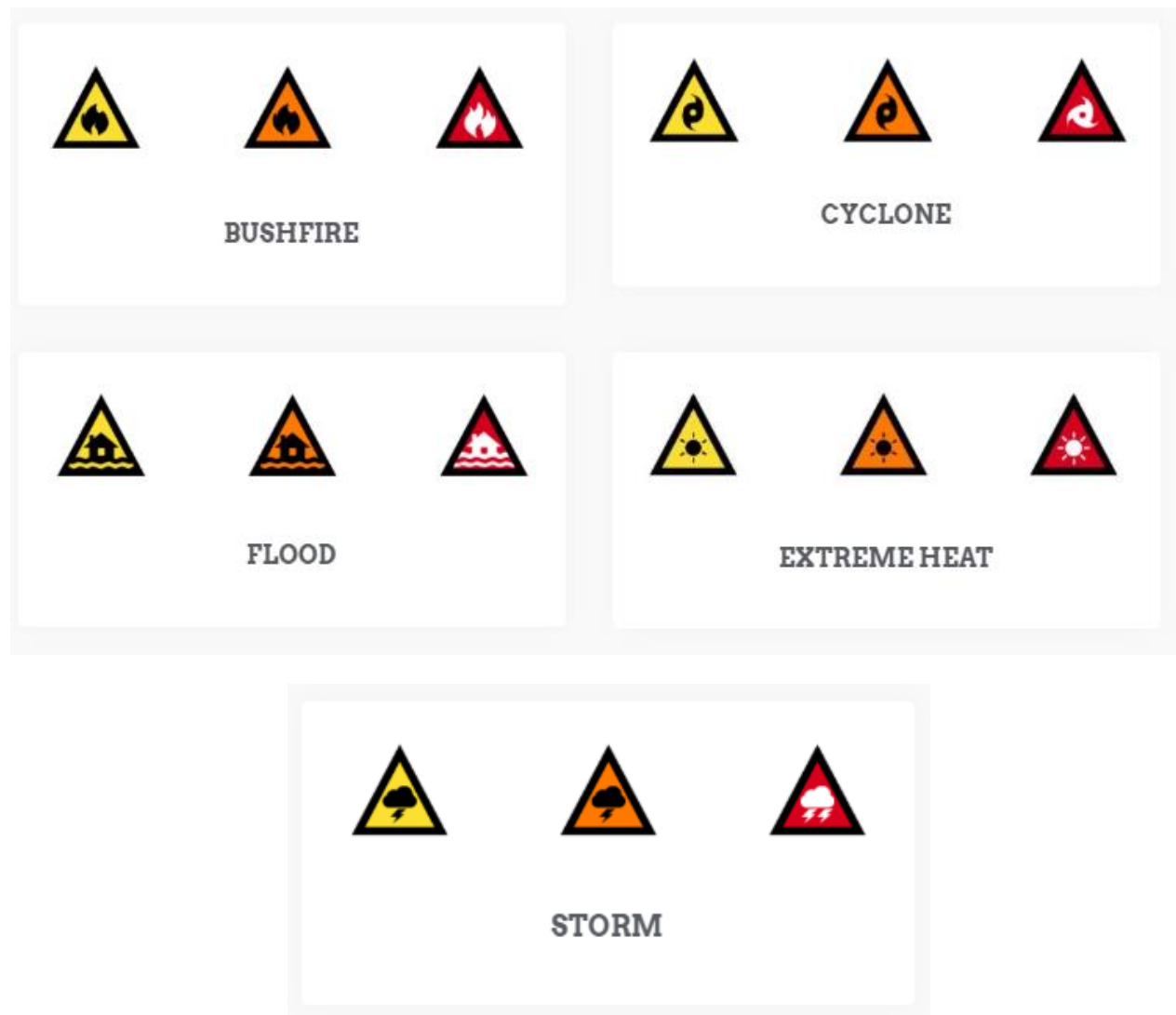
Figure 23: AWS icons

What is a warning?

A warning provides point-in-time information about a hazard that is impacting or is expected to impact communities. It describes the impact and expected consequences for communities and includes advice on what people should do.

Warning levels

Under the AWS, there are three warning levels:

Advice means an incident has started and there is no immediate danger. Stay up to date in case the situation changes.

Watch and Act means there is a heightened level of threat. Conditions are changing and you need to start acting now to protect you and your loved ones.

Emergency Warning means you may be in danger and need to act immediately.
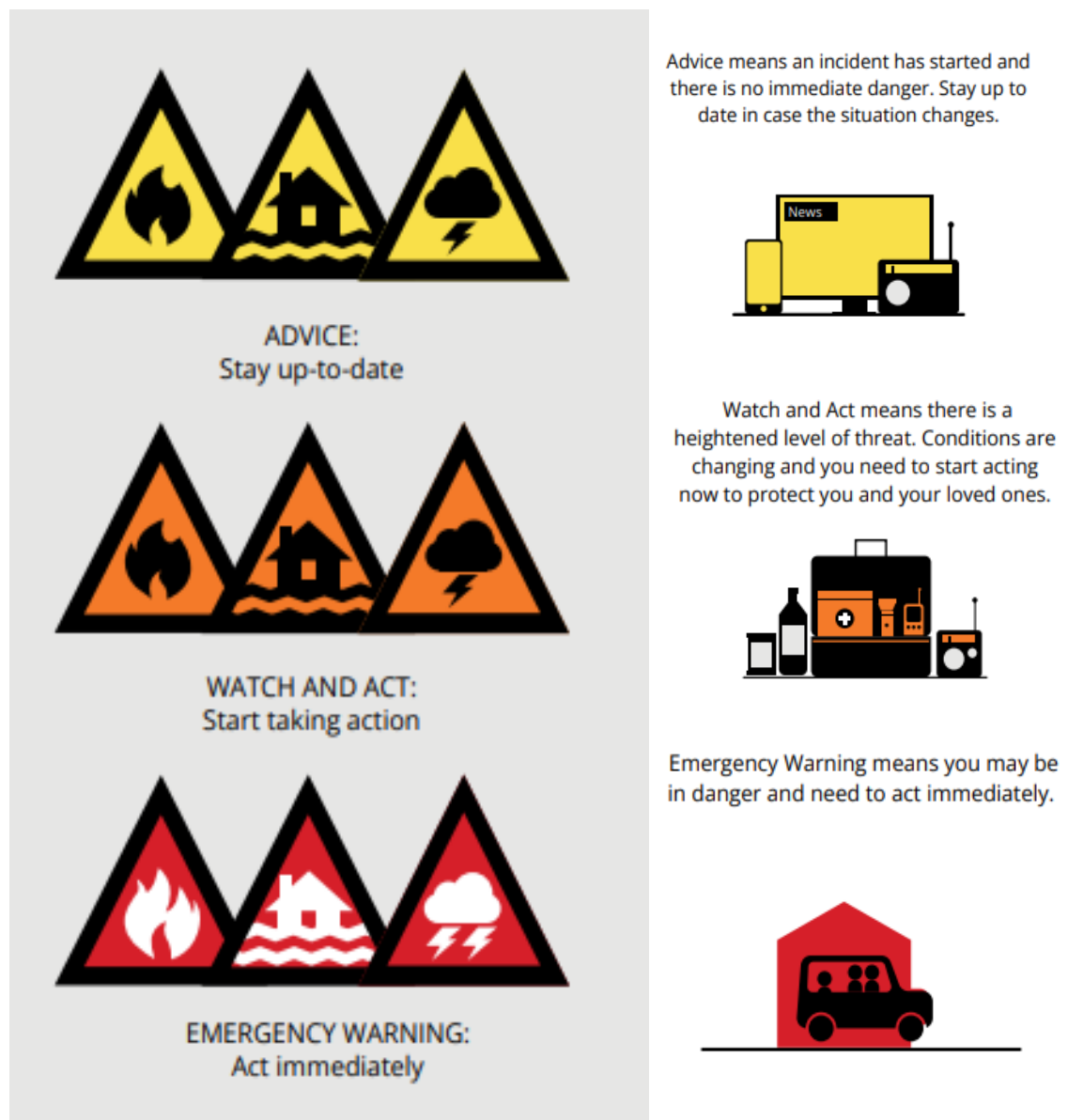
Figure 24: AWS warning levels

Calls to Action

Each warning level has a set of action statements to give the community clearer advice about what to do. Calls to Action can be used flexibly across all three warning levels depending on the hazard.

ADVICE	WATCH AND ACT	EMERGENCY WARNING
Prepare now	Prepare to leave/evacuate	Leave/evacuate (immediately, by am/pm/hazard timing)
Stay informed	Leave/evacuate now (if you are not prepared)	Seek/take shelter now
Monitor conditions	Prepare to take shelter	Shelter indoors now
Stay informed/threat is reduced	Move/stay indoors	Too late/dangerous to leave
Avoid the area	Stay near shelter	
Return with caution	Walk two or more streets back	
Avoid smoke	Monitor conditions as they are changing	
	Be aware of ember attacks	
	Move to higher ground (away from creeks/rivers/coast)	
	Limit time outside (cyclone, heat asthma)	
	Avoid the area	
	Stay away from damaged buildings and other hazards	
	Prepare for isolation	
	Protect yourself against the impacts of extreme heat	
	Do not enter flood water	
	Not safe to return	
	Prepare your property (cyclone/storm)	

Figure 25: AWS calls to action

6.2.18. Emergency Alert (EA)

Emergency Alert (EA) is a national emergency warning system used to convey warnings to the public. The LDC, DDC, SDC or delegated officer of the referable dam owner (as listed in the approved dam emergency action plan), can request, through the QFES advisor on their respective disaster management group, for an EA campaign to be delivered via landline and/or text messages to potentially affected people. The approving authority for the use of EA in Queensland is QFES and QFES Media holds responsibility for advising the media of the publication of an EA campaign. Pre-prepared polygons and messages are stored on the QFES EA Portal based on the risk assessment process for the region. Further information and the *Emergency Alert Manual* is available on the State disaster website (https://www.disaster.qld.gov.au/).

