Sunshine Coast Council
Local Disaster Management Plan

Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share. We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) community to support self-determination through economic and community development.

Important information about this plan

This document has been developed in cooperation with the Sunshine Coast Local Disaster Management Group (SCLDMG). Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Regional Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council, or its officers accept no responsibility for any loss occasioned to any person acting, or refraining from acting, in reliance upon any material contained in this document.

Council supports and encourages the dissemination and exchange of information and has no objection to this material being reproduced, made available online or electronically, but only if it is recognised as the owner of the plan and this material remains unaltered.

Interpreting services

Sunshine Coast Council is committed to providing accessible services to persons of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, please call the Translating and Interpreting Service (TIS National) on 131 450.

Contents

INTRODUCTION

A message from the Chair - Sunshine Coast Local Disaster Management Group

The Sunshine Coast is a wonderful place to live, work, play and visit.

Our beautiful region, with its sub-tropical climate – long summers and mild winters – is not, however, immune from challenges.

We face the risks of storms, floods, and bushfires - which require us to be vigilant and prepared at all times.

Council is committed to keeping our communities safe and to delivering a coordinated approach to disaster management across our region.

Through the actions outlined in the Sunshine Coast Local Disaster Management Plan 2024 (the Plan), Council is well placed to coordinate emergency response and recovery during a local disaster.

The *Queensland Disaster Management Act 2003* identifies what Council, and the Local Disaster Management Group, must do to deliver an effective and coordinated response to a disaster event and to return to a safe and secure environment as soon as possible.

This plan outlines our commitment to an efficient, all-hazards approach to building resilient communities.

Integrating both Australian and Queensland disaster management arrangements, the plan details how the Local Disaster Management Group can provide assistance when required.

Disaster management is a shared responsibility between all levels of government, private industry, non-government organisations and the community.

It is through strong partnerships and the unwavering spirit of our first responders, volunteers, emergency services and Council employees that we stand ready to face any disaster.

Together, we play a crucial role in preparing for, responding to, and recovering from emergencies.

I am proud to chair a team that cares deeply for our community and is always prepared to assist when disaster strikes.

Thank you to everyone who contributes to keeping our Sunshine Coast community safe.

Sunshine Coast Mayor Rosanna Natoli

Chair – Sunshine Coast Local Disaster Management Group.

Abbreviations used

Abbreviation	Meaning
ADF	Australian Defence Force
AWS	Australian Warning System
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DRFA	Disaster Recovery Funding Arrangements
EA	Emergency Alert
EWS	Early Warning System
FCC	Field Coordination Centre
ICC	Incident Control Centre
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
NEMA	National Emergency Management Agency
NSP	Neighbourhood Safer Places
PPRR	Prevention, Preparedness, Response, and Recovery
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QDRM	Queensland Disaster Risk Management (approach)
QERMF	Queensland Emergency Risk Management Framework

Abbreviation	Meaning
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
SCC	Sunshine Coast Council
SDCC	State Disaster Coordination Centre
SDMP	State Disaster Management Plan
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SitRep	Situation Report

Definitions

Definitions of terms used in this plan are shown in Appendix 1.

Authority to plan

This plan, the Local Disaster Management Plan (LDMP), has been prepared by the Local Disaster Management Group for the Sunshine Coast Council under the provisions of s.57(1) of the Act.

Approval of plan

In accordance with s80(1)(b) of the Act, Sunshine Coast Council approves this plan.
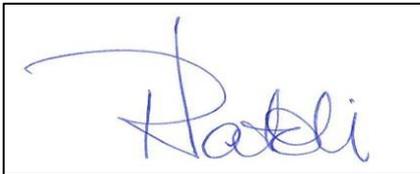
Signature

Mayor Rosanna Natoli
Sunshine Coast Council

Date: 10 September 2025

Document management

Version control

Sunshine Coast Local Disaster Management Plan (the Plan) is a controlled document.

The controller of the document is the Local Disaster Coordinator (LDC) on behalf of the LDMG.

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

**Local Disaster Coordinator
Sunshine Coast LDMG
Locked Bag 72**

Sunshine Coast Mail Centre Qld 4560.

Minor amendments may be approved out of meeting; however, any significant alterations that change the intent of the plan must be submitted to the local group for endorsement.

Amendment register

Version	Date	Prepared by	Content
1.0	Oct 2009	SCC	First edition
1.1	Aug 2012	SCC	Second edition
1.2	Dec 2013	Alan Rogers (LDC)	Third edition
1.3	Dec 2015	Andrew Ryan (LDC)	Fourth edition. The plan was endorsed for use by the Local Disaster Management Group on 2 December 2015 and adopted by Sunshine Coast Council on 25 February 2016.
1.4	Dec 2018	Tom Jamieson (LDC)	Fifth edition. This plan was endorsed for use by the Local Disaster Management Group on 5 December 2018 and adopted by Council on 6 December 2018.
2.0	Dec 2022	SCC	Sixth edition. Complete re-write of plan following review.
3.0	July 2023	SCC	July 2023 edition following addition of feedback.
3.0	August 2023	SCC	July 2023 Edition endorsed at Council Ordinary Meeting on 24th August 2023
3.1	August 2023	SCC	Minor errors rectified prior to publishing
3.2	August 2024	SCC	August 2024 Edition. This plan was endorsed for use by the Local Disaster Management Group on the 26 June 2024 and adopted by Council on the 29 August 2024.
3.3	August 2025	SCC	August 2025 Edition. Minor amendments based on updates to the DMG Responsibilities Manual (November 2024), DMG Business and Meetings Manual (November 2024), and Ex-TC Alfred after action review (April 2025). This Plan was endorsed for use by the Local Disaster Management Group and adopted by Council on the 21st August 2025.

Review and renewal of the plan

The SCLDMG is responsible for issuing amendments and updates to this document. LDMG members are responsible to ensure they possess the most current version of the Plan.

This Plan should be renewed in accordance with the provisions described under s59 of the Act, in that the plan:

- May be reviewed or renewed when the local government considers it appropriate, however the effectiveness of the plan must be reviewed at least once per year to ensure a high level of operational efficacy.

- A major review of the Plan is to occur every four (4) years, or earlier if deemed necessary.

- LDMG members must ensure that any information relating to their agency or

organisation is up to date.

Circumstances which may necessitate a review include

- Activation of the plan or elements of the plan due to an event

- A training activity designed to practice or evaluate specific aspects of the Plan, or its overall operational efficacy

- Significant changes to an entity's roles, responsibilities, or functions

- Operational changes

- Emerging hazards (e.g., COVID-19)

- Following an assessment of the plan in line with the Emergency Management Assurance Framework.

This LDMP is subject to the external annual assessment process developed by the Office of the Inspector-General Emergency Management (IGEM) in accordance with section 16C(b) of the Act.

Distribution

Position/Agency	Copy type	Comments
Sunshine Coast Local Disaster Management Group (LDMG) Chair and Deputy Chair	Electronic and hard copy	Copies as required
LDMG members	Electronic copy	
Sunshine Coast District Disaster Management Group (SCDDMG) District Disaster Coordinator (DDC) and Executive Officer (XO)	Electronic and hard copy	Copies as required
LDMG Local Disaster Coordinator (LDC) and Secretariat	Electronic and hard copy	Copies as required
Sunshine Coast Council Disaster Hub website	Electronic copy	
Queensland Police Service (Disaster Management)	Electronic and hard copy	Copies as required
LDMG Community Sub-Groups	Electronic copy	
Inspector General Emergency Management (IGEM) & Queensland Reconstruction Authority (QRA)	Electronic copy	

Note: printed copies are uncontrolled.

PART 1 – ADMINISTRATION

Applicable legislation

The Disaster Management Act 2003 (the Act) and the Disaster Management Regulation 2014 (the Regulation) form the legislative basis for disaster management within all levels of government and Queensland's Disaster Management Arrangements (QDMA).

The plan has been prepared in accordance with the Act (an Act to provide for matters relating to disaster management in the State, and for other purposes), hereinafter referred to as the 'Act', and is consistent with and aligns to provisions specified in the following:

- The Queensland Disaster Management 2016 Strategic Policy Statement (SPS)
- The Queensland Prevention, Preparedness, Response, and Recovery Disaster Management Guideline (the 'DM Guideline')
- The Standard for Disaster Management in Queensland 2021 (the 'Standard'), and
- The Queensland State Disaster Management Plan (QSDMP).

Application of the Act

The Act binds all persons undertaking disaster management in Queensland (s5).

Limitations of the Act

This Act does not authorise anyone to do, or prepare to do, any of the following:

- Engage in armed combat against an enemy
- Put down a riot or other civil disturbance, and
- End a strike or lockout.

Purpose of the plan

The purpose of this plan is to apply the provisions specified under s57(1) of 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."

Aim of plan

The aim of this plan is to detail the arrangements for the prevention of, preparedness for, response to, and the recovery from disaster events that may impact the Sunshine Coast Council local government area.

Key objectives of the plan[1]

The objectives of the plan reflect and are based on provisions detailed in s3(a) and 4A(a) the Act in that disaster management should be planned across the four phases of prevention, preparedness, response, and recovery 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.

Availability of plan for inspection

In accordance with s60 of the Act, a local government must ensure a copy of its Local Disaster Management Plan (LDMP) is made available for inspection, free of charge, to members of the public. The plan is available:

- Online at https://www.sunshinecoast.qld.gov.au/council/planning-and-projects/council-plans/local-disaster-management-plan
- For viewing at Sunshine Coast Council offices at:
  - Currie Street, Nambour Qld 4560
  - 77 Bulcock Street, Caloundra Qld 4551
  - 54 First Avenue, Maroochydore Qld 4558
- Council must, on payment of the appropriate fee, give a person a copy of the plan. In this section - appropriate fee means the fee as decided by the Chief Executive Officer of the local government. This must be no more than the reasonable cost of providing the copy.

Planning cycle

The following table and figure illustrate a recommended planning cycle. Whilst this cycle is indicative only, it follows the recognised operational period from November to March.

Table 1: Recommended Planning Cycle

Period	Phase	Comments
November to March	Recognised operational period (e.g., Storm, monsoon, cyclone season)	While it is recognised historically as the seasonal operational period, operations may occur at any time. As such, the planning and exercising phases of the cycle may have to be modified to suit the circumstances.
March to July	Planning phase	Period where plans are reviewed and revised based on lessons identified from operations etc.
July to August	Review and approval phase	Disaster management stakeholders review revised plans. Council approves plan.
August to November	Exercising phase	Period where plans or elements of plans are exercises to ensure operational efficacy.
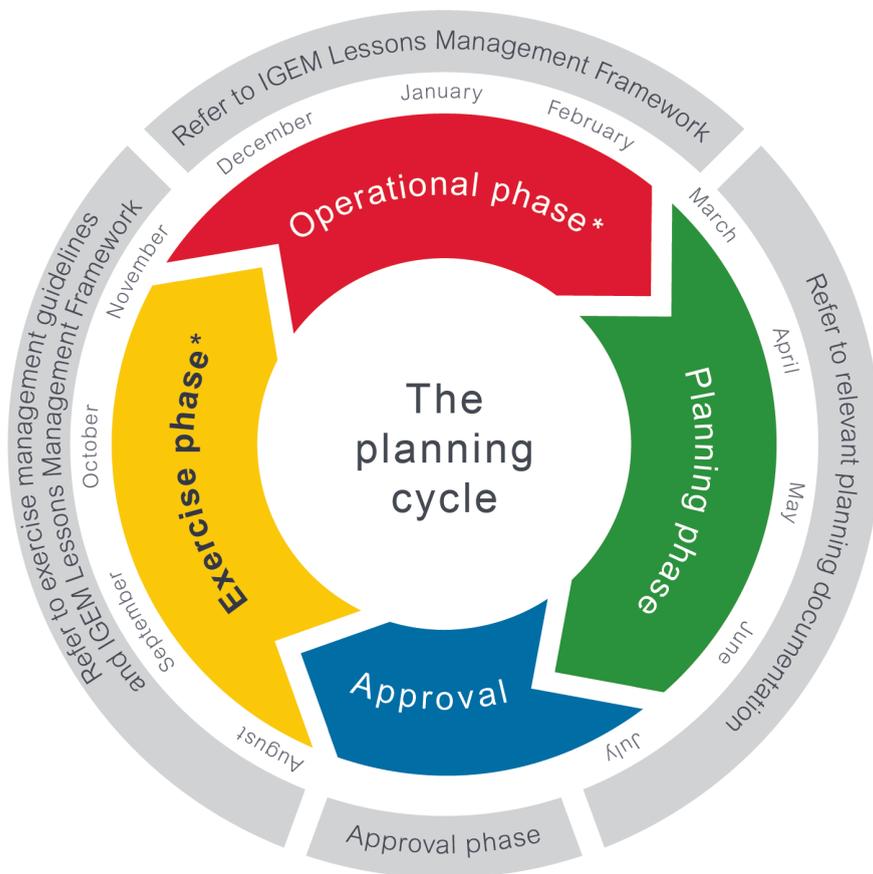
Figure 1: Recommended planning cycle

* Note: The operational phase is recognised as the period from November to end of March. However, significant operations may occur at any time. Planning and exercise phases may need to be modified to suit the circumstances.

Planning structure

In accordance with the Act, Council must prepare a Local Disaster Management Plan (LDMP) for their local government area. The Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (QPPRR) also recommends the development of sub-plans that relate to hazards or functions that may be relevant to the region.

The following figure illustrates the relationship between the LDMP and relevant hazard specific and functional sub-plans, which are local to the Sunshine Coast region.
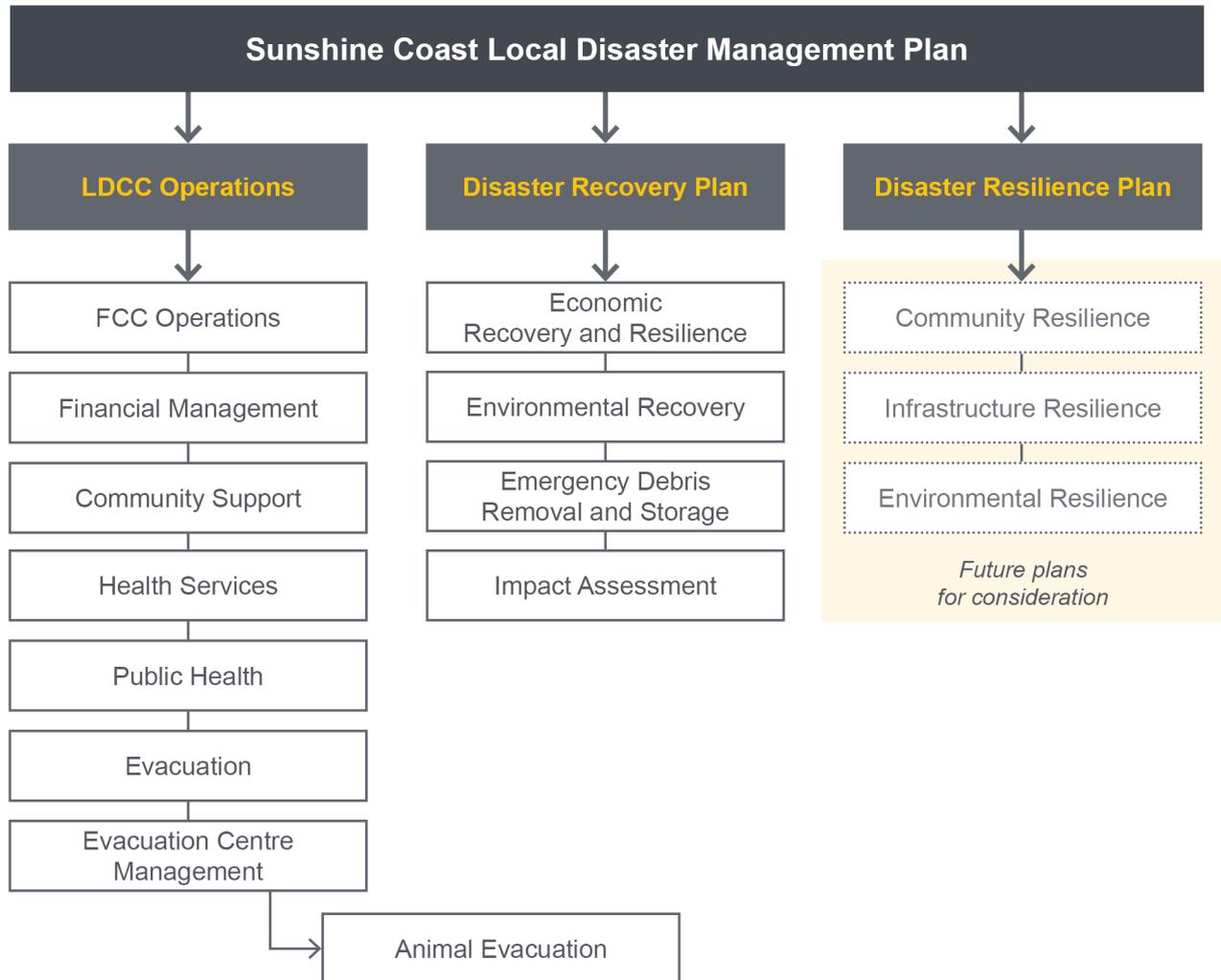
Figure 2: Sunshine Coast Disaster Management Planning Matrix

Annual reporting

In accordance with s44 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:

- 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

- Any other matters about disaster management considered appropriate.

Consequently, it can be expected that there will be a requirement for Council and the SCLDMG to provide relevant information about disaster management conducted in the Sunshine Coast local government area to the District Disaster Coordinator in order to fulfil this obligation.

Relationship with Sunshine Coast District Disaster Management Group

Sunshine Coast Council sits within the Sunshine Coast Disaster District along with Noosa Shire Council. The District Disaster Management Group (DDMG) provides a whole-of-government planning and coordination capacity to support Sunshine Coast Council in disaster operations and disaster management[3]. The DDMG is chaired by a senior Queensland Police Officer who is appointed by the Commissioner of Police in accordance with s25(2) of the Act and s6(1) of the Regulation.

The appointed Sunshine Coast District Disaster Coordinator (DDC) and Chair of the DDMG is the District Superintendent of the Sunshine Coast District.

PART 2 – GOVERNANCE

Authorising environment

The Act (and Regulation) form the legislative basis for disaster management within all levels of government and the Queensland Disaster Management Arrangements (QDMA)[4].

The Act binds all persons undertaking disaster management in Queensland and is supported by enabling doctrine (Instruments of the legislation – (refer to below figure), including the Queensland Disaster Management Strategic Policy Statement, the Standard for Disaster Management, the Prevention, Preparedness, Response and Recovery Guideline, and the Queensland State Disaster Management Plan.

The following figure illustrates the relationship between the legislation, the instrument of the legislation and disaster management planning.
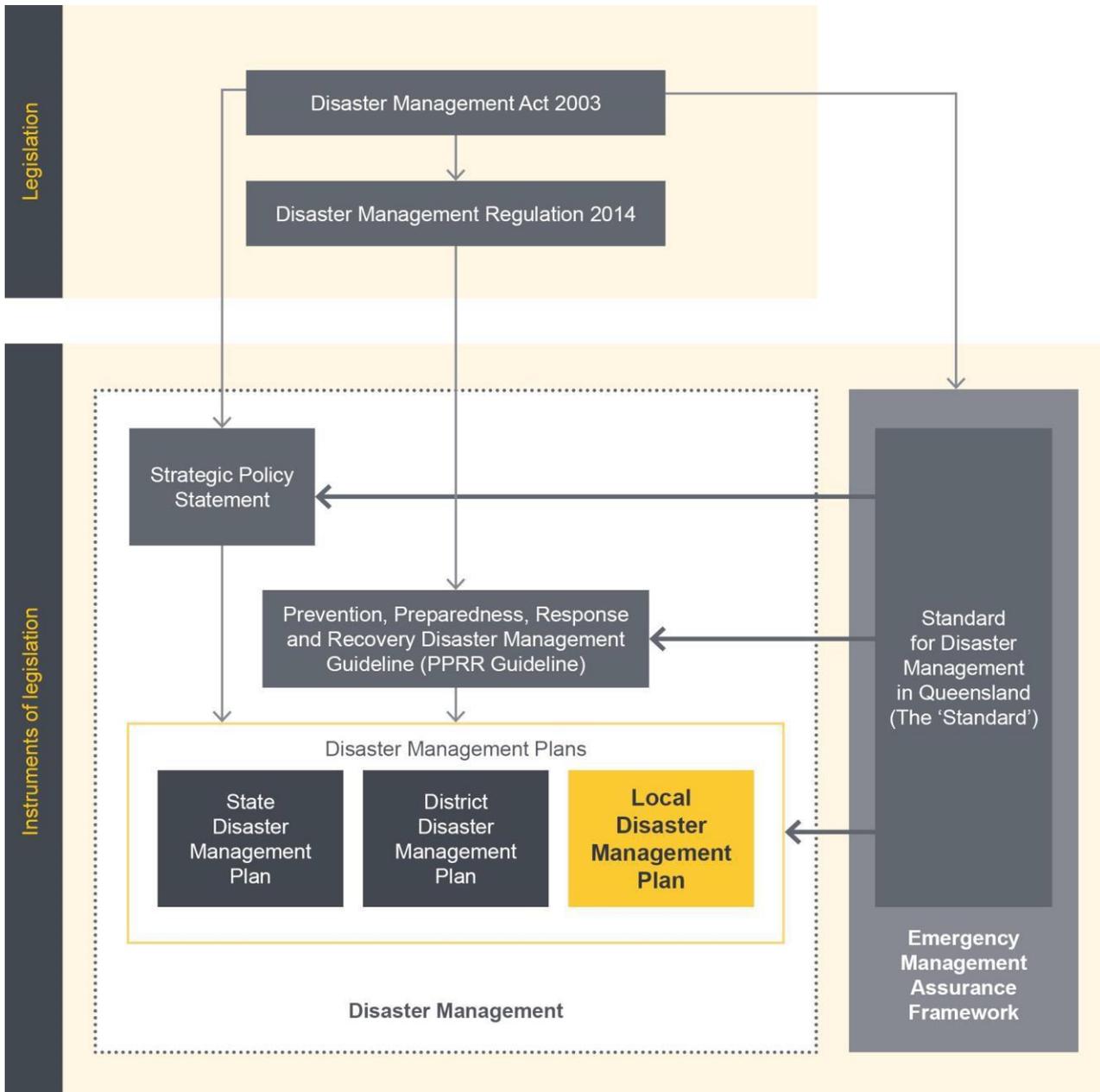
Figure 3: Queensland's Disaster Management Authorising Environment

---

[4] Primarily sourced from the PPRR Guideline

Legislation

Disaster management in Queensland is founded on the Act and Regulation. The following table details the provisions of that legislation that relate specifically to local government and apply to this plan.

Table 2: Local government legislative requirements

Act	Regulation	Description
4		Main objects of the Act
4A		Guiding principles
5		Application of the Act
16A(c)		Training requirement
29		Establishment of Local Disaster Management Group (LDMG)
30		Functions of LDMG
33	9	Membership of LDMG
34	10	Chair and Deputy Chair
34A		Functions of the Chair
35		Appointment of Local Disaster Coordinator (LDC)
36		Functions of LDC
37		Notice about membership of LDMG
38	12-14, 16-18	Conduct of business and meetings of LDMG
44		Annual reporting of information to DDC
57		Local disaster management plan and provisions of plan
58		Requirements of plan: Consistent with Guideline and Standard
59		Review and renewal of plan
60		Plan available for inspection
64		Declaration of disaster situation
80		Functions of local government
143(8)		Power of delegation of LDC

Legend: **Black** is mandatory   **Red** is not mandatory, however recommended as an inclusion

Instruments of the legislation

Queensland Government 2016 Strategic Policy Statement

The [Queensland Disaster Management Policy Statement](#) informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

Standard for Disaster Management

The [Standard for Disaster Management in Queensland](#) focusses on outcomes. These outcomes provide the parameters within which disaster management in Queensland should be conducted. It also provides a mechanism to assess performance. The Standard is made up of Shared Responsibilities, Outcomes, Indicators, and Accountabilities.

Queensland Reconstruction Authority Act 2011

[Queensland Reconstruction Authority Act 2011](#)

An Act to establish the Queensland Reconstruction Authority and provide for other measures to assist Queensland communities to recover from disasters and improve resilience for potential disasters

Queensland Strategy for Disaster Resilience 2022-2027

[Queensland Strategy for Disaster Resilience 2022-2027](#)

the Queensland Strategy for Disaster Resilience 2022–2027 (QSDR) is designed to guide how Queensland can continue to strengthen its disaster resilience, guided by the local and regional needs of our large and diverse state.

Queensland Recovery Plan

[Queensland Recovery Plan](#)

The Queensland Recovery Plan outlines recovery requirements for operations, planning and arrangements at the local, district and state level.

PPRR Disaster Management Guideline

The [QPRRR Guideline](#)[Re] serves as the 'Guideline about Disaster Management Plans' as set out in s.63 of the Act and informs the State group, district groups and local governments about matters relating to:

- The preparation of disaster management plans
- The matters to be included in disaster management plans, and
- Other matters about the operation of a district group or local group the Chief Executive considers appropriate having regard to disaster management for the State.

Queensland State Disaster Management Plan

The [Queensland State Disaster Management Plan (SDMP)](#) 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 caused by human acts should be managed in accordance with the SDMP. The plan is consistent with the Standard and the Guideline as per s.50 of the Act and is supported by supplementary hazard-specific plans and functional plans.

Planning principles

Section 4A(a) of the Act specifies that disaster management should be planned across the following four (4) phases described in the following table. This plan is based on these four (4) phases.

Table 3: Phases of disaster management

Phase	Brief description
PREVENTION	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.
PREPAREDNESS	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
RESPONSE	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.
RECOVERY	The taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

---

[5] QPPRR Disaster Management Guideline, Glossary [6] QPPRR Disaster Management Guideline

Queensland's disaster management structure

Queensland's disaster management arrangements are based on a four-tiered approach of providing progressive support and assistance as shown in the following figure. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.
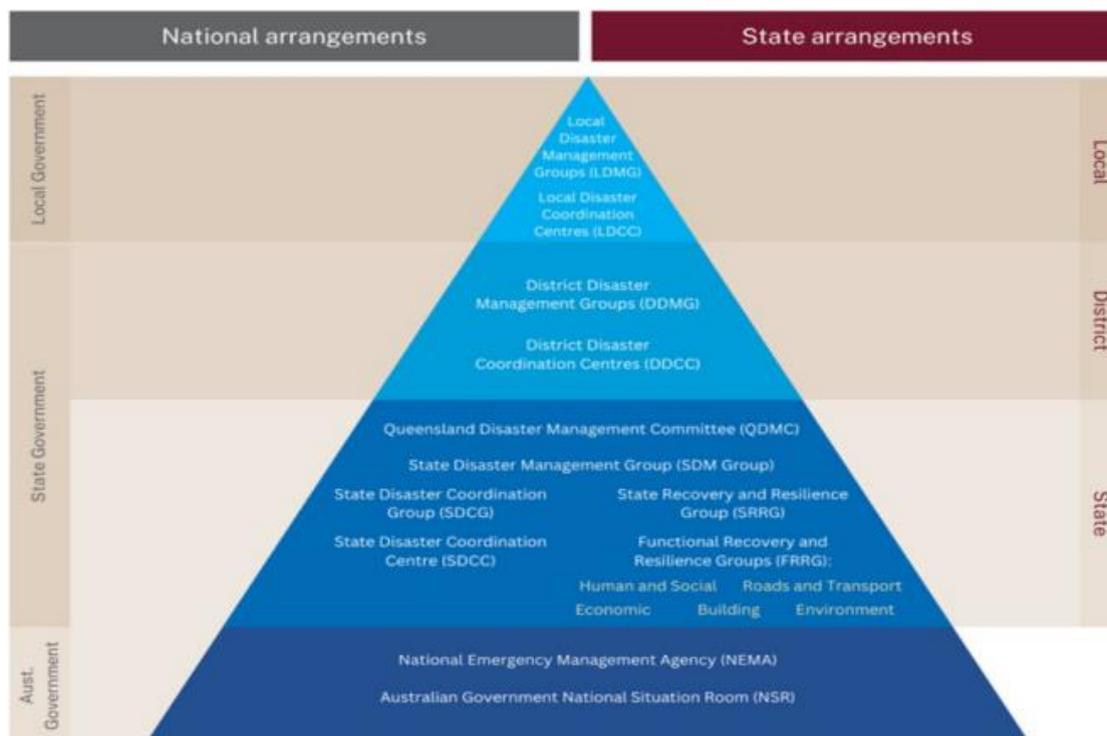
Figure 4: Queensland's Disaster Management Arrangements Structure[7]

Continuous improvement

Sunshine Coast 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 to promote innovation, efficiency, and efficacy[8].