6.2.19. Standard Emergency Warning Signal (SEWS)

The SEWS is a nationally agreed warning system. The purpose of SEWS is to alert the community that an official emergency announcement is about to be made concerning an actual or imminent emergency that has the potential to affect them. The authority to initiate SEWS is restricted to Queensland State Manager Bureau of Meteorology (for meteorological purposes), Commissioner - QFES (for disaster events and HAZMAT related incidents) and Commissioner – QPS.

When a SEWS warning is issued, the LDC (or nominated delegate) of each local government affected by the warning is to be notified by the initiating authority at the earliest opportunity. All initiating authorities should notify the QFES State Duty Supervisor or State Duty Officer at the SDCC Watch Desk, who will then contact the relevant local governments.

6.2.20. Evacuation

Evacuation of a particular area is necessary when a hazard threatens and puts at risk the safety of people within that area or following the impact of a hazard which has subsequently rendered the area uninhabitable. Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'.

There are five stages to an evacuation process, namely:

STAGE	DESCRIPTION
Decision	The decision to evacuate (or not) is the first stage of the evacuation process. Many complex issues need to be considered in making this decision, often with only limited information and time available. A decision not to evacuate is just as important as a decision to evacuate.
Warning	An evacuation warning is the second stage of the evacuation process. Warning messages should provide guidance and sufficient detail, must be clear, issued by a credible issuing authority and provide a clear actions statement. Warnings can also be published to Council's website and social media pages, local radio stations, an EA issued to residents within the evacuation zone and SEWS maybe used to increase the urgency of the warning message.
Withdrawal	Withdrawal is the third stage of the evacuation process and involves the organised movement of people from a dangerous or potentially dangerous area to one that is safer.
Shelter	Shelter is the fourth stage of the evacuation process and involves the provision for basic needs of people affected by the emergency, away from the immediate or potential effects of the hazard. Residents or visitors are encouraged to check Council's disaster dashboard or refer to the warning message for open evacuation centres within the region. The preferred option is to reside/relocate to friends and family members in the first instance if they are outside of the exposed area.
Return	Return is the fifth stage of the evacuation process; the period during which those who have left the hazard impact area and have been unable to return are now able to do so, more or less permanently. It will be necessary to undertake an impact assessment of the area to determine if return is possible and to identify any special conditions which may need to be imposed.

Evacuation objectives adopted by the LDMG are:

- To ensure the preservation of life during a disaster event
- To use evacuation when it is deemed to be the most appropriate strategy, and
- To ensure the effective coordination of the evacuation operation.

To avoid confusion, a key element in the evacuation process is clear and concise community messaging that provides information and actions to be taken.

The following figure summarises the evacuation process.
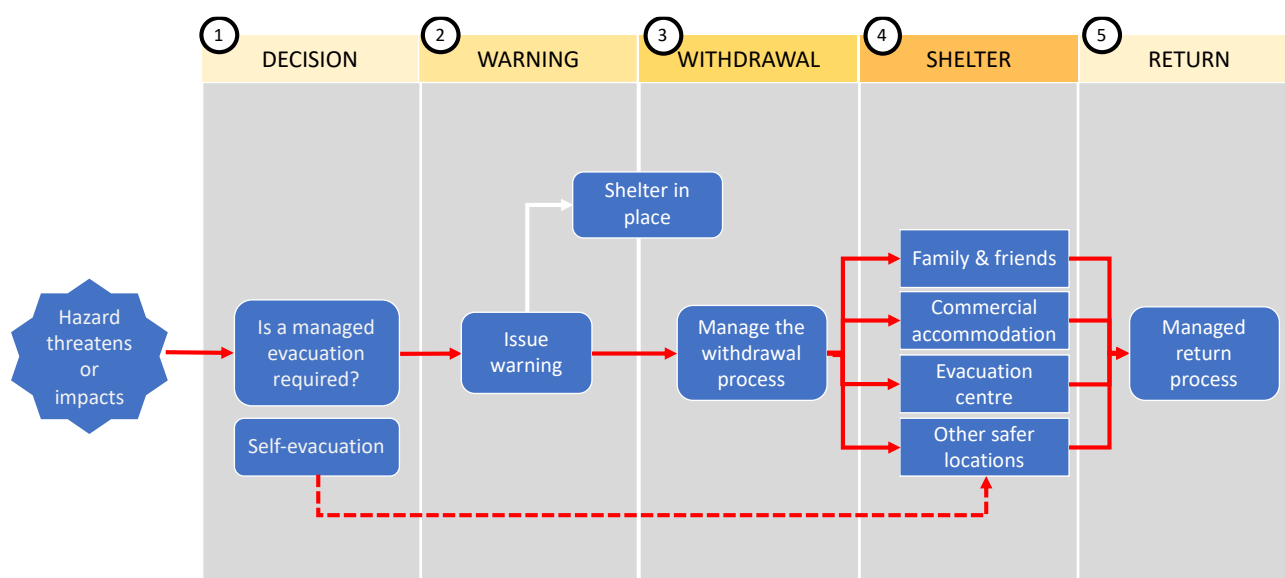
Figure 26: Evacuation process summary

6.2.21. Evacuation centres

Council has identified various community facilities across the City as potential evacuation centres or places of refuge. The LDCC is responsible for coordinating the activation and closure of these facilities.

These facilities can be used as outlined:

- **An evacuation centre**: a facility set aside to provide short-stay emergency accommodation for displaced (evacuated) residents.
- **A place of refuge**: a facility identified or set aside to provide a brief respite from disaster effects and does not require the provision of accommodation.

Community evacuation centres or places of refuge may be opened by Council or Community Champions as required as a result of an impending threat within the City. The affected community will be notified of the establishment and operation of a centre via various communication platforms.

People are encouraged to seek refuge with family or friends in the first instance. If evacuating, community members should register their location with 'Register.Find.Reunite.' where possible, to ensure family and friends are able to be informed of their safety. This service is available through the Red Cross website: www.redcross.org.au/emergencies/

For further information on evacuation centres, refer to Redland City Council Evacuation Centre Management Sub-plan.

6.2.22. Neighbourhood Safer Places

The Neighbourhood Safer Places (NSP) are identified, assessed, and managed by QFES and published on the QFES website. The main purpose of a NSP is to provide some level of protection to human life from the effects of a bushfire. A NSP is a local open space or building, such as ovals or sports clubs where people may gather as a last resort to seek shelter from a bushfire.

An NSP may be part of a community member's contingency plan when:

- A bushfire survival plan has failed
- The plan was to stay and defend a property, but the extent of the fire means that the impact of the fire is too great and therefore the property is no longer a safe place to shelter, and
- The fire has escalated to an 'extreme' or catastrophic' level and voluntary evacuation is the safest option.

A full list of NSPs is available on the QFES website (www.qfes.qld.gov.au).[33]

Neighbourhood Safer Places listed for Redland City are:

- Redlands (Cleveland) Showgrounds – Smith Street, Cleveland
- Ron Stark Oval (Dunwich Sports Oval) – Cunningham Street, Dunwich, North Stradbroke Island

6.2.23. Volunteer management

Volunteers play a key role in local disaster management response. During times of disasters, individuals and communities inevitably seek to assist their neighbours by spontaneous or ad hoc volunteering. To maximise the opportunities of strong community goodwill following a disaster and minimise the negative impacts of an influx of willing, yet unsolicited and unorganised helping hands, local arrangements include the effective management of spontaneous volunteers prior to an event.

Volunteering Queensland[34] is the central point of recruitment and referral for spontaneous and ad hoc volunteers associated with disasters through its Emergency Volunteering – Community Response to Extreme Weather (EV CREW) Service.[35] This service identifies locally available people who are able to provide initial relief as part of the response for impacted people and communities. Volunteering Queensland is a member of the Redland City LDMG. EV CREW links people who wish to assist in times of disaster, with recognised organisations supporting communities in an organised and coordinated way during and after disaster events.

Council, in partnership with the Australian Red Cross, manages and coordinates the Community Champions Program, whereby community members are trained to establish and operate evacuation Centres within isolated communities across the bay islands and mainland in response to disaster events. The Community Champions provide advice regarding their local communities to the LDMG during disaster events and assist with building community resilience through engagement activities.

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[33] https://www.qfes.qld.gov.au/prepare/bushfire/neighbourhood-safer-places

[34] https://volunteeringqld.org.au/

[35] https://volunteeringqld.org.au/wp-content/uploads/2022/01/Sample-Agreement-Activation-and-use-of-VQ-EV-CREW-service-1.pdf

6.2.24.   Offers of assistance

Following a disaster, the public may offer assistance to affected individuals and communities. These offers of assistance provide a benefit to those affected and supplement financial support schemes from State and Australian government.

Offers of assistance may include the following:

- Financial donations
- Volunteering
- Solicited or unsolicited goods and services
- Corporate donations.

The GIVIT[36] organisation is the recognised lead agency in the management of donated goods. For further information refer to Offers of assistance, refer to the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, available on the Queensland Government's Disaster website (www.disaster.qld.gov.au).[37]

6.2.25.   Concurrent events

The global COVID-19 pandemic has prompted governments to reassess the management of society's critical functions, including economic management, health care services, supply chains, as well as response to natural disaster events. With COVID-19 as a backdrop, planning and response activities must continue to occur to be able to effectively deploy resources for other disasters which may unfold simultaneously. For example, the concurrence of tropical cyclones, flooding and a global pandemic presents unique challenges for the disaster management sector. Consequently, disaster management entities need to undertake planning that is cognisant of this rapidly changing hazard-scape. This planning must include developing the capability to coordinate multiple simultaneous events and managing the impacts of fatigue on staff required to respond to these events.