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

- Working with police, emergency services, State and Australian government agencies, the business sector, and the community, to identify and improve its' disaster management capabilities including planning and systems

- 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.

---

[7] From QPPRR DM Guideline

[8] DM Guideline

PART 3 – DISASTER RISK ASSESSMENT

Under the Queensland State Disaster Management Plan (QSDMP), the Queensland Fire and Emergency Services (QFES) was responsibility for State-wide assessment of disaster risk. Following the review by the Inspector-General of Emergency Management (IGEM) in early 2023, the lead for state-level hazard and risk management functions transitioned to the Queensland Reconstruction Authority (QRA). At the time of writing this document, the transition of disaster risk responsibilities was still in progress. As such, the Queensland Emergency Risk Management Framework (QERMF) will remain the primary reference across all three disaster management levels (Local, District and State).

Understanding disaster risk and disaster risk reduction are international priorities as encapsulated in the United Nations Office for Disaster Risk Reduction Sendai Framework for Disaster Risk Reduction 2015-2030 'Priorities for Action'. Australia is a signatory to the framework.

As a consequence, the Queensland Government introduced the QQERMF 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.

Queensland Emergency Risk Management Framework (QERMF)[9]

Overview

The QERMF was developed to inform a risk-based planning process across the disaster management sector in Queensland and has been endorsed by the Queensland Disaster Management Committee (QDMC). The methodology has been developed from a range of risk management standards including:

- ISO 31000:2009 Risk Management – Principles and Guidelines
- SA/SNZ HB 436:2013 Risk Management Guidelines
- 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).

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

Benefits of using QERMF[10]

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 that 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

- Disaster management networks will be strengthened and better aligned.

[9] Queensland Government Disaster Management Risk website.
https://www.disaster.qld.gov.au/queensland-emergency-risk-management-framework

[10] QERMF Handbook, p.4

Risk assessment process

There are four steps in the risk assessment process as detailed in the QERMF:

- **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.

The figure below illustrates the risk management framework.
For further information on the QERMF process refer to the following documents:

- www.disaster.qld.gov.au/__data/assets/pdf_file/0025/339262/QERMF-Fact-Sheet.pdf

- www.disaster.qld.gov.au/__data/assets/pdf_file/0031/339259/QERMF-Risk-Assessment-Process-Handbook.pdf

Figure 5: Queensland Emergency Risk Management Framework

Step 1 – Establishing the context

Description

The Sunshine Coast Council local government area is situated in South-East Queensland, about 100 kilometres north of Brisbane. It is bounded by Gympie Regional Council in the north-west, Noosa Shire Council in the north-east, the Coral Sea in the east, Moreton Bay Regional Council in the south, and Somerset Regional Council in the south-west.

The Sunshine Coast Council area encompasses a total land area of 2,291 square kilometres, including significant beaches, coastline, waterways, national parks, state forests and bushland. It is a rapidly growing residential and tourist area, with substantial rural, rural-residential and parkland areas.

Much of the rural area is used for dairy farming, cattle grazing and crop growing. The Sunshine Coast Council local government area includes coastal urban centres and inland towns.

The Sunshine Coast Council area (refer to map) is served by the Bruce Highway, the Sunshine Motorway, Sunshine Coast Airport, and the North Coast rail line.

The topography of the Sunshine Coast is dominated by its broad coastal plain, the peaks of the Glass House Mountains in the south and the Blackall Ranges in the west. The highest elevations are about 800 metres above sea level and are located along the western border of the region.

From the hinterland to the sea, the Sunshine Coast has five major river catchments and waterways – the Maroochy and Mooloolah rivers, the headwaters of the Mary and Upper Stanley rivers, and the Pumicestone Passage. The Mary River and its tributaries flow to the north, the Stanley River and its tributaries flow to the south, and creeks such as Coochin and Bells flow into Pumicestone Passage. The Mooloolah and Maroochy rivers and their tributaries flow to the east.

Tourism is an important industry, with numerous resorts, holiday accommodations, attractions, and golf courses. The main industrial areas are in the suburbs of Beerwah, Bells Creek, Buderim, Caloundra West, Coolum Beach, Kunda Park, Maroochydore, Moffat Beach, and Warana. The Sunshine Coast features two tertiary institutions (Sunshine Coast Institute of TAFE and University of the Sunshine Coast) and numerous private and public schools.

Demographic snapshot[11]

The 2021 census identified that the residential population of the Sunshine Coast was 342,541 people living in 149,010 dwellings with an average household size of 2.46 persons. This was an increase of 48,174 people from the 2016 ABS census. According to Council's Projected population and dwellings report, in 2026, the Sunshine Coast's projected population will be approximately 392,711 (an estimated increase of 50,000 people in five years).

People	342,541
Male	48.1%
Female	51.9%
Median age	43

Families	95,412
Average number of children per family	
for families with children	1.8
for all households (a)	0.7

All private dwellings	148,638
Average number of people per household	2.5
Median weekly household income	$1,595
Median weekly mortgage repayments	$442
Median weekly rent (b)	$440
Average number of motor vehicles per dwelling	2

[11] All population and demographic information in this section is reproduced from

the Australian Bureau of Statistics - 2021
Census All persons QuickStats at
https://abs.gov.au/census/find-census-
data/quickstats/2021/LGA36720

Figure 6: Demographic snapshot

Map 1: Sunshine Coast Local Government Area
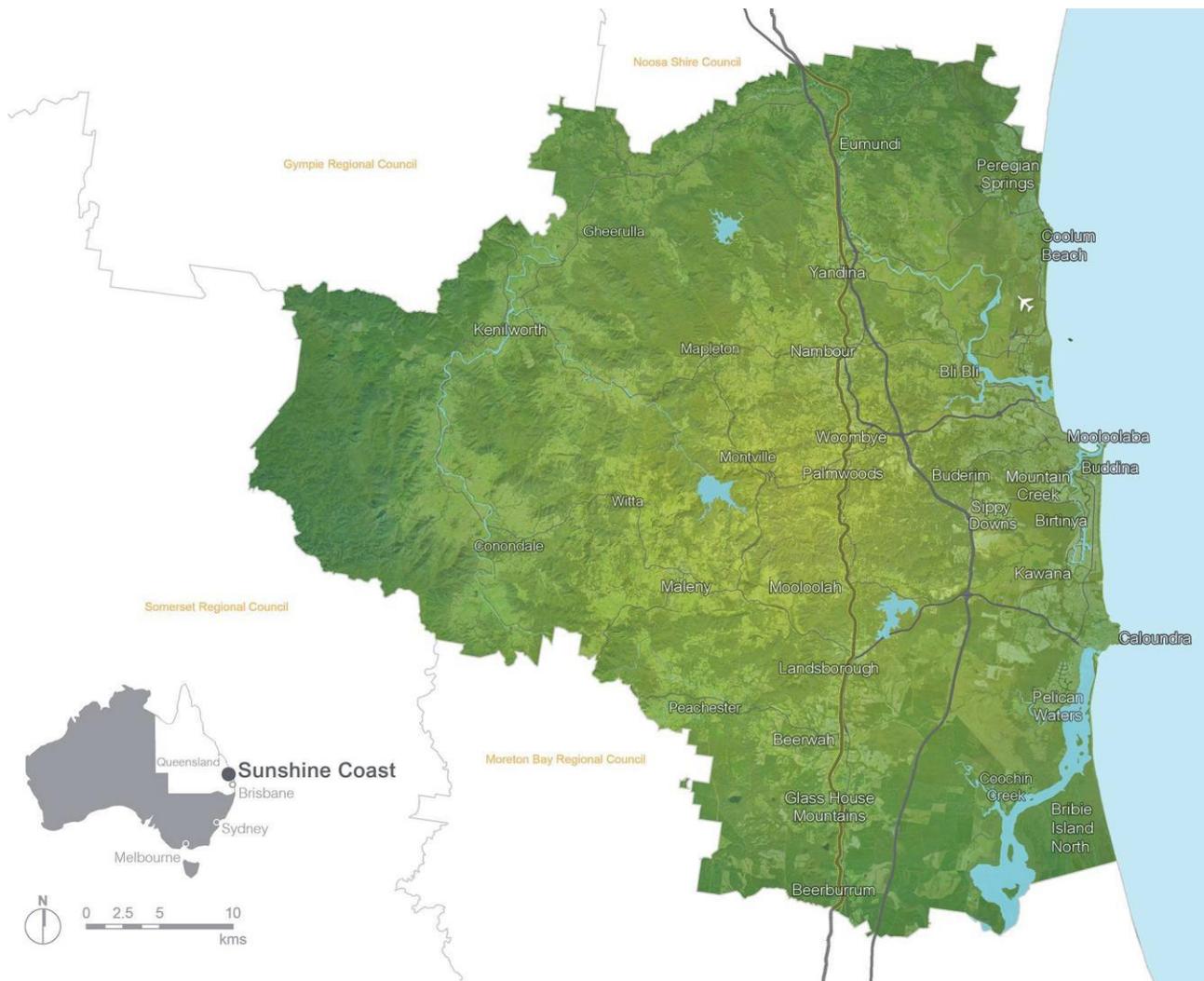
Dominant groups

Analysis of the service age groups of Sunshine Coast in 2021 compared to Greater Brisbane shows that there was a 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, 21.1% of the population was aged between 0 and 17, 28.3% 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 Sunshine Coast and Greater Brisbane were:

- A larger percentage of 'seniors' (12.9% versus 8.6%)

- A larger percentage of 'empty nesters and retirees' (12.7% versus 9.6%)

- A smaller percentage of 'young workforce' (11.0% versus 14.8%)

- A smaller percentage of 'tertiary education and independence' (7.2% versus 9.4%)

Emerging groups

From 2016 to 2021, Sunshine Coast's population increased by 48,175 people (16.4 percent). This represents an average annual population change of 3.08 percent per year over the period.

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

- Seniors (70 to 84) (+10,941 people)
- Parents and homebuilders (35 to 49) (+7,524 people)
- Young workforce (25 to 34) (+6,609 people)
- Empty nesters and retirees (60 to 69) (+5,997 people)

People with a disability

In 2021, 21,211 people (or 6.2 percent of the population) in Sunshine Coast reported needing help in their day-to-day lives due to disability. This was a slightly higher percentage to 2016.

Economy[12]

The Sunshine Coast had a gross regional profit (GRP) valued at nearly $18.5 billion as at 2021. It's underpinned by service industries, tourism, retail, and construction sectors.

By 2033, the economy is forecast to double and by 2041, it is expected that 100,000 new jobs will be created. The diversity of business sectors will include:

- Health and wellbeing
- Education and research
- Knowledge industries and professional services
- Agribusiness
- Aviation and aerospace
- Clean technologies
- Tourism, sport, and leisure.

Climate and weather[13]

The region has a generally mild sub-tropical coastal climate modified by altitude in areas such as the Blackall and Conondale Range. Temperature averages in summer range from a minimum of 20°C and a maximum of 29°C, and in winter the temperature averages from 10°C

through to a maximum of 22°C. The highest summer temperature of 41°C was recorded in January 2014, and the lowest winter temperature of minus 0.7 °C was recorded in July 2007.

The recorded annual rainfall average on the coast is approximately 1500mm, while in the ranges it is about 1850mm. The highest average rainfall occurs from December to May. The highest rainfall totals occurred in 2011, when the Sunshine Coast received a yearly total of 3549mm and in 1893 when Crohamhurst received an annual total of 4873mm. In 2002 the annual rainfall was recorded at a low 955mm.

Critical infrastructure

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 identified critical infrastructure for the Sunshine Coast:

- Strategic road corridors including the Bruce Highway and Sunshine Motorway
- Arterial road network including council, state and federal sealed and unsealed roads, bridges, and culverts
- North Coast rail line
- Sunshine Coast Airport and Caloundra Aerodrome
- Sunshine Coast Solar Farm, Valdora
- Water storage reservoirs including Baroon Pocket, Wappa, and Ewen Maddock Dams
- Water supply network
- Sewerage treatment and disposal networks
- Stormwater and underground drainage network
- Electricity distribution network
- Telecommunications networks (voice and data)
- Repeater stations for radio and television on Bald Knob, Buderim, and Dulong
- Beaches, recreational parks, and reserves
- Bikeways, footways, and footbridges, and
- Healthcare facilities, including:
    - Sunshine Coast University Hospital
    - Nambour General Hospital

---

[12] https://els.sunshinecoast.qld.gov.au/Planning-for-the-future/A-growing-economy

[13] Source: Bureau of Meteorology

- Buderim Private hospital
- Sunshine Coast University Private Hospital.