Council's disaster management system, Guardian IMS' can manage multiple events simultaneously. The system also allows for other Councils (by agreement) to coordinate disaster events within Redland City if the ability for Redland City Council to respond is compromised. Guardian IMS is a cloud-based system which only requires access to the internet, it is not hosted on local servers.

6.2.26.   Council-to-Council Arrangements (C2C)

Council-to-Council (C2C) arrangements respond to the needs of councils affected by natural disasters and acknowledges the desire of unaffected councils to support their colleagues during these events. Local requests for C2C support are made through the RFA process to the DDC via the LDMG.

6.2.27.   Defence assistance

The principle applied to the provision of Defence Assistance to the Civil Community (DACC) is that State or Territory Governments are primarily responsible for combating disasters using available resources. Australian Government resources (including Defence assets) may be made available in situations where the State or Territory governments are unable to react

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[36] https://www.givit.org.au/

[37] https://www.disaster.qld.gov.au/__data/assets/pdf_file/0032/359465/QLD-Disaster-Management-Guideline.pdf

with sufficient speed or lack the necessary resources or skills. There are three categories of defence assistance:

Category 1 (Local Emergency Assistance)

Emergency assistance for a specific task(s) provided by the Senior ADF Officers/Unit Commander/Administrator, from within their allocated resources, in localised emergency situations where immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life, or prevent widespread loss and damage to property. Duration of assistance shall normally not exceed 48 hours.

Category 2 (Significant Crisis Response or Relief Assistance)

Emergency assistance, beyond that provided under DACC 1, during a more extensive or continuing disaster response directly related to saving human life or alleviating human suffering or preventing the loss or damage to property when State/Territory resources are inadequate. This may include short term recovery activities during the transfer of tasks to local and state recovery agencies in the immediate aftermath of an emergency. Duration of assistance shall depend on nature, scope of emergency and available resources.

Category 3 (Significant Recovery Assistance)

Emergency assistance associated with recovery from a civil emergency or disaster, which is not directly related to the saving of life or property that involves longer term significant recovery activity, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic, and physical wellbeing. Duration of assistance shall depend on nature, scope of recovery effort and available resources.

Further information, including the *Defence Assistance to the Civil Community Policy*, is available on the Australian Government Department of Defence website (www.defence.gov.au).

7. RECOVERY

7.1. Introduction

This chapter of the Plan will provide an overview of Redland City's disaster recovery arrangements. For full details refer to *Redland City Disaster Recovery Plan*.

7.2. Meaning of terms

The *Queensland Recovery Plan*[38] available on the Queensland Reconstruction Authority website (www.qra.qld.gov.au) provides the following definitions:

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

'Relief' is efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.

7.3. About recovery

The aim of disaster recovery (including 'relief') is to support communities to successfully deal with the impacts of an emergency on the social, built, economic and natural environments. By doing so, communities help build cohesion and resilience to future emergencies. However, recovery is a complex and often lengthy process, requiring a coordinated and collaborative approach between all agencies and organisations as well as working closely with the affected community to achieve the desired outcomes.

Redland City Council (Council) has a dedicated Disaster Recovery Plan (Redland City Disaster Management Plan - Part 5) that provides guidance and direction on the preparation for, conduct and support of disaster recovery operations and to assist in building a more disaster resilient and informed community. The Redland City recovery arrangements align with the *Queensland Recovery Plan*.

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[38] *https://www.qra.qld.gov.au/recovery/recovery-governance/queensland-recovery-plan*

7.4. Principles of recovery

The following principles underpin all recovery planning and operations in Queensland:

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

7.5. Stages of recovery

7.5.1. Preparation and prevention

(Pre-disaster activities)

- Local recovery groups are established
- Local recovery coordinator may be appointed
- Community profiles are reviewed
- Community recovery and Business Continuity Plans (BCPs) are reviewed, revised or developed
- Recovery exercises and planned and conducted
- Recovery training is undertaken
- Recovery networks are fostered
- Recovery groups meet

7.5.2. Stage 1 – Immediate Recovery phase

(Post impact relief and emergency repairs)

In this stage local and district recovery groups and sub-groups may stand up, as well as the State Functional Recovery Groups. The following activities may occur:

- Damage assessments and immediate clean up
- Identification of priority infrastructure for reconstruction
- Wildlife carcass disposal
- Identification of priority health, safety, shelter and food needs
- Identification of public health risks (for example, water, sanitation, food safety) and introduction of interim measures to prevent disease
- Provisions for psycho-social assistance
- Pollution containment
- Provision of relief to wildlife
- Potential establishment of community recovery hubs and outreach services
- Immediate recovery initiatives implemented including the commencement of Personal Hardship Assistance Grants and funded service provision by community organisations

- Potential establishment of case coordination panels in affected areas to enhance collaboration and support to individuals and families who are unable to affect self-recovery
- Recovery reporting commences
- The State Disaster Coordination Group will transition from response operations to recovery operations
- Potential appointment of the State Recovery Coordinator
- Commencement of emergency infrastructure repairs
- Planning, development, and consultation of an event-specific recovery plan at the local, district and state level.

7.5.3. Stage 2 − Short to medium term recovery

(Re-establishment, rehabilitation, reconstruction)

In this stage:

- Small businesses reopen
- Community events resume
- Event-specific recovery plans at the local, district and state level (where developed) are implemented
- Coordination of ongoing impact assessments, community engagement, communication and collaboration occur between functional recovery groups at all levels
- The recovery progress is monitored, identifying overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained
- Continuation of service delivery occurs, including any extraordinary services, case coordination mechanisms or financial assistance measures
- Reconstruction activities commence including residential, infrastructure and community repairs
- Public health risks controlled and/or eliminated
- Environmental remediation and restoration occur
- Heritage remediation and restoration occur
- Betterment initiatives are implemented
- Damage assessment and reconstruction monitoring commence.

7.5.4. Stage 3 − Long term recovery

(Restoration, rebuilding, reshaping, and sustainability)

In this stage:

- The continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures
- New social connections that may have been created
- Triggering investment
- Community behavioural change
- The reduction of inequality
- The enhancement of infrastructure or operations to improve resilience
- Continuing to build recovery capacity and capability
- The implementation of longer-term recovery initiatives and funding programs
- The introduction of new services to the community

- Increases in innovation and entrepreneurial activities
- A progressive handover or absorption of recovery and reconstruction responsibilities from immediate service providers to agencies or organisations including local government, community-based or industry-led sectors that support ongoing recovery activities
- Identifying lessons and implementing improvements to increase resilience
- Potential post recovery operation evaluations.

The following figure illustrates this process:

Figure 27: Long term recovery process

7.6.   Redland City Disaster Recovery Plan

The *Redland City Disaster Recovery Plan* is an integral part of the *Redland Local Disaster Management Plan*. The purpose of this Plan is to provide the details of recovery services and the processes required to assist the community regain social, economic, environmental, and infrastructure well-being after a disaster event. The Plan focuses on Council's role and responsibilities but recognises the lead agency role of various State agencies (e.g. the Department of Housing in providing community recovery services), and it takes a cooperative, multi-agency approach to community recovery. This Plan can be accessed through the Redland Disaster Plan[39] website.

7.7.   Recovery funding

7.7.1.   Introduction

The QRA manages and coordinates Queensland's program of recovery and reconstruction funding within disaster impacted communities.

The *Queensland Disaster Funding Guidelines (QDFG) 2021*[40] , available on the Queensland Reconstruction Authority website (www.qra.qld.gov.au) outline financial assistance available to communities, small businesses, primary producers, non-profit organisations, and local and state governments affected by disasters.

There arrangements are designed to provide immediate need for those who are unable to affect their own recovery.

Two types of funding arrangements are available, which can be activated depending upon the type and scale of the disaster.

These include:

- Disaster Recovery Funding Arrangements (DRFA)
- State Disaster Relief Arrangements (SDRA)

Details of funding types listed above can be found in the Guidelines.

Council works with the QRA to meet various financial requirements when funding is provided to Council. When activated for disaster response and recovery activities, all relevant agencies are responsible for meeting and processing operational expenses incurred during a disaster event, as per their relevant policies, and obligations under SDRA and DRFA, if activated.[41]

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[39] http://www.redlandsdisasterplan.com.au/

[40] https://www.qra.qld.gov.au/qdfg

[41] QRA, Funding programs

7.7.2. Disaster recovery funding arrangements (DRFA)

There are four categories of assistance measures under the DRFA:

1. **Category A**: assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster. Category A assistance is provided automatically by the states without requiring approval from the Australian Government.
2. **Category B**: assistance to the state, and/or local governments for the restoration of essential public assets and certain counter-disaster operations. Category B assistance also covers assistance to small businesses, primary producers, not-for-profit organisations and needy individuals through concessional loans, subsidies, or grants. Category B assistance is provided automatically by the states without requiring approval from the Australian Government.
3. **Category C**: assistance for severely affected communities, regions or sectors and includes clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is only made available when the impact of a disaster is severe. It is intended to be in addition to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed. Category C assistance is requested from the states and requires agreement from the Prime Minister.
4. **Category D**: exceptional circumstances assistance beyond Categories A, B and C. Category D assistance is generally considered once the impact of the disaster has been assessed and specific recovery gaps identified. Category D assistance is requested from the states and requires agreement from the Prime Minister.

7.7.3. State disaster funding arrangements (SDRA)

SDRA is an 'all hazards' relief program that is fully State Government funded and covers natural and non-natural disasters.

The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the DRFA or Natural Disaster Relief and Recovery Arrangements (NDRRA) are unable to be activated.

SDRA relief measures for Personal Hardship Assistance Scheme and Counter Disaster Operations are the same relief measures that are activated under the DRFA.

The SDRA can be activated when the Department of Housing identifies that local service providers have reached their capacity to provide a service to Queenslanders experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

The Director-General of the Department of the Premier and Cabinet is responsible for activating the SDRA and QRA coordinates the delivery of SDRA assistance measures.

7.7.4. Disaster recovery payment

The Australian Government Disaster Recovery Payment[42] (AGDRP) is determined by the Australian Government, for those who have been adversely affected by a major disaster either in Australia or overseas.

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[42] https://www.servicesaustralia.gov.au/centrelink-online-account-help-claim-australian-government-dnt-disaster-recovery-payment

The AGDRP may be activated when the impact of a disaster on individuals and families requires an additional Australian Government response to support short-term recovery needs.

The Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category visa holders who have been affected by declared major disasters.

Services Australia administers the AGDRP. For details visit their website www.servicesaustralia.gov.au

7.7.5.   Disaster recovery allowance

The Disaster Recovery Allowance[43] (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small businesspersons and farmers who experience a loss of income as a direct result of a disaster event.

Services Australia administers the DRA. For details visit their website www.servicesaustralia.gov.au.

7.7.6.   Financial assistance facts sheets for languages other than English

Translated fact sheets about financial assistance grants are available on the Queensland Government[44] website (www.qld.gov.au).

These fact sheets provide translated information about the different types of financial assistance grants that may be available to the public should a disaster occur:

- Community recovery support and financial assistance information
- Emergency hardship assistance
- Essential services hardship assistance grant
- Essential household contents grant
- Structural assistance grant
- Essential services safety and reconnection grant

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[43] https://www.disasterassist.gov.au/getting-help

[44] https://www.qld.gov.au/help/languages

8. APPENDICES

8.1. Definitions

The following definitions are from various sources, such as the Act, AIDR Glossary, Queensland Disaster Management Lexicon,[45] or alternative source as listed.

ACTIVATION
Activation involves the commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.   *(Queensland Disaster Management Lexicon Working Group, 2017)*

ALERT (LEVEL OF ACTIVATION)
A level of activation. A heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential of the threat.   *(Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)*

BRIEFING
The process of advising personnel of the details of the incident or event with which they will be dealing.   *(Australian Disaster Resilience Glossary, 2012)*

COMMUNITY
A group of people with a commonality of association and generally defined by location, shared experiences, culture, or function.   *(Australian Disaster Resilience Glossary, 1998)*

CONSEQUENCE
The outcome of an event or situation expressed qualitatively or quantitatively. In the emergency risk management context, consequences are generally described as the effects on persons, society, the environment and the economy. *(Australian Disaster Resilience Glossary, 1998)*

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[45] *https://www.igem.qld.gov.au/sites/default/files/2021-07/Qld%20Disaster%20Management%20Lexicon%20v2.1.pdf*

COORDINATION

The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

(*Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)*

COORDINATION CENTRE

A centre established at State, district or local level as a centre of communication and coordination during times of disaster operations.

(Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)

CRITICAL INFRASTRUCTURE

The physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society.

(Australian Disaster Resilience Glossary, 2017)

DECLARATION (OF A DISASTER SITUATION)

The formal procedure to enable declared disaster powers under the *Disaster Management Act 2003* (s. 64-69) as required. Specific powers may be used to prevent or minimise loss of life, injury or damage. This term specifically relates to declaration of disasters under *the Disaster Management Act 2003*, which is distinct from a 'declaration of an emergency situation' as defined in the *Public Safety Preservation Act 1986*.

(Queensland Disaster Management Lexicon Working Group, 2017)

DISASTER

A disaster is a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community to recover from the disruption. "Serious disruption" means:

- Loss of human life, or illness or injury to human
- Widespread or severe property loss or damage
- Widespread or severe damage to the environment

(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

DISASTER RECOVERY FUNDING ARRANGEMENTS (DRFA)

The terms and conditions applicable to payments of financial assistance by the Commonwealth to any State, the Australian Capital Territory, or the Northern Territory, for the purposes of disaster relief and recovery. Under these arrangements, the state or territory government determines which areas receive assistance and what assistance is available to individuals and communities.

(Queensland Disaster Funding Guidelines (QDFG) 2021 https://www.qra.qld.gov.au/funding/drfa)

DISASTER MANAGEMENT

Disaster management means arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to, and recovering from a disaster.
(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

DISASTER OPERATIONS

Disaster operations means activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.

(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

DISASTER RESPONSE CAPABILITY

For local government, means the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area.

(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

DISTRICT DISASTER COORDINATOR (DDC)

A chairperson of a district group is also the district disaster coordinator of the district group. The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group.

(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

EVACUATION

The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.
(*Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)*

EVACUATION CENTRE

A building located beyond a hazard to provide temporary accommodation, food and water until it is safe for evacuees to return to their homes or alternative temporary emergency accommodation.
(Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)

EVENT

An event means any of the following:
  a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
  b) an explosion or fire, a chemical, fuel or oil spill or a gas leak
  c) an infestation, plague, or epidemic
  d) a failure of, or disruption to, an essential service or infrastructure
  e) an attack against the State
  f) another event similar to an event mentioned in paragraphs (a) to (e)

An event may be natural or caused by human acts or omissions.
(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

HAZARD

A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic or socio-natural in origin.
(*United Nations Office for Disaster Risk Reduction, 2017)*

LIKELIHOOD

The chance of something happening whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively and described using general terms or mathematically. (Standards Australia/ Standards New Zealand Standard Committee, 2009)
(Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)

LOCAL DISASTER COORDINATOR (LDC)

The chairperson of the local group must, after consulting with the chief executive, appoint the chief executive officer or an employee of the relevant local government as a local disaster coordinator of the group. The person appointed must have the necessary expertise of experience and the appointment must be in writing.
(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

LOCAL DISASTER MANAGEMENT GROUP (LDMG)

A local government must establish a local disaster management group for the local government's area.
(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

LOCAL DISASTER MANAGEMENT PLAN

A local government must prepare a plan for disaster management in the local government's area. A local disaster management plan must be consistent with the disaster management standards and disaster management guidelines. A local group may review or renew the effectiveness of the plant at any time, but at least once a year. A local group must ensure a copy of its local disaster management plan is available for inspection, free of charge, by members of the public.
The plan must include:
  a) the State groups strategic policy framework for disaster management for the State, and the local government's policies for disaster management
  b) the roles and responsibilities of entities involved in disaster operations and disaster management in the area
  c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b)
  d) events that are likely to happen in the area
  e) strategies and priorities for disaster management for the area
  f) the matters stated in the disaster management guidelines as matters to be included in the plan
  g) other matters about disaster management in the area the local government considers appropriate.
(Legislation - Queensland Disaster Management Act 2003, 2018
https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091)

LOGISTICS

The range of operational activities concerned with supply, handling, transportation, and distribution of materials. Also applicable to the transportation of people.
(Australian Disaster Resilience Glossary, 2012)

MITIGATION

Activities intended to reduce or eliminate risks or lessen the actual or potential effects or consequences of an event.
Mitigation explanatory note:
  • mitigation activities are intended to reduce or eliminate risk of a hazard impacting, or lessen the actual or potential effects or consequences or potential disaster impacts
  • mitigation measures may be implemented prior to, during, or after an event

MITIGATION

- mitigation measures should be informed by risk assessments and lessons learned from prior events
- mitigation involves ongoing actions to reduce exposure to, probability of, or potential impacts from hazards
- measures may include, but are not limited to:
  - land use planning, building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build
  - the replacement or the improvement of existing assets, or the construction of new physical infrastructure
  - efforts to educate governments, businesses and the public on measures they can take to reduce losses and minimise injuries or deaths, prior to, during and following an event
  - encouraging the development of social, community, family and individual capacity/capability to prepare for disaster events and/or effectively manage themselves during/after events
  - development/enhancement of natural environmental systems to withstand and/or better absorb hazard impacts.

(Queensland Disaster Management Lexicon Working Group, 2017)

PREPAREDNESS

The knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

Preparedness action is carried out within the context of disaster risk management and aims to build the capacities needed to efficiently manage all types of emergencies and achieve orderly transitions from response to sustained recovery.

Preparedness is based on a sound analysis of disaster risks and good linkages with early warning systems, and includes such activities as contingency planning, the stockpiling of equipment and supplies, the development of arrangements for coordination, evacuation and public information, and associated training and field exercises. These must be supported by formal institutional, legal and budgetary capacities. The related term 'readiness' describes the ability to quickly and appropriately respond when required.
(United Nations Office for Disaster Risk Reduction, 2017)

PREVENTION

Activities and measures to avoid existing and new disaster risks.

Prevention (i.e., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts of hazardous events. While certain disaster risks cannot be eliminated, prevention aims at reducing vulnerability and exposure in such contexts where, as a result, the risk of disaster is removed.

Examples include dams or embankments that eliminate flood risks, land - use regulations that do not permit any settlement in high-risk zones, seismic engineering designs that ensure the survival and function of a critical building in any likely earthquake and immunization against vaccine-preventable diseases.

Prevention measures can also be taken during or after a hazardous event or disaster to prevent secondary hazards or their consequences, such as measures to prevent the contamination of water.
(United Nations Office for Disaster Risk Reduction, 2017)

RECOVERY

The coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration.
(Queensland Disaster Management Lexicon Working Group, 2017)

RELIEF

Efforts to meet the needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.
(Queensland Disaster Management Lexicon Working Group, 2017)

RESIDUAL RISK

Residual risk is the disaster risk that remains even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained. The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms, as part of a holistic approach.
(United Nations Office for Disaster Risk Reduction, 2017).

RESILIENCE

The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.