Public spaces

Public spaces that may be used for gathering large groups or establishing temporary facilities include:

- Corbould Park Racecourse.
- Parkland at Kings Beach, Alexandra Headland, and Cotton Tree.
- Multi-sports complexes at Bokarina (Sunshine Coast Stadium) and Maroochydore.
- Shopping centres and tourist precincts.
- Showgrounds at Kenilworth, Maleny and Nambour.
- Sunshine Coast Beaches, particularly the more popular beaches at Coolum, Alexandra Headlands, Maroochydore, Mooloolaba, and Kings Beach.
- Sunshine Coast Airport terminal.
- University of the Sunshine Coast.

The LDCC maintains a list of assessed spaces identified as suitable across the region.

Essential utilities

Essential utilities include:

- Electricity supply – Energex is the region's electricity distribution network provider.
- Gas supply – LP Gas is only available in cylinders and is distributed by authorised agents.
- Water supply – Major water treatment plants are located at Image Flat and Landershute. Smaller local treatment plants are located at Ewen Maddock Dam, Maleny, and Kenilworth. Other small towns have local water supplies and other properties rely on tank water.
- Sewerage – Most urban properties are connected to Unitywater's sewerage system. Those properties not connected to the system have a range of on-site treatment systems.
- Telecommunications – The landline and mobile phone network has several service providers including Telstra, Optus, and Vodafone
- Internet connectivity - It is estimated most households in the Sunshine Coast region have an internet connection at their dwelling. The National Broadband Network (NBN), Fixed line, Wi-Fi, internet connections are available through a range of service providers.

- Flood telemetry – River height gauges, rain gauges, wave monitoring and storm tide gauges provide live intelligence for storm and flood related events.

Public buildings

Throughout the Sunshine Coast region there are several public and community buildings, with many of these able to be utilised as evacuation centres or places of refuge. These include:

- Recreation and Sports Stadiums
- Beerwah Community Hall
- Caloundra Indoor Sports Stadium and Events Centre Caloundra
- Kawana Community Hall
- Venue 114
- Landsborough Sports Complex
- Coolum Civic Centre
- Sunshine Coast Stadium
- Nambour Showgrounds
- Sunshine Coast Council Libraries located at Beerwah, Caloundra, Coolum Beach, Kawana, Kenilworth, Maleny, Maroochydore, and Nambour.

Special events

Special events that attract large concentrations of people include:

- Australia Day celebrations
- Australia Zoo special celebration days
- Corbould Park racecourse special race-days
- High profile events at Sunshine Coast Stadium
- Kings Beach Parkland special events
- New Year's Eve Celebrations
- Music Festivals
- Maleny and Sunshine Coast shows
- Mooloolaba triathlon
- Queensland Garden Expo

There are many other events not listed where large concentrations of people gather due to the diversity of the Sunshine Coast region.

Environment

The Sunshine Coast region is recognised for its rich biodiversity which is supported in natural areas that include terrestrial bushland, the coast, waterways, and wetlands. It is also supported in both the rural and urban landscapes.

The Sunshine Coast's subtropical location and climate supports a diverse range of plants and animals with 153 locally recorded plant and animal species classified as rare or threatened.

Approximately 50 percent of the Sunshine Coast Council area is vegetated, of which approximately 41 percent is remnant and 9 percent non-remnant vegetation. The remnant vegetation consists of 76 regional ecosystems comprising more than 93,000 hectares, providing sanctuary for more than 800 animal species and over 1600 species of flora and fungi. The 76 regional ecosystems are grouped into six broad vegetation communities including: eucalypt, rainforest, melaleuca, heath and wallum, fore dune and mangrove, and saltmarsh.

The Sunshine Coast consists of 60km of open shoreline, divided into 30 pristine beach areas which identify the region as one of Australia's leading tourist destinations. Our coastal environments contribute significantly to our identity and lifestyles. Locals and tourists continue to admire the coastal landscapes and access the coastal environment to enjoy activities such as swimming, surfing, fishing, snorkelling and recreation, along the coastal pathways. The coast is critical for the tourism industry, which is a significant part of the regional economy.

Step 2 – Hazard analysis

Overview

Hazards may be natural, socionatural, or anthropogenic in origin. **Natural hazards** are predominantly associated with natural processes and phenomena. **Socionatural 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. This term does not include the occurrence or risk of armed conflicts and other situations of social instability or tension which are subject to international humanitarian law and national legislation. Whilst this plan will deal with only natural and human-induced hazards, it is important to understand that issues associated with socionatural hazards are increasing through climate change-related events. The following figure illustrates the three hazard types[14].

```
                              Hazards ⚠

        Natural              Socionatural          Anthropogenic
                                                   (human-caused)

  Tropical cyclone      Climate change        Environmental      Pandemic
                                              degradation
  Severe thunderstorm   Extreme climate                          Major ground
                        events                Flooding           transport accident

  Flooding                                    Land subsidance    Aircraft crash

  Earthquake                                  Drought            Marine oil spill

  Heatwave                                                       Major commercial
                                                                 shipping accident

  East coast low                                                 Hazardous material
                                                                 accident

  Bushfire                                                       Animal and plant
                                                                 disease

                                                                 Dam failure

                                                                 Terrorist event
```

Figure 7: Sunshine Coast Hazardscape

---

[14] Events are indicative only and may not relate to events that are likely to occur in Sunshine Coast local government area.

Climate change implications

Many natural hazards are becoming more frequent and more intense, driven by Australia's changing climate. The State of the Climate 2024 report was developed by the Bureau of Meteorology and CSIRO which describes the key effect of Australia's changing climate, including:

- a general warming of Australia's climate
- an increase in sea surface temperatures
- increase in the frequency of extreme heat events
- sea levels are rising and an increased risk of coastal inundation
- heavy short-term rainfall events have become more intense
- an increase in extreme fire weather and longer fire seasons
- an increase in rainfall and streamflow across parts of northern Australia's
- a decrease in rainfall in the south of Australia
- oceans have become more acidic.

The following figure illustrates ocean and surface temperature rises from 1910 to 2024.
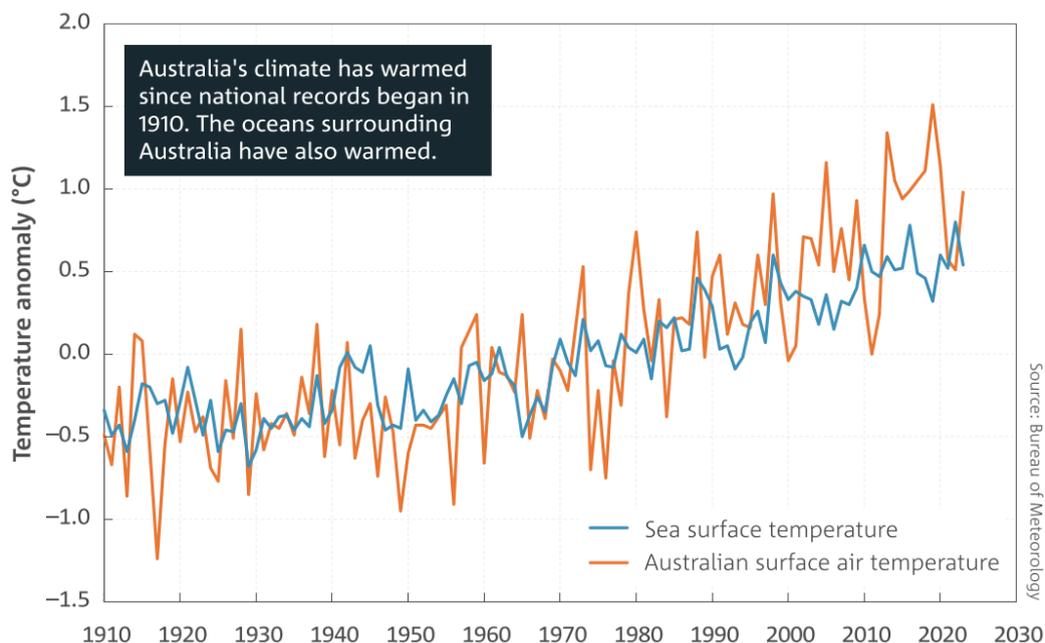
Figure 8: Climate Change Temperature Variations

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, especially in the Sunshine Coast region[15].

---

[15] National Disaster Risk Reduction Framework

As a consequence of these implications, Sunshine Coast 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 considering climate change adaptation measures, SCLDMG will refer to Sunshine Coast Coastal Hazard Adaptation Strategy and the Queensland Climate Adaptation Strategy[16].Council recognises that we are in a state of climate emergency that requires urgent and sustained effort to achieve net zero emissions by 2041. Over time, the region is expected to be exposed to:

- rising sea levels
- more extreme weather events
- increasing temperatures
- drier conditions
- changes to biodiversity (plants and animals)[17].
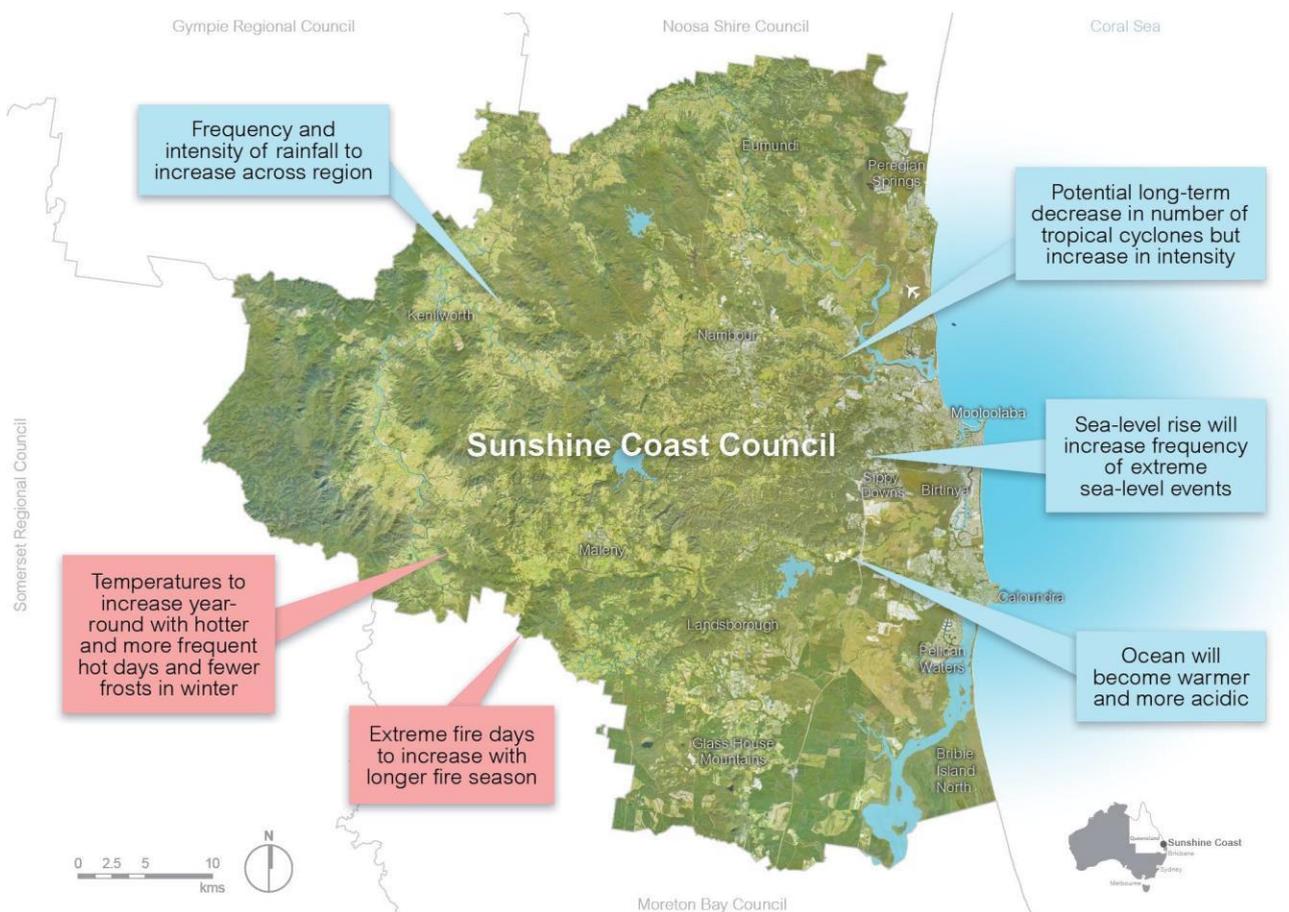
Figure 9: Predicted Climate Change Impacts

[16] https://www.sunshinecoast.qld.gov.au/council/planning-and-projects/council-strategies/coastal-hazard-adaptation-strategy [17] Source: https://els.sunshinecoast.qld.gov.au/planning-for-the-future/climate-change

Step 3 – Risk analysis

Assessment process[18]

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 Figure 5.

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

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[19].

Treating risks

The SCLDMG 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 SCLDMG 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.

---

[18] QERMF Handbook, p.10
[19] Australian Institute for Disaster resilience, Emergency Planning Manual, 2020.

> **Full details on the Risk Analysis process are available in the Queensland Emergency Risk Management Framework (QERMF).**

Managing 'residual risk'

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

Due to the presence of residual risk; 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 is required as part of a holistic approach'[20].

Council recognises that there will be instances when the SCLDMG 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.

[20] Queensland Disaster Management Lexicon.

Summary of Multi-Hazard risk assessment of Sunshine Coast[21]

The *Multi-hazard Risk Assessment of Sunshine Coast Report* authored by BMT Group Limited (utilising the QERMF detailed the risk assessment findings based on seven (7) natural hazard scenarios. For the conduct of the *Multi-hazard Risk Assessment of Sunshine Coast Report*, East Coast Low and Category 2 Cyclone were combined due to the similar nature of these events. Other hazards and associated risks were not included in this report: however, it is considered that there is a likelihood that they may occur sometime in the future.