RISK

The concept of risk combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact represented by interactions between hazards, elements at risk and vulnerability (Geoscience Australia).
(Queensland Emergency Risk Management Framework (QERMF) Risk Assessment Process Handbook, 2018)

SITUATION REPORT (SITREP)

A situational report (sitrep) is brief, updated regularly and captures accurate information from the day's operations including a current and forecast situation.
(Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline, 2018)

STANDARD OPERATING PROCEDURE (SOP)

A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks. *(Australian Disaster Resilience Glossary, 1998)*

STORM SURGE

The difference between the actual water level under influence of a meteorological disturbance (storm tide) and the level which would have been attained in the absence of the meteorological disturbance (i.e., astronomical tide).
(Australian Disaster Resilience Glossary, 1998)

STORM TIDE

The combination of a storm surge, tidal peaks, a shallow coastal gradient, and onshore winds. A storm tide effect may be increased by funnelling due to coastal terrain.
(Australian Disaster Resilience Glossary, 1998)

VULNERABILITY

The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.
(United Nations Office for Disaster Risk Reduction, 2017)

VULNERABLE GROUPS

Vulnerability in relation to disaster events is a fluid and complex concept. The definition of vulnerability in the Qld Vulnerability Framework comprises three components:

- target group statement - people who would benefit from additional and targeted assistance to prepare for, respond to, and recover from disasters
- vulnerability indicators - for example proximity to an event, lack of financial resources, and disruption to, or lack of available services, supports/carers medication, aids and equipment
- four protective factors - wellbeing, connection, knowledge and security.

(Queensland Vulnerability Framework, 2016)

8.2.   Local Disaster Management Group (LDMG) roles and responsibilities

REDLAND CITY COUNCIL
• Provide chairperson of the LDMG • Ensure it has a disaster response capability • Approve its Local Disaster Management Plan (LDMP) • Ensure information about an event or a disaster in its area is promptly given to the District Disaster Coordinator (DDC) • Provide Council resources necessary to meet statutory obligations • Conduct disaster management coordination through Local Disaster Coordinator Centre (LDCC) • Manage damage assessment on behalf of the LDMG • Provide and manage resources to support evacuation centres • Ensure business continuity of all Council services during and following event • Support the State Emergency Service (SES) in partnership with Queensland Fire and Emergency Services (QFES).

QUEENSLAND POLICE SERVICE (QPS)

Role

- To enhance the safety of the community by assisting them to prepare for, respond to and recover from disaster events by providing support and guidance to disaster management groups at all levels
- Deliver disaster response via Aviation Capability Group

Responsibilities

- Preserve peace and good order
- Operational responsibility for first response to terrorism
- Providing executive support to the Queensland Disaster Management Committee (QDMC)
- Coordinating disaster response operations for the QDMC through the State Disaster Coordinator (SDC)
- Provide the Co-Chair and executive support to the State Disaster Coordination Group
- Provide the Chair (DDC) and executive support to District Disaster Management Groups
- Managing and coordinating the business of District Disaster Management Groups
- State Search and Rescue authority and responsible for the coordination of search and rescue operations
- Activate, coordinate and command the operation of the State Disaster Coordination Centre (SDCC)
- Provide support to LDMG
- Manage the registration of evacuees and inquiries in partnership with Red Cross
- Provide traffic management, including assistance with road closures and maintenance of road blocks
- Conduct coronial investigations
- Coordinate the review of the State Disaster Management Plan (SDMP)
- Provide a Disaster Victim Identification capability
- Provide aircraft assets to the whole of government disaster response via the Queensland Government Air Service including:
- supplying coordinators to SDCC aviation cell to support all aircraft deployment
- deployment of assets via aviation cell.

QUEENSLAND FIRE AND EMERGENCY SERVICES (QFES)

Role

- To enable the resilience and safety of Queensland communities through the delivery of disaster management services across prevention, preparedness, response and recovery.

Responsibilities

- Primary response agency for structural fire, bushfire and chemical/hazmat incidents
- Administration of the *Disaster Management Act 2003* and the *Disaster Management Regulation 2014*
- Preparation and maintenance of disaster management guideline/s
- Ensure disaster management and disaster operations are consistent between plans, policies, standards and guidelines
- Establish and maintain arrangements between the state and the Commonwealth about matters relating to effective disaster management
- Provide advice and support regarding disaster management and disaster operations to disaster management groups
- Management of the Queensland Disaster Management Training Framework (QDMTF)
- Gazettal of disaster management declarations
- Coordination of pre-season briefings
- Undertake State-wide disaster risk assessment/s
- Management of the *Queensland Emergency Risk Management Framework*
- Management of the disaster management website (www.disaster.qld.gov.au)
- Develop and distribute (where primary agency) warnings to disaster management stakeholders and communities
- Authorise and facilitate Emergency Alert campaigns to communities affected by disasters
- Maintain the operational readiness of the SDCC
- Lead the Planning and Logistics capabilities within the SDCC
- Development of program cycle of exercises (in partnership with the Queensland Police Service)
- Emergency management of supplies and services in support of disaster operations
- Resupply of essential goods to temporarily isolated communities, properties and individuals (in partnership with LDMGs and QPS)
- Ensure the capability and capacity of Disaster Assistance Response Teams (DART) to assist communities affected by disasters

QUEENSLAND FIRE AND EMERGENCY SERVICES (QFES)

- Undertake damage assessments (residential and commercial structures)
- Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents
- Provide mass and technical decontamination capability
- Establish management and support services for the SES.

QUEENSLAND AMBULANCE SERVICES (QAS)

Role

- Provide, operate and maintain ambulance services and service delivery during rescue and other related activities. This includes protecting persons from injury or death, whether or not the individuals are sick or injured
- Provide transport for persons requiring attention at medical or health care facilities, to participate with other emergency services in counter disaster planning and to coordinate all volunteer first aid groups during the disaster

Responsibilities

- Provide, operate and maintain ambulance services
- Access, assess, treat and transport sick and injured persons
- Protect persons from injury or death, during rescue and other related activities
- Coordinate all volunteer first aid groups during major emergencies and disasters
- Provide and support temporary health infrastructure where required
- Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations
- Participate in search and rescue, evacuation and victim reception operations
- Participate in health facility evacuations
- Collaborate with Queensland Health in mass casualty management systems
- Provide disaster, urban search & rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics.

VOLUNTEER MARINE RESCUE ASSOCIATION QUEENSLAND

- Primary purpose is to save the lives of people in distress in Moreton Bay and surrounding areas
- Provide a "first response" emergency service 24-hours-a-day, sevendays a week
- Maintain a vessel monitoring service
- Provide search and rescue functions for sinking vessels or vessels in distress as well as for persons who may be lost or missing at sea or in other waterways
- Provide transport and logistics support as required
- Perform Medivac responses to islands and beaches.

AUSTRALIAN VOLUNTEER COAST GUARD

- Provide marine search and rescue
- Support Queensland Water Police as required
- Promote safety in the operation of small craft
- Provide transport and logistics support as required
- Perform Medivac responses to islands and vessels
- Provide community education and services
- Maintain radio safety watches along many parts of the coastline.

BUREAU OF METEOROLOGY (BoM)

Role
- Provide forecasts, weather warnings and long term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians.

Responsibilities
- Collect, coordinate and distribute environmental observation data in support of advices, warnings and briefings
- Provide seasonal climate outlooks for forward planning.

DEPARTMENT OF AGRICULTURE AND FISHERIES (DAF)

Role

- Lead agency for containment, control and eradication of emergency animal and plant diseases and pests. DAF also provides advice on agriculture, fisheries and forestry including advice on agricultural supply chains and animal welfare incidents in a disaster event.

Responsibilities

- Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invas ive plants and animals
- Provide advice on livestock welfare
- Ensure the ongoing supply of fresh food as an essential service
- Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community
- Provide advice in relation to agriculture, fisheries and forestry disaster impacts
- Coordinate destruction of stock or crops in an emergency pest / disease situation
- Administer DRFA relief measures including agriculture industry recovery operations as required
- Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery
- Report on the possible impact seasonal conditions and climate events will have on the agricultural sector
- Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on agriculture, fisheries and forestry industries and the issues that individuals and businesses are facing in responding to and recovering from a disaster event
- Engage with industry on preparedness for climate risks and aid with economic recovery
- Assist agriculture and fishery industries in prevention and preparedness through normal business operations and service provision to industry and the communities
- Participate in DDMGs.

DEPARTMENT OF CHILDREN, YOUTH JUSTICE AND MULTICULTURAL AFFAIRS (DCYJMA)

Role

- Support vulnerable children, young people, families, foster and kinship carers and clients of DCYJMA to prepare for, respond to and recover from a disaster event
- Connect and work with DCYJMA-funded non-government organisations (NGOs) to ensure provision of service to DCYJMA clients during disasters
- Support Queensland Government disaster response efforts through releasing Ready Reserves for Community Recovery deployments, where possible and appropriate.

Responsibilities

- Child and Family Services to continue service delivery to children and young people who have been harmed, are at risk of harm, and/or subject to child protection orders
- Youth Justice Services to continue providing services to children and young people subject to youth justice orders and ensure youth detention centres remain operational
- Multicultural Affairs to advise emergency management and recovery agents on the best ways to reach multicultural and ethnic communication organisations and groups, as well as culturally and linguistically diverse (CALD) communities
- DCYJMA to ensure DCYJMA-funded NGOs can remain operational and deliver services to clients during disasters.

QUEENSLAND HEALTH

Role

- Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health.

Responsibilities

Lead agency:

- Lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with QPS) and emergency medical retrieval
- Provide health emergency incident information
- Primary agency for heatwave, pandemic, biological and radiological incidents.

Representation:

- State representation at Australian Health Protection Principal Committee (AHPPC) and associated sub-committees including National Health Emergency Management Standing Committee (NHEMS), Communicable Diseases Network Australia (CDNA), the Public Health Laboratory Network (PHLN) and the Environmental Health Standing Committee (enHealth)
- Department of Health participation in appropriate and relevant state level groups and committees
- Hospital and Health Service participation in LDMG and DDMG activities.

Preparedness:

- Develop health-focused disaster and emergency preparedness, response and recovery plans
- Develop and maintain disaster and emergency health response capability and capacity
- Implement business continuity plans and arrangements to maintain health services during disasters and emergencies
- Work across the health sector including aged care facilities, private facilities, private facilities, primary health and community care providers to ensure 'whole of health' arrangements are in place.