> **For full details please refer to the completed report which is available through Sunshine Coast Council.**

Sunshine Coast Council commissioned a multi-hazard assessment using the QERMF. The BMT authored report used the QERMF process and is aligned to national and international best practice of risk management.

The assessment used a range of datasets (hazards, assets) collected from different sources including QFD, Queensland Government, Geoscience Australia, the Australian Bureau of Statistics and Sunshine Coast Council. This data was used in a GIS analysis to identify hazard exposure for the Sunshine Coast.

Significant stakeholder engagement was conducted to inform the risk assessment including workshops and one-on-one discussions with relevant Council staff and external agencies that manage critical assets and services within the Sunshine Coast region. This engagement informed the understanding of existing risk treatment measures which will be reviewed by the LDMG. Six hazard scenarios were selected for Sunshine Coast in collaboration with QFD which guided the risk assessment process. They included:

- **Scenario 1** – Severe tropical cyclone
- **Scenario 2** – Category 2 cyclone/east coast low
- **Scenario 3** – Severe thunderstorm event
- **Scenario 4** – Earthquake
- **Scenario 5** – Bushfire
- **Scenario 6** – Heatwave

A number of moderate to high risks were identified across the different hazard scenarios, as well as those risks that were identified as extreme. The figure and table over detail the risk ratings for all of the scenario's listed above.

---

[21] The information in this section of the plan is reproduced from the Multi-hazard Risk Assessment of Sunshine Coast Council Report authored by BMT Group Ltd, September 2022.
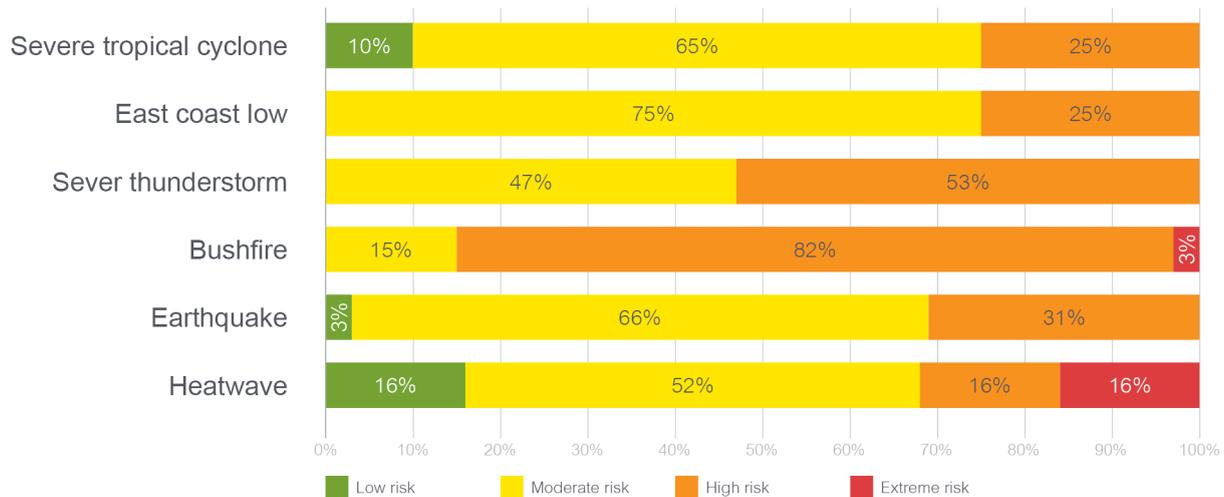
Figure 10: Sunshine Coast Risk Ratings (Source: QERMF Report)

Table 4: Summary of key high-risk assets

Asset category	Residual risk rating					
	Severe cyclone	East coast low	Severe thunderstorm	Bushfire	Earthquake	Heatwave
Critical services						
Communications	H	H	H	H	M	H
Power	H	H	H	H	M	H
Fuel infrastructure (Bulk fuel)	L	M	M	H	M	M
Water treatment/supply	L	M	M	H	M	M
Wastewater treatment	M	H	M	M	M	M
Waste	M	M	H	H	M	M
Access and resupply						
Roads	M	M	H	H	M	M
Bridges	M	M	H	M	M	M
Community and social						
Schools	M	M	H	M	M	H
Population centres	M	H	H	H	H	E
Emergency shelters	H	M	H	H	H	H
Emergency services	M	M	H	H	M	H
Socio-economically disadvantaged/other vulnerable people	H	M	H	H	M	E
Medical						
Hospitals	M	M	M	H	H	E
Aged care facilities	H	H	H	H	H	H
Significant industry						
Agriculture/industry	M	M	H	H	M	H

Naturally occurring hazards[22]

- Severe Tropical Cyclone
- Category 2 Cyclone
- East Coast Low
- Severe Thunderstorms
- Earthquake
- Bushfire
- Heatwave.

Biological and human-caused hazards

- Pandemic
- Pest Infestation or Exotic Animal Disease
- Land and water-based spills
- Significant accidents in transport and industrial environments
- Urban fire and rescue incidents
- Contamination of water supplies impacting environment or consumption.

Other hazard types[23]

- Dam failure
- Landslide
- Tsunami
- Critical infrastructure event
- Coastal erosion
- Cyber Security attack
- Terrorist attack
- Major transport accident.

---

[22] As listed in *Multi-hazard Risk Assessment of Sunshine Coast Council* report

[23] Reproduced primarily from 2019-2022 LDMP and other sources.

PART 4 – LOCAL CAPACITY AND CAPABILITY

> The *Guideline Toolkit T.1.055 Terms of Reference template* was used as a guide in the development of parts of this chapter.

Sunshine Coast Council

Role

Section 4A(c)

In accordance with the Act, Sunshine Coast Council, through its Local Disaster Management Group (LDMG), retains primary responsibility for managing disaster events contained within its local government area.

Responsibilities

Section 29

A local government must establish a LDMG for the local government's area.

As specified, Council has established an LDMG whose primary role is to minimise the impact of disasters on its communities. It does this by developing effective arrangements that cater for the delivery of (disaster) prevention, preparedness, response and recovery measures.

Section 57

The Queensland State Disaster Management Plan (QSDMP) reinforces the planning requirements of local government and specifies that they must be consistent with the Standard and the PPRR Guideline (s58) and must include provision for the following:

- the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
- the roles and responsibilities of entities involved in disaster operations and disaster management in the area

- the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b); events that are likely to happen in the area
- strategies and priorities for disaster management for the area
- matters stated in the disaster management guidelines as matters to be included in the plan
- other matters about disaster management in the area the local government considers appropriate.

Functions

Section 80

The functions of the local government are:

(a) To ensure it has a disaster response capability

(b) To approve its local disaster management plan prepared under part 3

(c) To ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator (DDC) for the disaster district in which its LGA is situated

(d) To perform other functions given to local government under the Act.

'Disaster response capability' means the ability to take appropriate measures to respond to an event. These activities include the taking of actions and implementation of measures in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

Sunshine Coast Local Disaster Management Group (SCLDMG)

Establishment

The Sunshine Coast Local Disaster Management Group (SCLDMG) has been established under s29 of the Act and aligned with the [Disaster Management Group Responsibilities Manual and Disaster Management Group Business and Meetings Manual](#) to manage and coordinate disaster management in the local government area on behalf of the Sunshine Coast Council (SCC).

LDMG terms of reference

Functions

Section 30

(a) To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State

(b) To develop effective disaster management, and regularly review and assess the disaster management

(c) To help the local government for its area to prepare a local disaster management plan

(d) To 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) To 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) To manage disaster operations in the area under policies and procedures decided by the State group

(g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations

(h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area

(i) To 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

(j) To ensure information about a disaster in

the area is promptly given to the relevant district group

(k) To perform other functions given to the group under this Act, and

(l) To perform a function incidental to a function mentioned in paragraphs (a) to (k).

Priorities

- Improve community and business disaster mitigation and preparation measures

- Maintain LDMG appropriately qualified and trained membership that is able to contribute to meeting the functions of the local group

- Ensure disaster operations are effectively managed and coordinated and are consistent with established protocols

- Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, and the business/industry sectors

- Identify and establish sub-groups to carry out specific roles and functions (e.g., Disaster Recovery Sub-Group)

- Develop, maintain, and continually monitor community engagement and communications strategies to ensure relevance and effectiveness

- Prepare and regularly evaluate, and revise local plans to ensure effective disaster management for the area.

Obligations

- Attend all local group activities with a full knowledge of their organisations' resources and services and the expectations of their organisation

- Are available and have the necessary expertise or experience to actively participate in SCLDMG 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 SCLDMG normal business activities

- Have identified a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations, and

- Actively contribute to disaster management planning.

Appointment of members

Section 33 and Regulation 9

- Local Disaster Management Group members are appointed by local government with representatives 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 sections 57 and 59 of the Act

- All members appointed to the Local Disaster Management Group must undertake the requisite training as prescribed in the Queensland Disaster Management Training Framework.

Deputy members

Regulation 14

A member of a LDMG may, with the approval of the Chair, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

Chair and deputy Chair of LDMG

Section 34

Under s34 of the Act, the LDMG must appoint a member of the group as a Chair and a member of the group as a Deputy Chair. The member appointed as the Chair must be a councillor of a local government.

Local Disaster Coordinator (LDC)

Section 35

The Chair must, after consulting with the Commissioner, QPS, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator.

Functions of the LDC

Section 36

- Coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented

- Provide advice and support to the Chair and Local Group, and

- Activate the Local Plan and LDCC when required.

Power of delegation of LDC

Section 143(8)

The LDC may delegate their functions under section 36 to an appropriately qualified person.

Notice about membership

Section 37

Council, at least once a year, must give written notice of the members of the group to:

- The Chief Executive, and

- The Chair of the district group for the disaster district in which the local group is situated.

Meeting frequency

Section 38 and regulation 12

- Ordinary meetings of the Sunshine Coast LDMG will be held four (4) times per year, and

- Extraordinary meetings will be held as required.

Quorums

Regulation 13

A quorum for a LDMG meeting is the number equal to one-half of the members plus one, or, if one-half of the members is not a whole number, the next highest whole number.

Presiding at meetings

Regulation 16

The Chair of the LDMG is to preside at all meetings, or in their absence the Deputy Chair. If both are absent the meeting must be chaired by a person nominated by the Chair, a member nominated by the Deputy Chair, or if those offices are vacant, a member of the group chosen by the members present.

Meeting attendance

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

Virtual attendance

Regulation 17(1) and (2)

- 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 register.

Meeting business

Agency reports

Local Group members are expected to report their agency's disaster management activities to the Local Group at the group's meetings. This report will be circulated with the minutes of the group's meeting.

Minutes

Minutes must be taken of LDMG meetings and minutes are distributed to all members, deputies, and advisors of the group once endorsed.

Resolutions

Regulation 17(3)

For governance purposes, a register detailing each resolution passed by the LDMG as well as details of actions undertaken to acquit the resolution.

Correspondence

To assist with tracking of LDMG correspondence, both inwards and outwards, a correspondence register is to be kept.

Secretariat to LDMG

The LDMG should appoint an appropriately qualified entity as the secretariat of the group. Ideally, this should be the Council's Disaster Management Unit.

Functions of the secretariat

The secretariat will provide support and administer the day-to-day business and governance requirements of the Local Disaster Management Group including:

- Managing all matters relating to administration and meetings of the Local Disaster Management Group including meeting schedule, 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.

LDMG members

Core members

Section 33 (1) of the Act states that a LDMG 'consists of the persons prescribed by regulation to be members of the group.' Section 9 of the Regulation stipulates the following persons are members of the SCLDMG:

- a Chairperson (must be a Councillor) appointed by the relevant local government
- a Deputy Chairperson (recommended to be a Councillor) appointed by the relevant local government
- a person nominated by the Police Commissioner appointed by the relevant local government under section 33 of the Disaster Management Act 2003 (the Act)
- other persons appointed by the relevant local government.

Additionally, under section 35 (1) of the Act, the chairperson of the SCLDMG must, following consultation with the Police Commissioner, appoint the chief executive officer or employee of the relevant local government as a Local Disaster Coordinator (LDC) of the Group.

Table 5: SCLDMG Core Members

Role	Position
Chair	Mayor
Deputy Chair	Deputy Mayor
Local Disaster Coordinator (LDC)	Director Infrastructure & Natural Assets
Deputy LDC	Director Business Transformation and Performance
2nd Deputy LDC /Council Liaison Officer	Coordinator Disaster Management
Local Recovery Coordinator (LRC)	Director Community Strengthening
Deputy LRC	Director Sustainable Planning and Growth
LDMG Secretariat	Support Officer (Infrastructure & Natural Assets)
Community Liaison Officer	Coordinator, Healthy Places
Hydrologist	Coordinator, Flooding & Stormwater Policy & Planning
Department of Housing and Public Works representative	Senior Advisor, Housing and Public Works
Department of Education representative	Principal Adviser, Education Services, North Coast Region 1
Media Liaison Officer	Manager, Communications SCC
Queensland Ambulance Service representative	Officer in charge, Kawana Station
Queensland Police Service (Emergency Management Coordinator)	North Coast Region Emergency Management Coordinator
Queensland Fire Department (Fire and Rescue Services) representative	Area Director
Queensland Fire Department (Rural Fire Service) representative	Area Director
Queensland Police Service representative	Senior Sergeant, Officer in Charge, Nambour Police Station
Queensland Health	Sunshine Coast Hospital and Health Service, Senior Coordinator Disaster Management
Queensland State Emergency Service representative	SES Local Controller
Unitywater representative	Network Engineering Manager
Energex	Local representative

Advisors

In addition to its core members, the SCLDMG may seek the assistance of individuals or organisations as circumstances require. These persons sit as advisors to the group. They will receive copies of the agendas and minutes and can attend and participate in meetings and discussions as required.