Response (including support functions):

- Coordinate the state level health response through maintenance and activation of the State Health Emergency Coordination Centre
- Provide health disaster and emergency incident information to the public and disaster management stakeholders
- Health services - clinical and forensic

QUEENSLAND HEALTH

- Clinically coordinate aeromedical transport and emergency medical retrieval (with QAS) and provide membership to the SDCC aviation cell when activated
- Clinical response to mass casualty management (with QAS)
- Forensic and scientific health services to mass fatality management and terrorism (with QPS)
- Recovery mental health support to affected communities
- Public health and environmental health advice and support to local governments and affected communities and industries
- Environmental health risk assessment advice to other agencies, local government and industries
- Messaging on public health risks to affected communities
- Communicable disease surveillance and response arrangements.

DEPARTMENT OF EDUCATION (DoE)

Role

- Lead, manage and coordinate the department's planning, preparation, response and recovery from disasters and emergencies.

Responsibilities

- Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DoE schools, institutions and workplaces
- Ensure that all state schools, regional offices and other workplaces have a documented emergency response plan
- Ensure that all DoE regional officers and key workplaces have a documented emergency response plan
- Ensure that DoE is prepared to respond to and recover from, disasters and emergencies
- Facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event
- Facilitate the transition of DoE facilitate to cyclone shelters, places of refuge and evacuation centres as required or directed. Maintenance commitments for places of refuge and evacuation centres and other additional information can be found at det.qld.gov.au/emergency-management
- Contribute to the state-wide response to disasters and emergencies as required
- Provide workplace health and safety advice, information and awareness about electrical, chemical, asbestos and general safety matters in the lead up to, during and following cyclones, storms, floods and other disasters.

DEPARTMENT OF ENERGY AND PUBLIC WORKS (DEPW)

Public Works:

- Functional lead agency for building and engineering and building recovery
- Coordinate emergency fleet vehicles for state agencies
- Coordinate technical advice on structural suitability of buildings to use as places of refuge, evacuation centres and cyclone shelters
- Coordinate temporary office accommodation for use by state agencies
- Coordinate structural assistance grant assessments
- Maintain contact registers of professional service providers, specialist building contractors, building services and trades.

Energy:

- Establish and communicate arrangements for an emergency event that impacts or has the potential to impact on security of electricity, gas or liquid fuel supply
- Develop and maintain Energy Emergency response arrangements that guide responses to an energy emergency, regardless of the type of hazard
- Maintain a watching brief and facilitate information transfer in a developing situation that may result in an energy emergency with impacts at the local, district, state or national level
- Advise and support the Minister if the implementation of portfolio emergency powers is required to maintain supply security during an energy emergency
- Maintain contact registers for key stakeholders:
    - Generation, transmission and distribution entities (electricity)
    - Transmission and distribution service providers (gas)
    - Liquid fuel supply wholesale providers
    - Governments (inclusive of national coordination forums, communication and media)
    - Market and peak bodies.

DEPARTMENT OF RESOURCES (DoR)

Role

- Contribute to the disaster management responses across those areas where the department has responsibilities or special expertise.

Responsibilities

- Manage impacts on unallocated state land and other land managed by the department
- Provide assistance during a disaster in the capture of spatial imagery and spatial information analysis and product production as necessary
- Manage impacts on and from Queensland abandoned mines
- Provide updates where available on the closure and opening status of current mining operations
- Issue warnings, alerts and general information in accordance with Emergency Action Plans for the referable water dams that are managed by the Department.

DEPARTMENT OF TRANSPORT AND MAIN ROADS (DTMR)

Role

- Coordinate the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities. TMR also engage directly with industry and the community on recovery and reconstruction phases following the natural disaster and leads the planning and implementation of the roads and transport functional line of recovery activities.

Responsibilities

- Provide information and advice regarding the impact of the event on road, rail and maritime infrastructure
- Assist with the safe movement of people resulting from mass evacuation
- Maritime Safety Queensland (MSQ), a branch of TMR, is responsible for ensuring maritime safety for shipping and is the lead for dealing with ship-sourced pollution that impacts, or is likely to impact, Queensland coastal waters and the waters of the Great Barrier Reef World Heritage Area and Torres Strait. The arrangements for mitigating the effects of ship-sourced pollution on Queensland's marine and coastal environment are described in the *Queensland Coastal Contingency Action Plan* (QCCAP). MSQ is also responsible for the maritime response/recovery to severe weather events -Tropical Cyclones and floods
- Enable an accessible transport network through reinstating road, rail and maritime infrastrucuture. Rail infrastructure reinstatement remains the responsibility of Queensland Rail or private rail infrastructure owners.

DEPARTMENT OF ENVIRONMENT AND SCIENCE (DES)

Role

- Leaders and partners in managing, protecting, and restoring Queensland's natural environment and cultural and built heritage values; specifically conserving biodiversity, threatened species and protected areas including World Heritage and the Great Barrier Reef – delivering a streamlined environment and heritage regulatory system that supports ecologically sustainable development and economic recovery - and harnessing scientific excellence and enabling environmental market growth including for disaster resilience and climate risk management and resource recovery and recycling.

Responsibilities

Scientific and technical advice to response activities:

- Develop and implement strategies to better understand how climate change will affect Queensland, transition to a low carbon future, and adapt to the impacts of changing climate

- Provide storm tide and wave information, expertise, and advice in accordance with the 12th edition of the *Tropical Cyclone Storm Tide Warning Response System Handbook (2016)*

- Undertake post event coastal field investigations to assess coastal impacts and storm tide inundation levels following a significant storm tide event

- Assist with satellite imagery acquisition (Landsat and Sentinel), processing and distribution activities from cross-agency coordination with Department of Resources, Land and Spatial Unit, and Geoscience Australia's Disaster Assistance Team, as requested

- Assist with disaster impact mapping and assessment based on land cover, burnt area and/or land use data derived from remote sensing

- Provide water quality monitoring through catchment and estuarine programs including analysis of samples to provide data on nitrogenous and phosphorous contaminants, suspended sediments and selected pesticides that may impact the natural environment, as well as the use of sensor networks where available for sediments and nitrate

- Deliver hydrodynamic/ biogeochemical modelling, through the eReefs data portal providing near real time river plume footprints.

Regulatory support to affected stakeholders:

- Provide environmental expert assessment and advice on:
  - impacts and potential harm of incidents on environmental values
  - priorities for protection of environmental values
  - contaminant containment and treatment measures
  - environmental harm mitigation measures

- o clean up measures for environments and wildlife
  - o transport and disposal of wastes and contaminated materials.
- Provide environmental risk assessment of events and incidents affecting infrastructure, mining and industrial sites and, where necessary, authorise emergency actions and releases
- Provide situational monitoring of local government infrastructure including landfills, sewage treatment plants and sewage pump stations, and the provision of expert advice
- Provide environmental management advice, assistance and direction during incident response and recovery phases as required under the State Chemical, Biological and Radiological Plans, *Queensland Coastal Contingency Action Plan*, *National Plan for Maritime Emergencies*, related MOUs and agreements
- Establish mechanisms for industry, landowners and local governments to receive necessary environmental approvals for recovery (e.g. temporary landfills, beach replenishment, replacement of coastal infrastructure, fill extraction for road repa irs, port facility dredge spoil disposal, retrieval of hazardous materials, repairs to heritage listed places and dispensation to nature refuge holders)
- Conduct investigations pursuant to the *Environmental Protection Act 1994* and other environment and conservation legislation.

Coordination of environmental recovery initiatives:

- Lead agency for the Environment Functional Recovery Group, responsible for group coordination, assessment of needs and impacts, and stakeholder engagement
- Coordination of input into environment recovery plans, with ongoing coordination and reporting on tasks for the life of plan
- Administer DRFA financial relief measures for groups coordinating locally led environment recovery initiatives.

Management of protected areas to support the community and biodiversity:

- Through the Queensland Parks and Wildlife Service (QPWS), respond to bushfires that occur on land it manages, and maintain a firefighting capability to meet this responsibility
- Manage bushfire incidents on national parks, conservation parks and state forests unless there is a threat to life or property, or the bushfire is likely to progress beyond QPWS managed land, in which case the responsibility is transferred to QFES as per the Queensland Bushfire Plan
- Coordinating closures and evacuations with the Queensland Police Service, along with the management of impacts and careful reopening of national parks, conservation parks, state forests and department owned visitor attractions
- Monitor and advise on management of impacted native wildlife outside the protected areas and reduce conflict and risks to the community due to their displacement
- Partnering with First Nations peoples to steward country and culture, and incorporate traditional knowledge into programs and management practices, along with connecting people with nature and sustainable ecotourism opportunities.

DEPARTMENT OF TREATY, ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS, COMMUNITIES AND THE ARTS (DTATSIPCA)

Role

- Hazard lead for cyber security

- Functional lead for human and social recovery

- Functional lead for coordination of ICT and telecommunications advice

- Back end financial transaction processing on behalf of response and recovery agencies.

Responsibilities

- **Cyber Security:**

  o Activate the disaster management arrangements in line with the *Cyber Security Hazard Plan*

  o Coordinate information sharing, public messaging and technical resources

  o Coordinate communication with state and federal technical governance bodies, local industry and academia

  o Coordinate the state and federal cyber security technical bodies to implement mitigations to recover digital assets and services

  o Undertake post incident review and develop potential policy responses.