Table 6: SCLDMG Advisors

Role	Position
Australian Broadcasting Corporation – ABC Local Radio representative	Regional Contact Manager
Australian Red Cross representative	Emergency Services Liaison Officer
Bureau of Meteorology representative	Hydrologist and/or Meteorologist
Marine Rescue Queensland (MRQ) - ex-Australian Volunteer Coast Guard Sunshine Coast Squadron representatives	Caloundra (QF4) Flotilla Commander
	Mooloolaba (QF6) Flotilla Commander
Department of Primary Industries representative	Rural Economic Development (South) representative
Department of Environment, Tourism Science and Innovation (Parks and Forests)	Senior Ranger
Department of Transport and Main Roads representative	Principal Engineer
Sunshine Coast District Disaster Management Group (DDMG) representative	Executive Officer (XO to the District Disaster Coordinator (DDC)
SCC Information technology advisor	Head of Digital Information Services SCC
SCC Policy Advisor	Disaster Management Coordinator SCC
Queensland Parks and Wildlife (QPWS) representative (Department of Environment, Tourism, Science and Innovation)	Senior Ranger Maleny Management Unit
Queensland Rail representative	Manager, Emergency Preparedness
Queensland Reconstruction Authority representative	Regional Liaison Officer, QRA
Seqwater representative	Manager, Incident and Security Management
Sunshine Coast Airport representative	Sunshine Coast Airport Operations Manager
Sunshine Coast Council advisors	Various internal advisors
Surf Life Saving Queensland representative	Regional Manager – Sunshine Coast
TAFE Queensland (East Coast) representative	Manager, Facilities and Services, Sunshine Coast TAFE
Telstra representative	Sunshine Coast Accounts Executive
Tourism and Events Queensland representative	Director, Sunshine Coast
Visit Sunshine Coast representative	Chief Executive Officer, Visit Sunshine Coast
Volunteering Sunshine Coast representative	CEO
University of Sunshine Coast representative	Manager Security Services
Unitywater representative	Business Resilience Lead
Vulnerable persons groups advisor	Rotational appointment from local vulnerable persons group

Responsibilities of SCLDMG members and advisors

The following table details the SCLDMG and their respective responsibilities under this plan.

Table 7: Responsibilities of SCLDMG

Role	Responsibilities
Chair	• chair SCLDMG Meetings and to provide the primary link between the group and Council. • manage and coordinate the business of the SCLDMG, to ensure, as far as practicable, that the group performs its functions • report regularly to the SCDDMG, and the chief executive of the department, about the performance by the LDMG of its functions
Deputy Chair	• chair LDMG meetings in the absence of the Chair • provide a link between the LDMG and Council • participate in the issuing of public information and warnings • chair the Sunshine Coast Local Recovery Group (SCLRG) as required.
Local Disaster Coordinator (LDC)	• coordinate disaster operations for the SCLDMG, report regularly to the SCLDMG about disaster operations to ensure, as far as practicable, that any strategic decisions of the SCLDMG about disaster operations are implemented. • provide advice and support to the Chair and LDMG • activate the LDMP and LDCC when required.
Deputy LDC	• undertake the functions of the LDC in the LDC's absence.
Local Recovery Coordinator (LRC)	• in support of the LRG Chair, coordinate the operations of the LRG • liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific operational recovery strategy • provide advice and support to the SCLDMG Chair and SCLDMG. • activate the LDMP and LDCC when required.
Deputy LRC	• undertake the functions of the LRC in the LRC's absence.
LDMG Secretariat	• carry out the administrative business duties and official records management on behalf of the SCLDMG.
ABC representative	• liaise between the agency and the LDMG • support and provide advice to the SCC Media Liaison Officer.
Australian Red Cross	• Liaise between the agency and the LDMG • Provision of support in Evacuation Centres • Assistance with outreach services
Marine Rescue Queensland	• Liaison between Marine Rescue Queensland and LDMG
Department of Housing and Public Works representative	• Liaison between agency and LDMG • Human and social recovery advice
Department of Education representative	• Liaison between agency and LDMG
Department of Transport and Main Roads representative	• Liaison between agency and LDMG
Executive Officer to the Sunshine Coast DDC	• Provide advice and support to Chair of LDMG • Participate in issuing of public information and warnings
Energex representative	• Liaison between agency and LDMG
Information Technology Officer	• Provide expert advice and support to the LDMG on information and communication technology matters
Parks and Forests representative	• Liaison between agency and LDMG

Role	Responsibilities
Queensland Rail representative	• Liaison between agency and LDMG

Queensland Health representative	• Liaison between agency and LDMG
Queensland Fire Department (Rural Fire Service) representative	• Liaison between agency and LDMG
SCC Policy Advisor	• Provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator • Ensure staff are rostered into the Local Disaster Coordination Centre
Queensland Ambulance Service representative	• Liaison between agency and LDMG
Queensland Police Service (Emergency Management Coordinator)	• Provide advice and support to the Chair and the LDC • Liaison between the agency and the LDMG • Link to the Queensland Disaster Management System • Policy advice about Queensland Disaster Management System • Assessment of the LDMP
Queensland Fire Department (Fire and Rescue Services) representative	• Liaison between agency and LDMG
Queensland Police Service (Nambour Police Station) representative	• Liaison between agency and LDMG
Seqwater representative	• Liaison between agency and LDMG
State Emergency Services representative	• Liaison between agency and LDMG
Sunshine Coast Airport representative	• Liaison between agency and LDMG
Surf Lifesaving Qld representative	• Liaison between agency and LDMG
TAFE Queensland representative	• Liaison between agency and LDMG
Telstra representative	• Liaison between agency and LDMG
Tourism and Events Queensland representative	• Liaison between agency and LDMG
Unitywater representative	• Liaison between agency and LDMG
Visit Sunshine Coast representative	• Liaison between agency and LDMG
University of the Sunshine Coast representative	• Liaison between agency and LDMG

Agency-specific roles and responsibilities

Table 8: Agency Roles and Responsibilities

Agency	Roles and responsibilities
Sunshine Coast Local Disaster Management Group (SCLDMG)	• Functions as allocated to the group under s30 of the Act. • Development of a comprehensive local disaster management plan and strategies. • Design and maintenance of a public education/awareness program, which is delivered through member agency resources. • Support for the coordination of response agencies through the Local Disaster Coordination Centre (LDCC). • Reconnaissance and impact assessment. • Provision of public information prior to, during and following disaster events. • Recommended areas/locations to be considered for directed evacuation. • Public advice regarding voluntary evacuation. • Identification, resourcing, staffing, management, and operation of evacuation centres including the training of sufficient personnel to operate the centre. • Provision of locally based community support services. • Design, maintenance, and operation of the LDCC, including the training of sufficient personnel to operate the centre.
Australian Red Cross	• Provision of community support and disaster relief to disaster affected communities. • Provision of support with the operation of evacuation centres on the Sunshine Coast as per the Memorandum of Understanding. • Assistance with outreach services to disaster affected communities. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public awareness and education campaigns). • Provision of advice and communication with the LDC and DDC.
Bureau of Meteorology	• Provide forecasts, weather warnings and long-term outlooks on environmental phenomena that affect the safety, prosperity, and resilience within the Sunshine Coast region. • Collect, coordinate, and distribute environmental observation data in support of advice, warnings, and briefings. • Collection and interpretation of information from rainfall and flooding telemetry systems, jointly with SCC. • Provide seasonal climate outlooks for forward planning.

Agency	Roles and responsibilities
Energex	• Electricity supply information and warnings to Sunshine Coast disaster management agencies and the community. • Operation and maintenance of electrical power supply distribution. • Advice in relation to electrical power supply outages to agencies and community. • Restoration of power and advice regarding timeframes for power restoration. • Safety advice for consumers during disaster and emergency situations. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs).
Sunshine Coast Council (SCC)	• Management, support, policy advice and coordination of the business of the LDMG and its sub-groups, including the development and maintenance of disaster management plans and sub-plans. • Issue weather warning for flood, storm and cyclone to agencies and the community. • Identification, development, maintenance, and operation of a LDCC at a primary location and maintenance of alternative locations. • Identification and delivery of training and staffing required to operate the LDCC. • Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the group are implemented. • Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders, including the management and operation of evacuation centres, places of refuge or temporary relocation centres. • Assist the community to prepare for, respond to and recover from an event or disaster. • Issue of public information or warnings about disaster situations in accordance with the LDMP and LDCC Operations Sub-Plan. • Provide advice and support to the DDC. **General agency responsibilities:** • Development and maintenance of prevention and mitigation strategies such as land use planning and capital works programs. • Development and maintenance of an emergency operations and recovery team. • Development and maintenance of response plans where council is identified as lead agency (e.g., flooding) • Development and maintenance of a Field Coordination Centre (FCC) capability which can be activated for any necessary events.

	• Identification and delivery of training and staffing required to operate the FCC.

Agency	Roles and responsibilities
Sunshine Coast Council (SCC) *(continued)*	**Maintenance of council essential services to the community including:** ▪ Animals and pets ▪ Business support ▪ Community engagement and First Nations partnerships ▪ **Roads and transport networks** ▪ **Community facilities** ▪ Community safety, including disaster and emergency management ▪ Environment and liveability ▪ Community support, including health and well-being ▪ Waste and recycling management • Development and maintenance of communications systems between response and recovery agencies and coordination centres. • Maintenance (including debris clearance) of local roads and bridges including sourcing appropriate equipment required for task. • Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the BoM. • Maintenance of rainfall and flooding telemetry and warning systems. • Community awareness and education for risks for which Council is lead agency. • Support with QFD (DM) to the SES on the Sunshine Coast. • Provision of advice and communication about the operations of the FCC to the LDC and DDC.
Queensland Ambulance Service (QAS)	• Emergency pre-hospital patient care assessment, treatment, and transportation of ill and/or injured persons, selection of triage and treatment areas. • Coordination of all other volunteer first aid groups including QAS first responder groups. • The establishment of an on-site triage/treatment area, casualty clearing and vehicle marshalling areas. • Assistance with the evacuations of persons with medical conditions (specialised medical transport including aero - medical transport). • Liaison with all other emergency services, local and state government, and non-government agencies. • Advise the LDCC, through the provision of a liaison officer. • Request and provide assistance through the LDCC as required during disaster operations. • Provision of advice regarding transportation of medical special needs sectors of the community. • Activation of Medical Transport Plan.

Agency	Roles and responsibilities
Queensland Police Service (QPS) Disaster Management	• Review and assess and report on the effectiveness of disaster management by the state at all levels, including local plans. • Provision disaster management officers of coordination, policy, and operational advice, at all levels of the state's disaster management system, including at the SCLDMG. • Coordination of state and federal assistance for disaster management and operations. • Facilitation of a comprehensive, all hazards, all agencies approach to disaster management. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public awareness and education campaigns). • Management, coordination, and support of the SES on the Sunshine Coast. • Operation and maintenance of the State Disaster Coordination Centre (SDCC) • Manage resupply operations. • Coordinate and manage the deployment of SES across the State. • Support the deployment of Queensland Corrective Services resources. • Provision of public information during disaster and emergency situations.

Queensland Fire Department (QFD)	• Primary agency for bushfire, chemical/hazardous materials (HazMat) related incidents.
	• Development and maintenance of Incident Coordination Centre plans and capacity which can be activated for events where the QFD is the lead agency including training in AIIMS and staffing with sufficient trained personnel to operate the Centre.
	• Development of fire prevention and mitigation strategies and response plans.
	• Provide control, management, and pre-incident planning of fires (structural, landscape and transportation).
	• Safety of persons in relation to fire prevention, suppression, response, and recovery operations.
	• Advice and directions on public safety/evacuation from fire danger zones.
	• Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs).
	• Provide rescue capability for persons trapped in any vehicle, vessel, by height or in a confined space.
	• Provide rescue of person isolated or entrapped in swift water/floodwater events.
	• Provide Urban Search and Rescue (USAR) capability for building collapse events.
	• Assist in pumping out and clean-up of flooded buildings.
	• Primary Agency for chemical/hazardous materials (HazMat) related incidents.
	• Provision of expert advisory services on hazardous materials through the QFD Scientific Unit.
	• Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster Response.

Agency	Roles and responsibilities
Queensland Fire Department (QFD) *(continued)*	• Support the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan
	• Provide rapid damage impact assessment and intelligence gathering capabilities. Provide logistical and communications support to disasters within capabilities.
	• Provision of advice to, and communication with the LDC and DDC about the operations of the QFD.

Department of Housing and Public Works	• Lead agency temporary emergency accommodation.
	• Provision of temporary accommodation solutions and services for impacted members of a community and/or government response/recovery staff (in circumstances where local capacity has been exhausted).
	• Coordinate temporary office accommodation for use by State agencies.
	• Coordinate technical advice on structural suitability of buildings to use as places of refuge, evacuation centres and cyclone shelters.
	• Provide building response and recovery services, as requested, to government agencies.
	• Facilitate Structural Assistance Grant assessments as requested, on behalf of the Department of Local Government, Water and Volunteers.
	• Maintain contact registers of professional service providers, specialist building contractors, building services and trades for registered suppliers to QBuild.
	• Provide appropriate human-social recovery services across all stages of disaster response and recovery operations.
	• Provide advice and communicate to the LDC and DDC about community recovery requirements and operations.
	• On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.

Agency	Roles and responsibilities
Queensland Health	• Lead agency for response functions of public health, mental health, medical services, mass casualty management, mass fatality management and emergency medical retrieval. • Assist QAS with the clinical response to mass casualty management. • Assist QPS with forensic and scientific health services for mass fatality management and terrorism. • Provide health-related information to the public and disaster management stakeholders, including public health messaging. • Primary agency for heatwave, pandemic, biological and radiological incidents. • Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response and recovery including clinical care, public health, mental health, forensic support and health related messaging to the community. • Public health and environmental health advice and support, including risk assessment advice, to Sunshine Coast local government, industry and other agencies. • Provide mental health recovery support to affected communities, in conjunction with recovery partners. • Develop and maintain health-focused disaster and emergency preparedness, response and recovery plans, including business continuity, capability and capacity.
Queensland Police Service (QPS)	• Preservation of peace and good order. • Assisting the community to prepare for, respond to and recover from an event or disaster. • Prevention of crime. • Security of any site as a possible crime scene. • Investigation of the criminal aspect of any event. • Coronial investigation procedures. • Traffic control, including assistance with road closures and maintenance of roadblocks. • Crowd management/public safety. • Coordination of search and rescue. • Control and coordination of evacuation operations. • Provide security for damaged or evacuated premises. • Manage the register of evacuated persons in association with the Australian Red Cross. • Provide a disaster victim identification capability. • Respond to and investigate traffic, rail, and air incidents. • Advise the LDC, and request and provide assistance through the LDCC as required during disaster operations. • Provide liaison officers to the LDCC. • Fulfil the role of Sunshine Coast District Disaster Coordinator. • Undertake the role of Executive Officer District Disaster Management Group.

Agency	Roles and responsibilities
Department of Environment, Tourism, Science and Innovation (DETSI)	• 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 　• clean up measures for environments and wildlife 　• transport and disposal of wastes and contaminated materials. • Provide situational monitoring of local government infrastructure including landfills, sewage treatment plants and sewage pump stations, and the provision of expert advice. • Through the Queensland Parks and Wildlife Service (QPWS), respond to bushfires that occur on land it manages, and maintain a firefighting capability (and hazard mitigation function) to meet this responsibility. • Manage bushfire incidents on national parks, conservation parks and state forests unless there is a threat to life or property. • Encourage business preparation and resilience with crisis and disaster regulated information on Business Queensland website. • Coordinate response post disaster to support tourism recovery through Disaster Recovery Funding Arrangements if there is an activation or other mechanisms. • Stand up a disaster response network with tourism-related representatives in impacted regions to coordinate information, data, and response activities.
Department of Transport and Main Roads (DTMR) • Transport • Main Roads • Maritime Safety Queensland	• Primary agency for sea pollution where it impacts or is likely to impact on Queensland coastal waters. • Development and maintenance of prevention and mitigation strategies. • Development and maintenance of operational response plans. • Participation in evacuation route planning. • Provide information and advice on the impact of disruptive events on road, rail, aviation, and maritime infrastructure as it affects transport systems. • Assist with the safe movement of people as a result of mass evacuation of a disaster affected community. • Provision of advice and communication with the LDC and DDC about the operations of the Department during disaster response and recovery operations. • Request and provide assistance through the DDCC or LDCC as required during disaster operations.

Department of Education (DoE)	• Maintain the safety and wellbeing of students, staff, and volunteers who work or participate in DoE schools, institutions, and workplaces.
	• Lead, manage, and coordinate the department's planning, preparation, response and recovery from disasters and emergencies.
	• Provide departmental buildings that can be transitioned to cyclone shelters, places of refuge and evacuation centres.
	• Request and provide assistance through the DDCC or LDCC as required during disaster operations.
	• Temporarily close and facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event (s9, Education (General Provisions) Regulation 2017).
	• Ensure that all state schools, regional offices, and other workplaces have a documented emergency response plan or regional disaster management sub-plan.

Agency	Roles and responsibilities
State Emergency Service (SES)	• Development and maintenance of a capacity to respond or assist other agencies respond to disaster and emergency situations. • Assisting the community to prepare for, respond to and recover from an event or disaster. Public education and awareness programs. • Rescue of trapped or stranded persons. • Search operations for missing persons. • Emergency repair/protection of damaged/vulnerable buildings especially for members of the community. • Assistance with debris clearance. • First aid support. • Traffic control support. • Assistance with communications and specialist radio communications. Assistance with emergency lighting. • Provide a Liaison Officer at the FCC. • Advise Queensland Fire Department (Disaster Management) of operations underway, and request and provide assistance through the ICC to the Lead Agency or the LDCC as required by QFD during disaster operations.
Sunshine Coast Airport	• Development and maintenance of airport emergency plans. Maintain airport operations. • Provision of advice to, and communication with the LDC and DDC about the operations of the Airport Emergency Operations Centre. • Request and provide assistance through the LDCC as required during disaster operations.
Surf Lifesaving Queensland (SLSQ)	• Act as the primary authority for closing beaches, working with council 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 focus remains on patrolled beaches and effectively manage the supply of surplus personnel and equipment to events. • Provide a network of support and intelligence to the DDMG and LDMG 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 QFD 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 our Operations and Communications Centre via our state camera, radio, and member networks

Agency	Roles and responsibilities
Unitywater	• Provide drinking water to the Sunshine Coast community that meets the Australian Drinking Water Guidelines and at the required pressures (Note: Seqwater provides primary water treatment) • Provide recycled water and wastewater management services to the Sunshine Coast community • Notify the public and regulators of any drinking water, recycled water or wastewater impacts • Develop and maintain incident management practices including 24/7 Control Room oversight • Provide advice to and communicate with the LDC and DDC about Unitywater operations during a disaster • Request and provide assistance through the LDCC as required during disaster operations Assist the community to prepare for, respond to, and recover from an event or disaster (e.g., public education and awareness programs)
Visit Sunshine Coast	• Assist the tourism industry community to prepare for, respond to and recover from an event or disaster (e.g., public awareness and education campaigns). • Work with the Sunshine Coast tourism industry to provide support and assistance in the coordination of accommodation, travel, etc. for affected interstate and international tourists. • Participation in Community Recovery process for tourism industry. • Provision of advice to, and communication with the LDC and DDC. • Request and provide assistance through the LDCC as required during disaster operations.

Community disaster management groups

Introduction

SLDMG has authorised the establishment of community sub-groups in areas that are often isolated during disaster events.

Community disaster management sub-groups are established in line with QDMA, Disaster Management Strategic Policy Framework, and the Act.

Establishment

The establishment of community sub-groups will provide a stronger community input into all aspects of disaster preparedness, prevention, response, and recovery (PPRR) and will foster the strengths of natural and potential community leaders.

Communities have collective knowledge which increases the capacity to self-organise effectively and develop links and connections within their community, opens lines of communication between the community and the LDCC, emergency services and other agencies. It also provides an opportunity to be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead.

While the SCLDMG is responsible for maintaining the overall regional disaster management plan, the community sub-group, with its local knowledge, will act in the local community's interests to prepare for, and be the conduit between the community and council before, during, and after events.

Resilience within the community to natural hazards and human-caused events starts with the individual and encompasses those individuals, community groups and networks, business, government, and non-government agencies that are representative within these communities.

Purpose

The purpose of the community disaster management sub-group is to establish a core group of people within a local community, who possess the local knowledge and expertise to ensure that disaster management and disaster operations within the local area are managed effectively by the SCLDMG. The following arrangements form part of the QDMA to assist with the management of disaster operations within the Sunshine Coast region.

There are currently six SCLDMG community sub-groups operating as well as one local network.

They include:

- Mooloolah/Eudlo/Diamond Valley/Glenview (Mooloolah/Eudlo Group)
- Kenilworth/Conondale and Crystal Waters (Kenilworth Conondale Group)
- Maleny
- Montville
- Mapleton/Flaxton (Mapleton/Flaxton Group)
- Halcyon Landing, Bli-Bli
- Glasshouse Country Network.

Role of community disaster management groups and sub-groups

Whilst the SCLDMG is responsible for maintaining and executing the overall LDMP, each community disaster management sub-group, with local knowledge and resources, supported by the SCLDMG will act in the local community's interests to prepare for and assist the SCLDMG during an event in times when the community is isolated.

> **The following parts of this plan have been developed in accordance with the Guiding Principles specified in s4A(a) of the Act.**

PART 5 – PREVENTION

Meaning of terms

Prevention

Prevention is 'activities and measures to avoid existing and new disaster risks. Prevention (e.g., 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'[24].

Mitigation

Mitigation is defined as 'activities intended to reduce or eliminate risks or lessen the actual or potential effects or consequences of an event'[25].

Resilience

Resilience 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'[26].

Prevention and mitigation strategies

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
- 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, and
- Resilience-building activities including partnership-building and engagement within and between the government and private sectors.

Planning Scheme

Sunshine Coast Council is currently in the process of renewing its 2014 version of the planning scheme.

The new planning scheme will regulate:

- What development should occur where
- How development should occur - by outlining the rules (codes) against which development must be assessed
- What assessment process is required - by stating whether a development application is required, and if so, the process to be followed.

A planning scheme seeks to balance competing objectives such as:

- Making sure there is enough land available in the right locations to support community needs (including housing, services, and business areas) while ensuring natural assets are protected
- Maximising liveability of communities by ensuring there is green space, community facilities, places to work and shop and housing options for all
- Ensuring infrastructure is planned for and used efficiently (roads, pathways, and stormwater drainage)
- Protecting natural areas and human made features such as heritage buildings, and
- Making communities more resilient to natural hazards such as floods and bushfires.

---

[24] Queensland Disaster Management Lexicon.
[25] Queensland Disaster Management Lexicon.

[26] Queensland Disaster Management Lexicon

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)

Community education and awareness programs

Sunshine Coast Council is committed to ensuring the safety and wellbeing of residents and visitors to the region. Council recognises building a region resilient to disasters is a shared responsibility between government, business, our neighbourhoods and individuals with disaster education starting with our youngest community members to help educate our local communities on how to best to prepare for disasters. Community education and awareness strategies include:

- Deliver and/or support neighbourhood programs that assist with developing connected neighbourhoods and strengthening relationships that build social resilience
- Support community driven opportunities that build communities capacity to thrive before, during and after a disaster
- Increase community access to information on risks and resilience
- Promote Sunshine Coast Council's Disaster Hub
- Build capacity to positively respond to the impacts of climate change and disasters through education and partnerships with key stakeholders, business, community groups, universities and government
- Work with the business community to prepare for, respond to, and recover from events that disrupt business continuity
- Undertake and participate in training exercises with internal and external stakeholders.

Table 9: Community Education and Awareness Programs

Get Ready plan activities may include:

Type	Program/Activity	Details
Education Activities Local schools' programs	Sunshine Coast Get Ready Schools Program	Delivery of the Sunshine Coast 'Get Ready' Schools Program on preparing for extreme weather events, including delivery of new online education resource tool for Grades 5/6
Community Engagement Local community engagement activities	Sunshine Coast Get Ready Community Seminars for +55's	Delivery of education and awareness community seminars for Aged Care facilities and residents of independent living communities
	Sunshine Coast Get Ready Community Seminars	Delivery of disaster preparedness education seminars for general community members
	Emergency Services and Disaster Preparedness Expo	Conduct of a bi-annual emergency services expo to increase awareness for the general community in the tools provided to increase resilience in the event of a disaster
Diverse Community Activities Programs targeting diversity groups	Sunshine Coast Indigenous Community Forum/Workshop	In partnership with Councils First Nations Partnership team delivery of a forum and workshop for our Indigenous community to share disaster preparedness information and for agencies to obtain value.

Type	Program/Activity	Details
	Sunshine Coast Get Ready CALD Community Forum/Workshop	Deliver 2x Forum/Workshops for our CALD community to share preparedness information and for agencies to obtain valuable feedback/suggestions on how we can improve dissemination of information pre/during/post disaster events.
Marketing and Advertising Local and regional advertising costs	Get Ready Week Media Campaign	Production and delivery of the Sunshine Coast Get Ready promotion across various platforms
Community Engagement Network building and partnerships	Glasshouse Country Disaster Management Network	Participation, support, and further development of the Glasshouse Country Disaster Management Network Group, including meetings, exercises, planning
Community Engagement Local community engagement activities	LDMG Community Sub-Group activities	Participation, support, and further development of the 6x LDMG Community Sub-Groups, 1 Local Network and localised activities.

Funding strategies

Community grants

Not-for-profit community organisations can apply for up to $3000 to fund projects that have arisen as a consequence of failure, damage or loss of essential equipment or infrastructure due to unforeseen circumstances.

During a declared disaster situation applicants can apply for other costs (including, but not limited to, operational costs when an organisation demonstrates financial hardship).

Funding must be for projects or costs which are:

- Deemed to be an 'emergency' (requiring rapid response),
- Significantly impacting the organisation's ability to continue to operate.

Projects that are covered by insurance are not eligible.

For further details refer to the Emergency Grants page on Council's website: www.sunshinecoast.qld.gov.au/living-and-community/grants-and-funding.

Queensland Reconstruction Authority (QRA) disaster resilience funding

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

  Eligibility includes:

  - 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.

- Local Recovery and Resilience Grant assists eligible councils in delivering activities and projects that:
  - Address the emerging relief and recovery needs within the community following the onset of the eligible extraordinary event
  - Contribute to building disaster resilience and reducing the impact of future events.
- Get Ready Queensland assists in building community resilience to deal with the extreme weather and natural disasters that are part of living in our state. Sunshine Coast Council in Queensland receive varying funding to use on locally led resilience building projects. The approved funding amounts is based on the local government area population.

Insurance cover

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.

Sunshine Coast Council encourages all property and business owners and occupiers to purchase appropriate insurances as a key risk reduction strategy. Residents should also 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.

PART 6 – PREPAREDNESS

Meaning of term

Preparedness means 'arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed'[27].

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.

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
- Recovery arrangements.

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[28].

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

Emergency Management Assurance Framework

The Emergency Management Assurance Framework (EMAF) provides the basis for delivering the functions of IGEM under section 16(c) of the Act. IGEM has the responsibility to review and assess the effectiveness of disaster management by the State, Disaster District, and local groups.