- **Human and Social Recovery:**

  o Coordinate and/or provide human and social recovery information and/or resources to support Local and District Disaster Management Groups

  o Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:

    − promotion and/or referral to local community services 1800 Community Recovery Hotline

    − grants portal

    − multi-agency recovery hubs

    − case coordination to support people with complex needs and/or increased risk of vulnerability outreach

    − purchase extraordinary human and social recovery services when local service system capacity is exhausted

    − facilitate the matching and enabling of Emergency Volunteering Community Response to Extreme Weather (EVCREW) volunteers with volunteer involving organisations

DEPARTMENT OF TREATY, ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS, COMMUNITIES AND THE ARTS (DTATSIPCA)

- facilitate the matching of donated goods and offers of assistance to identified human and social recovery need
- enable access to emergency and temporary accommodation assistance
- administer SDRA and DRFA personal hardship measures for eligible individuals
- manage the deployment of the Queensland Government Community Recovery Ready Reserve workforce.

- **ICT and telecommunications advice:**
  - Actively manage whole of Government ICT infrastructure, data centres, networks and security solutions
  - Liaise with the telecommunications industry in relation to the impact of disaster related outages on the functioning of response agencies and the wider community
  - Collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical
  - Support the ICT (including desktops, laptops, iPads and Portable Office Kits such as routers and switch) that are used in Queensland Government Community Recovery Ready Reserve activation sites and coordination centres
  - Support the ICT infrastructure underpinning the CR Assist and CR Portal systems used to manage Queensland Government Community Recovery Ready Reserve activities.

- **Support functions on behalf of response and recovery agencies:**
  - Provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies
  - Government website publishing of public information about major events and/or disasters (in partnership with relevant content/franchise owners)
  - Provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – facilitating reactive and tailored communication
  - Provide whole of government and agency specific services that contribute to governments frontline service delivery such as processing grant payments, extraordinary payroll transactions and other financial transactions on behalf of frontline agencies.

DEPARTMENT OF SENIORS, DISABILITY SERVICES, ABORIGINAL AND TORRES STRAIT ISLAND PARTNERSHIPS (DSDSATSIP)

Role

- Contribute to disaster management responses across those areas where the department has responsibilities or special expertise.

DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING (DSDILGP)

Role

- Lead agency for economic recovery after a disaster event, playing a key role in assisting local government, business and industry in resilience and recovery strategies and planning

- DSDILGP chairs the Economic Functional Recovery Group which provides strategic advice to the Queensland Government and relevant stakeholders on economic impacts and develops and implements immediate recovery actions

- The Economic Functional Recovery Group also coordinates input from relevant departments, local government and industry bodies to contribute the economic component to the State Event Specific Recovery Plan.

Responsibilities

- Initial situation reports on economic impacts on jobs, business and industry in disaster affected areas

- Initial situation reporting on economic impacts of local government areas (LGAs) and the state as a whole

- Chair the Economic Functional Recovery Group and ensure the group fulfils its functions under the *Queensland Recovery Plan*

- Provide support to relevant authorities restoring power, water and communications in the affected communities for the resumption of economic activity

- Ongoing coordination and reporting on the economic recovery tasks for the life of the recovery plan

- Support the implementation of the State Planning Policy (SPP) which outlines 17 state interests to be considered in development assessment and in every planning scheme across Queensland. It includes the state interest of natural hazards, risk and resilience

- Prepare and implement regional plans that identify and interpret relevant matters of state interests for a particular region including natural hazards, risk and resilience to achieve desired outcomes

- Monitor disaster events, if relevant declare an applicable event that may affect a State interest under the *Planning Act 2016* and administer applicable event provisions through the Queensland planning framework.

DEPARTMENT OF TOURISM, INNOVATION AND SPORT (DTIS)

Role

- Assist the Queensland Government to help Queensland prepare for, respond to and recover from an emergency through the departmental *Emergency Management Plan (EMP)*. The EMP complements the *Queensland State Disaster Management Plan* and is enacted in line with the *Disaster Management Act 2003*, *Disaster Management Strategic Policy Statement* and the *Queensland Recovery Plan*

- Operate in partnership with other Queensland Government departments

- Ensure the safety of users of departmentally owned and operated venues, including recreation centres and sporting facilities and manage impacts from natural disasters on these community assets

- Coordinate activities following a disaster to support tourism recovery in impacted areas throughout Queensland through the Economic Recovery Group, and actively engage with key partners to ensure a coordinated approach to economic recovery efforts including:

  - the Department of State Development, Infrastructure, Local Government and Planning
  - Tourism and Events Queensland (TEQ)
  - Queensland Tourism Industry Council

- Support the recovery of the sport and recreation industry following a disaster through:

  - collecting data on damaged infrastructure
  - activating the Sport and Recreation Disaster Recovery Program
  - working with key agencies to identify options for the recovery of impacted infrastructure
  - where Sport and Recreation Division, DTIS, is to deliver any jointly funded Queensland Reconstruction Authority (QRA) program; design, develop and administer the program in accordance with the agreed QRA guidelines.

Responsibilities

- Coordinate evacuations, closures and restoration of damage to departmentally owned and operated sport and recreation facilities

- Compile and provide situation reports on impacts to tourism zones, and tourism and sport and active recreation infrastructure

- Resilience and recovery strategies for the tourism and sport and active recreation industries.

TELECOMMUNICATIONS

Role

- The telecommunications providers are responsible to provide and maintain their telecommunication services, including recovery and reporting
- CHDE are the telecommunications lead agency and will provide coordination and reporting
- The State Disaster Coordination Group engages with the three main telecommunication providers, National Broadband Networks (NBN) Co. Telstra and Optus.

Responsibilities of the telecommunications providers

NBN Co:

- NBN Co build and operate a wholesale broadband access network and provides services to retail phone and internet providers
- NBN provides a variety of Broadband services including:
    - Fibre to the premises (FTTP)
    - Fibre to the node (FTTN)
    - Fibre to the basement (FTTB)
    - Hybrid fibre co-axial (HFC)
    - Fixed wireless
    - Sky Muster Satellite.

Optus:

- Optus build and operates a mobile phone and data network, and provides services to other resellers
- Optus has an extensive data network that covers the eastern seaboard, with satellite services that cover the state
- Optus is an NBN and Telstra reseller.

Telstra:

- Telstra operates and maintains the Government Wireless Network (GWN) as the main digital radio communications network for Public Safety Agencies on behalf of the Queensland Government
- Telstra build and operates a mobile phone and data network, provides fixed line services and provides services to other resellers
- Telstra has an extensive data network that covers the eastern seaboard, with satellite services that cover the state

TELECOMMUNICATIONS

- Telstra is an NBN reseller.

Responsibilities

During emergency events, in collaboration with CHDE:

- Provide a liaison officer function to the SDCC to attend and provide information and advice on the impacts of emergency events on telecommunication services
- Contribute to the CHDE telecommunications SITREPS and National Impact Assessment Model date
- Facilitate actions within and across the telecommunication sector in response to the emergency event
- Telecommunication providers manage their own emergency response arrangements and supply issues. Carriers may seek assistance from government through the provision of situational information to gain access to impacted areas
- Optus has a multiple mobile facilities that can be deployed in impacted communities to provide lmited or partial services. The implementation of these facilities is driven through the impacts of the national disaster event. These facilities are pre-deployed in areas the carrier determines to be the most logistically practical to support the rapid deployment into impacted communities
- Telstra has a multiple mobile facilities that can be deployed in impacted communities to provide limited or partial services. The implementation of these facilities is driven through the impacts of the national disaster event. These facilities are pre-deployed in areas the carrier determines to be the most logistically practical to support the rapid deployment into impacted communities
- The mobile facilities terms used:
  - Satellite Communications on Wheels (COWS) – provide temporary mobile phone coverage
  - Mobile Exchange on Wheels (MEOWS) – portable fixed line exchange to supplement inoperable facilities
  - Wi-Fi Mobile customer office – where customers can connect to Wi-Fi to do their business and to charge their mobile devices.

QUANDAMOOKA YOOLOOBURRABEE ABORIGINAL CORPORATION (QYAC)

- Implement internal business continuity plans to allow ongoing support to the LDMG in disaster operations
- On request, provide information to the LDMG regarding indigenous and culturally significant sites and undertakings that will support disaster response actions across Redland City
- On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations
- Minjerribah Camping.

GIVIT

- Provide a reliable online platform to handle all donations of goods, money and services
- Receive spontaneous donations into GIVIT's virtual warehouse
- Liaise with pre-determined council contact and key local welfare agencies to ensure needs of the local community are listed on the GIVIT website
- Liaise with LDC or approved delegate and key local welfare agencies to ensure quality goods get to those in need within the local community
- Utilise GIVIT's media and social media channels to inform the public of the correct channel for donating and the needs of the local community during and after an event
- Provide Council with daily email of significant offers of assistance
- Broker donations on behalf of Council and local welfare agencies to meet specific community needs
- Purchase items from local businesses wherever possible
- Arrange transportation of major donations.

THE SALVATION ARMY EMERGENCY SERVICES

Role

- The Salvation Army aims to provide physical, emotional, and spiritual support to all members of the Australian community by meeting them at their point of need
- We seek to support disaster affected people and emergency service workers during times of crisis with the provision of emergency catering services, through the Salvation Army Emergency Services (SAES)
- Following a disaster, we seek to support individuals and communities through the recovery process by providing support that will promote the process of the rebuilding of lives within those communities.

Responsibilities

- Support Evacuation Centres, when requested, by activating SAES volunteers and equipment to:
  - provide/manage emergency catering (refreshments and meals)
  - endeavour to identify safe and suitable food options
  - be a reassuring presence and someone to talk to.

THE SALVATION ARMY EMERGENCY SERVICES

- Support Emergency Services organisations (such as QFES/QPS), when requested, by providing emergency catering options in the field
- Support all levels of Government as needed to provide advice, manage, or coordinate emergency catering in any setting
- Contribute to recovery planning and work with key agencies
- Support community recovery initiatives where appropriate by activating disaster recovery volunteers and key personnel
- Where appropriate, support local communities identified needs (after consultation and collaboration) to support with physical, emotional and spiritual support. Examples may include but are not limited to: counselling, coordinating restoration and health, training, financial assistance, network building, referral and connection to local services and partnerships
- Work collaboratively with all agencies to identify suitable activities to support the overall event requirements.

AUSTRALIAN RED CROSS, QUEENSLAND EMERGENCY SERVICES

Role

- Australian Red Cross, Queensland Emergency Services brings a people-centered approach to disaster management, providing psychosocial support (PSS) and assisting efforts to ensure people's basic needs are met in the immediate aftermath of an emergency. We assist individuals and communities during and after an emergency to cope with and manage the psychosocial impacts of emergencies.

Responsibilities

- Best practice psychosocial support to affected individuals and communities during and immediately after an emergency
- Manages Register.Find.Reunite. system on behalf of their Commissioning Agency - QPS
- Family, friends and loved ones are reconnected during emergencies
- Best practice outreach planning and coordination
- Best practice immediate shelter management
    - The support that Red Cross provides to evacuation centres may vary depending on the need identified by Local Government Areas
    - The common supports provided include, Meet & Greet, Registration & Intake, Personal Support and Evacuation Centre Management, which are underpinned by the application of Psychological First aid concepts and principles
- Conduct a range of PSS activities in emergencies including:
    - Providing psychological first aid (PFA) in disaster affected communities
    - Facilitating workshops in PFA, stress management/self-care and conducting information sessions
    - Participating in community meetings to provide PSS
- Contribute to recovery planning and work with key agencies
- Distribution of publications/resources to community members (e.g. cleaning up after wind and water damage, looking after yourself and your family after a disaster, etc.).

SURF LIFE SAVING QUEENSLAND (SLSQ)

Role

- Provide support to all agencies during the response phase of any disaster. SLSQ works proactively with all emergency services and provides qualified lifesaving personnel to ensure the Queensland public is kept safe during natural disasters. SLSQ makes all surplus lifesaving resources available for use with skilled personnel to assist across the Queensland coastline.

Responsibilities

- Act as the primary authority for closing beaches in Queensland, working with local councils, land managers and partner agencies to ensure consistent and proactive messaging is delivered effectively to the community
- Provide intelligence on the coastal environment and present/emerging aquatic hazards
- Ensure business-as-usual (BAU) focus remails on Queensland patrolled beaches and effectively manage the supply of surplus personnel and equipment to events
- Provide the state with (out of BAU) access to SLSQ's two twin-engine winch-equipped rescue helicopters and sub-services such as remote aviation refuelling and supply
- Provide a network of support and intelligence to the SDCC, DDMGs and LDMGs in relation to disaster and emergency response via volunteer surf lifesavers, professional lifeguards, and SLSQ Aviation
- Act as a surge capacity for QPS, SES or QFES in front-facing operations such as door knocking and welfare checks in isolated or affected areas
- Provide inflatable rescue boats (IRBs) for use in flood waters, or assist with relocating people, emergency service personnel and gear/equipment
- Actively gather, collate and distribute real-time intelligence via SLSQ Operations and Communications Centre via SLSQ state camera, radio, and member networks.

PRIMARY HEALTH NETWORK

- Implement internal business continuity plans to allow ongoing support to the LDMG in disaster operations
- On request, provide information to the LDMG regarding the operation and functioning of the Mater Private Redland Hospital
- On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.

QUEENSLAND RECONSTRUCTION AUTHORITY (QRA)

Role

- QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy. In this role, QRA works collaboratively with other agencies and key stakeholders to reduce risk, bolster disaster preparedness and support the recove ry of Queensland's communities whilst building resilience. QRA leads initiatives and activities to assist government, businesses and the wider community mitigate risks, prepare for and recover from disasters

- QRA is responsible for Queensland's administration of the jointly funded Commonwealth and State DRFA. The QRA assists local and state government address the Australian Government determined criteria required for DRFA activation. If activation occurs state and federal funding may be provided to local governments and state agencies to reimburse eligible expenditure incurred. Additionally, DRFA allows for assistance to be provided to eligible individuals, not-for-profit organisations, primary producers and small businesses

- QRA owns and is responsible for updating the *Queensland Recovery Plan* on behalf of the Queensland Disaster Management Committee. After an event, the QRA under the direction of the State Recovery Coordinator or State Recovery Policy and Planning Coordinator will develop an event specific recovery plan in conjunction with key stakeholders to ensure the efficient and effective coordination of recovery and reconstruction efforts following a disaster

- QRA is charged with managing and coordinating the Queensland Government's program of infrastructure renewal and recovery within disaster affected communities, with a focus on working with our state and local government partners to deliver best practice administration of public reconstruction and resilience funds.

Responsibilities

- Drive and coordinate action to enhance resilience of Queensland communities and link resilience building with recovery activities

- Coordinate and develop disaster recovery, resilience and flood mitigation policy in Queensland

- Coordinate the jointly funded Australian and Queensland Governments DRFA and State Disaster Relief Arrangements (SDRA)

- Administration and distribution of DRFA, SDRA and disaster resilience funding programs on behalf of Queensland for disaster response, mitigation, resilience and recovery activities and the reconstruction of infrastructure

- Jurisdictional liaison between National Recovery and Resilience Agency and Queensland's recovery agencies

- Support the transition from response coordination to recovery coordination and complete a recovery impact assessment

- Support the State Recovery Policy and Planning Coordinator and State Recovery Coordinator to complete their recovery roles

- Coordinate and integrate efforts and communication between and across all Functional Recovery Groups (FRGs) to achieve whole of community outcomes/activities, and coordinates FRG reporting.

QUEENSLAND RECONSTRUCTION AUTHORITY (QRA)

- Provide eligibility advice related to the DRFA
- Support the development of recovery sub-plans and event specific recovery plans at the local and district level where required
- Work closely with relevant state government agencies and local governments assisting with assessment, monitoring and reporting associated with recovery, mitigation and resilience, including the reconstruction of essential public assets
- Complete Damage Assessment and Reconstruction Monitoring operations and provide analysis to support recovery efforts
- Actively participate in Functional Recovery Group meetings where required
- Undertake the secretariat function for the Leadership Board Sub-Committee (Recovery)
- Maintain the State Recovery Coordinator Guide and Register, including induction of State Recovery Coordinator, when appointed.

VOLUNTEERING QUEENSLAND

Role
- Volunteering Queensland is the peak body for volunteering in Queensland and as such is solely dedicated to specialising in all aspects of volunteering
- Volunteering Queensland manages EV CREW which provides the central point for the registration and referral of spontaneous and adhoc volunteers in a disaster management setting
- EV CREW links people who wish to assist in times of disaster, with recognised organisations supporting communities in an organised and coordinated way during and after disaster events.

Responsibilities
- Manage and maintain EV CREW
- Activating and utilising the EV CREW system as the central coordinating point for incoming requests from organisations that are seeking volunteers, as well as from individuals and group pledging their time and assistance
- Connect volunteer offers to help from individuals, groups and corporates with requests for assistance from organisations who are seeking volunteers
- Be the reliable go-to point for clear, timely, up to date communication related to Spontaneous Volunteering for the general public, or registered and potential emergency volunteers, for community organisations, and for other emergency and disaster organisations
- Work closely with organisations across the course of their volunteer operations.

QUEENSLAND DISASTER CHAPLAINCY NETWORK

- Provide counselling support and referal services to residents that have been adversely affected by emergency incidents and disaster events
- Implement internal business continuity plans to allow ongoing support to the LDMG in disaster operations
- On request, provide information to the LDMG regarding activities being undertaken by Queensland Disaster Chaplaincy Network
- On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.

SEALINK

- Implement internal business continuity plans to allow ongoing support to the LDMG in disaster operations
- On request, provide information to the LDMG regarding the operation of Sealinks water transport services
- On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.

TRANSDEV

- Implement internal business continuity plans to allow ongoing support to the LDMG in disaster operations
- On request, provide information to the LDMG regarding the operation of Transdev bus services to Redland City
- On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.

STATE GOVERNMENT OWNED CORPORATIONS – WATER | DEPARTMENT OF REGIONAL DEVELOPMENT, MANUFACTURING AND WATER (DRDMW)

Role

- Seqwater is a statutory authority of the State Government of Queensland that provides bulk water storage, transport and treatment, water grid management and planning, catchment management and flood mitigation services to South East Queensland

- Seqwater is the Queensland Government Bulk Water Supply Authority responsible for delivering safe, secure and cost- effective bulk water supply across South East Queensland. Seqwater also provides essential flood mitigation services, manages catchment health and community recreation facilities, and provides water for irrigation to ~1,200 farmers across seven water supply schemes

- Seqwater provides bulk water for the operation of the SEQ Water Grid including dams, weirs, conventional water treatment plants and climate resilient sources of water through the Gold Coast Desalination Plant and the Western Corridor Recycled Water Scheme. Seqwater manages 26 dams across the region and operates Wivenhoe and Somerset and North Pine as dams to provide flood mitigation for Ipswich and Greater Brisbane.

Responsibilities

- The SEQ Water Grid provides Seqwater with the ability to move drinking water across the region if its assets are impacted by weather or emergency events

- Develops Emergency Action Plans (EAPs) for all of their referable dams as per legislative requirements

- Develop the Flood Mitigation Manuals for Wivenhoe, Somerset and North Pine dams. (removed the word flood mitigation prior to dams)

- Provides notifications and warnings as per actions contained within their approved EAPs

- Seqwater provides a free dam release notification service and associated App to provide the community with up to date information on dam releases, water supply and recreation during emergencies or incidents

- Works with and provide timely and accurate information to State, District and Local Disaster Management Groups where required to manage the consequences of a bulk water supply or dam safety incident

- Seqwater operates two purpose built Emergency Operations Centres (Brisbane and Ipswich) to host its Flood Operations Centre, , Network Control Room and its Emergency Management Team. The Centre provides updated SITREPS during emergencies for the State through the SDCC Emergency System, and to local government disaster management groups where required and will provide liaison resources at the SDCC if required.