The function is comprised of three (3) main elements:

1. Principles
2. Standards for Disaster Management in Queensland
3. Assurance Activities.

Figure 11: Emergency Management Assurance Framework illustrates the relationship of these elements within the EMAF.

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

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.

---

[27] Australian Institute of Disaster Resilience, Emergency Management Glossary
[28] Primarily sourced from Australian Institute of Disaster Resilience Emergency Planning Manual.

[29] Inspector-General of Emergency Management, Emergency Management Assurance Framework.
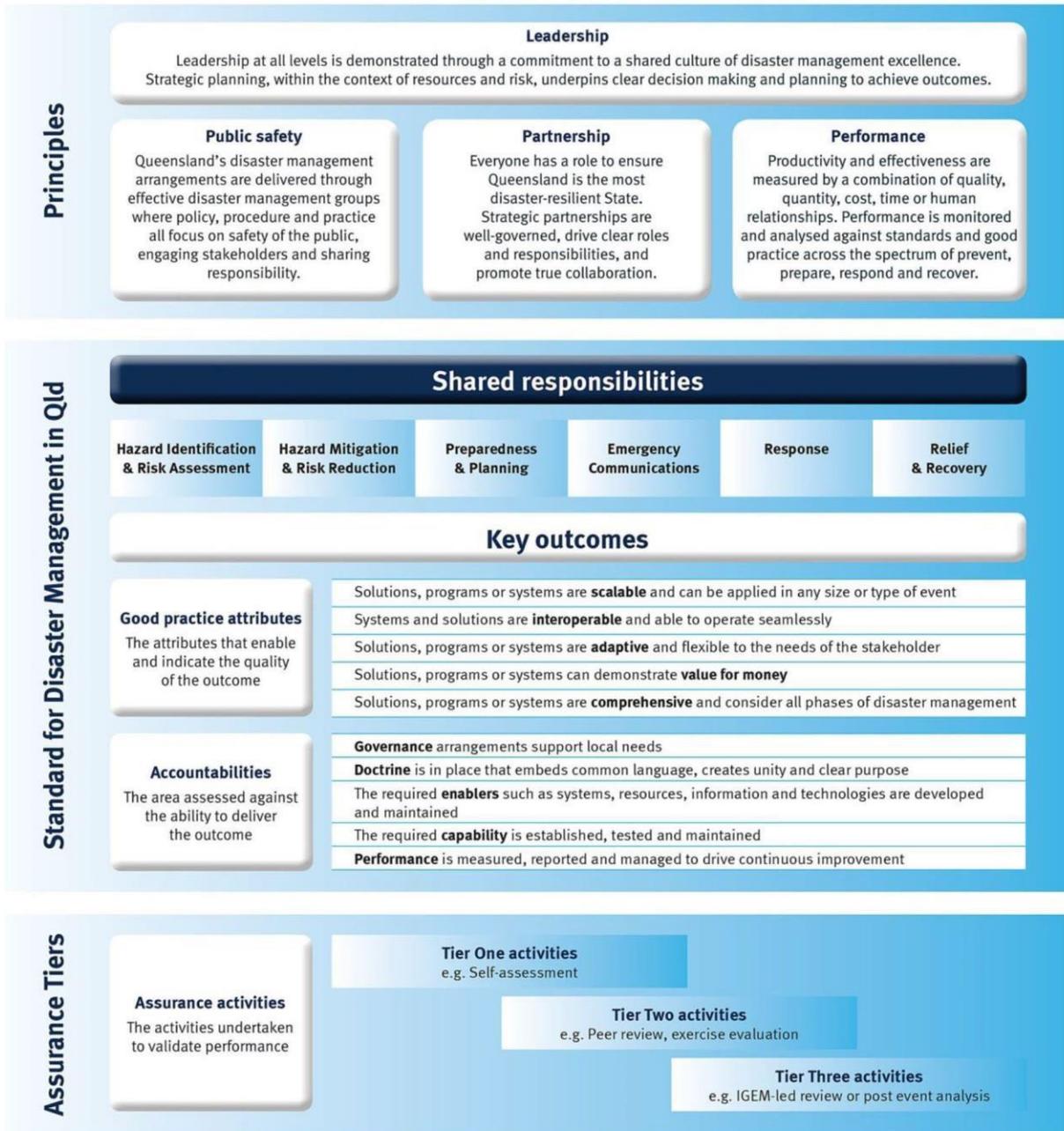
Figure 11: Emergency Management Assurance Framework and Methodology Ratings[30]

---

[30] Inspector-General of Emergency Management, Emergency Management Assurance Framework.

Training programs

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

Council works closely with the QPS and other relevant agencies to ensure all mandatory training and inductions are undertaken and recorded.

Queensland Disaster Management Training Framework (QDMTF)

In accordance with s16A(c) of the Act, the QQDMTF 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 Disaster Management [website](#).

Each member agency is responsible for ensuring that staff working in an operational environment have received appropriate training, in particular for those roles identified for 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 Disaster Management Learning Management System.

The following table details a range of selected disaster management training activities central to providing disaster management and whilst it does not detail all the training modules that are available, it provides a cross-section of those training activities that are mandatory and those that are considered important for SCLDMG, LDCC, LRG and FCC staff.

Table 10: Recommended QDMTF Activities

	LDC	Chair, LDMG	LDMG members	LRC	LRG members	LDCC staff	LDCC agency liaison
M - Mandatory							
NB - Needs based							
Queensland Disaster Management Arrangements	M	M	M	M	M	M	M
Intro to Business Continuity Planning	M	NB	NB	NB	NB		
Intro to Disaster Management Planning	M	NB	M	M	NB		
Intro to Emergency Risk Management	M	NB	NB	NB	NB		
Intro to Exercise Management	NB	NB	NB	NB	NB	NB	NB
Intro to Lessons Management	M	NB	NB	M	NB	NB	NB
Intro to Community Engagement	NB	NB	NB	NB	NB		
Intro to Warnings and Alerts	M	NB	NB			NB	NB
Working with Emergency Alert	NB					NB	
Intro to Disaster Coordination Centres	M	NB	NB	NB		M	M
Intro to Evacuation	M	NB	NB			NB	NB
Evacuation planning	NB		NB			NB	
Intro to Evacuation Centre Management	NB	NB	NB	NB		NB	
Working in and Evacuation Centre				NB			
Managing an Evacuation Centre				NB			
Intro to Disaster Funding Arrangements	M	M	NB	M	NB	NB	NB

Working with Disaster Funding Arrangements	NB			NB		NB	
Intro to Recovery	NB	NB	NB	M	M		NB
Working in Recovery	NB			M	M		
Group/Committee Members Induction		M	M				
Recovery Coordinator Inductions	M			M			

Disaster management exercises

Section 30 of the Act requires a local group 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
- The local government must review the effectiveness of the plan at least once a year

Other than operational activation of the Plan, to meet the above requirements, exercises are the primary mechanism to review and assess the effectiveness of the plan, to maintain or improve preparedness for events and to enhance skills.

Prior to participating in disaster management exercises, it is preferred that participants have a basic understanding of the procedures that apply to working in a disaster management environment and that the experience and learning's from the exercise can be maximised.

To promote transparency and best practice, independent sources (e.g., contracted service provider) should be used to conduct and evaluate SCLDMG exercises and planning activities.

Consideration should also be given to the involvement of partner disaster management groups (e.g., Noosa LDMG, Sunshine Coast DDMG, or near region LDMG) in SCLDMG exercises and training activities.

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 Local Disaster Coordination Centre
- 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.

Exercise types

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

- major discussion-style exercise (tabletop) and include all members of the LDMG
- functional exercise to evaluate the activation and operation of the LDCC
- 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
- functional exercise to evaluate the activation and operation of an evacuation centre
- agency-led field exercise (e.g., transport accident involving emergency services)
- activation and operation of a small-scale LDCC activation
- disaster management group collaborative exercise involving other district or neighbouring LDMG, LDCC or evacuation centre staff.

Exercise evaluation

An exercise is to be followed by a debrief process for all participants. A 'hot' debrief is to be conducted immediately following the conclusion of the exercise and a 'cold' debrief conducted not longer than a month following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learning's from the exercise are to be consolidated into a plan for action and eventually into planning processes. Independent assessment of exercises is highly encouraged.

Pre-season briefings

Authorised agencies (e.g., BoM, QFD) 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.

Community preparedness strategies

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.

Whilst SCC 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, thus enhancing community and individual resilience.

SCC's role, through the SCLDMG will be to engage and communicate with, educate, and support 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, and
- healthy levels of community connectedness, trust, and cooperation.

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

Disaster Hub[31]

SCC provides a comprehensive 'Disaster Hub' website that details a range of disaster management-related information.

Figure 12: Disaster Hub Screen

Community warnings and information

Broadcast media and Council provide real time 'single-point of truth' information/warnings on any emergency or disaster event. Communities should be aware of information that is not from a trusted source.

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

Council

- SCC Disaster Hub
- disaster.sunshinecoast.qld.gov.au/#Dashboard SCC News centre sunshinecoast.qld.gov.au/Council/News-Centre/
- SCC Facebook facebook.com/SunshineCoastCouncil/
- SCC Linkedin
- linkedin.com/company/sunshine-coast-regional-council/ SCC X x.com/CouncilSCC
- SCC Our Sunshine Coast oursc.com.au
- SCC YouTube youtube.com/user/CouncilSCC

- In addition to other community services, the SCC App, provides links to the DisasterHub and CoastAlerts, as well as providing notifications of emergency warnings and alerts.
sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app

Figure 13: Example SCC App image

Broadcast media

- Broadcast media including ABC Radio Sunshine Coast (90.3 or 95.3), Sea FM (91.9) Sunshine FM (104.9)

- Local television networks

---

[31] https://www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters

Other sources

- Warnings provided by the BoM

- Warnings provided by SCC

- Subscription messaging services (e.g. Weatherzone).

- QFD Bushfire and Warnings
  fire.qld.gov.au/Current-Incidents

- 'Preparing for disasters'
  qld.gov.au/emergency/dealing-disasters/prepare-for-disasters
  or
  getready.qld.gov.au/get-prepared

- Queensland Government 'Disaster Management Dashboard' disaster.qld.gov.au

- SES Preparing for severe weather
  ses.qld.gov.au/prepare-for-severe-weather

- Queensland Government 'Get Ready Queensland'
  getready.qld.gov.au

- Queensland Government Community safety programs
  qld.gov.au/emergency/safety/community/community-safety-programs

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 for privacy and managing disaster events and information sharing can be found online at the Office of the Information Commissioner[32].

Operational readiness

The LDCC is the facility from which the response and recovery phases of disaster management are coordinated. The facility, whether it be a dedicated LDCC or one that is converted from other uses, should always be in a state of readiness with sufficient resources available to undertake operational activities. The use of this facility is the responsibility of the LDC in consultation with the Chair of the LDMG.

To remain in a state of readiness, the LDCC relies on various systems to monitor conditions throughout the region, including the flood warning system and various other systems hosted by SCC and other agencies. These systems should be maintained and operational at all times with redundancy for outages where identified in Business Continuity Plans (BCP).

Business continuity planning

A 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.

SCC has developed a Business Continuity Master Plan that details a comprehensive business continuity process.

The objectives of the BCP are:

- to ensure that minimum acceptable service levels are maintained
- to ensure recovery from interruptions as quickly as possible
- to minimise the impact of interruptions to critical functions and assets
- to protect the health and safety of staff and the public.

---

[32] oic.qld.gov.au

PART 7 – RESPONSE

Meaning of term

Response is defined as the 'actions taken in anticipation of, during, and immediately after an emergency (disaster event) to ensure that its effects are minimised, and that people affected are given immediate relief and support'[33].

Notifications

LDMG members will receive notification messages via a number of means including text messages, emails and telephone.

The DDC will receive notification directly from the State Disaster Coordination Centre (SDCC) and internally through QPS Communication Centres and will ensure the dissemination of warnings to vulnerable LDMGs within the Sunshine Coast Disaster District.

The LDC and several agencies will also receive warnings directly from relevant sources (e.g., BoM). SCLDMG members will be notified by the LDC and may also receive notification from other sources (e.g., own agency).

Activation

There are four (4) levels of activation based on the figure below.

Concept of operations

Operational functions of the SCLDMG

Under s30(f-j) of the Act, the SCLDMG will undertake the following operational functions:

- 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

Level of activation	Definition
Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing of the potential 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 activated.
Stand Up	The operational state following 'Lean Forward,' where 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 continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Figure 14: Activation response model (Source: SDMP Figure 8.1)

---

[33] Australian Institute of Disaster Resilience, Glossary

Activation of local disaster management arrangements

- It is the responsibility of the LDC to notify the Chair of the SCLDMG, the Mayor, the CEO of SCC, the DDC, and the Area Director QPS (DM) when the LDC considers that the conditions justify an activation of the plan and establishment of an LDCC.

- The Chair of SCLDMG (or in the Chair's absence or unavailability, a delegated person) is authorised to activate this Plan. As a consequence of the activation of this plan, the LDMG is also activated.

- The LDC has overall responsibility for the activation and operation of the LDCC and for ensuring appropriate levels of staff are identified and trained in the operation of the LDCC.

Activation procedures are outlined and contained in the LDCC Operations Sub-plan.

Local Disaster Coordination Centre (LDCC)

The LDCC is a facility managed by the local government, staffed by local government employees, and supported by agency liaison officers from government and NGOs. The LDCC primary function is the coordination of disaster operations on behalf of the SCLDMG and to manage information and resources and to ensure the decisions and directions of the SCLDMG are carried out.

The LDC has overall responsibility for the activation and operation of the LDCC, however should not play an active part in any of the functional activities. The role of the LDC is primarily to oversee the operations and to ensure it is working effectively in accordance with s36 of the Act (Functions of LDC).

Structure

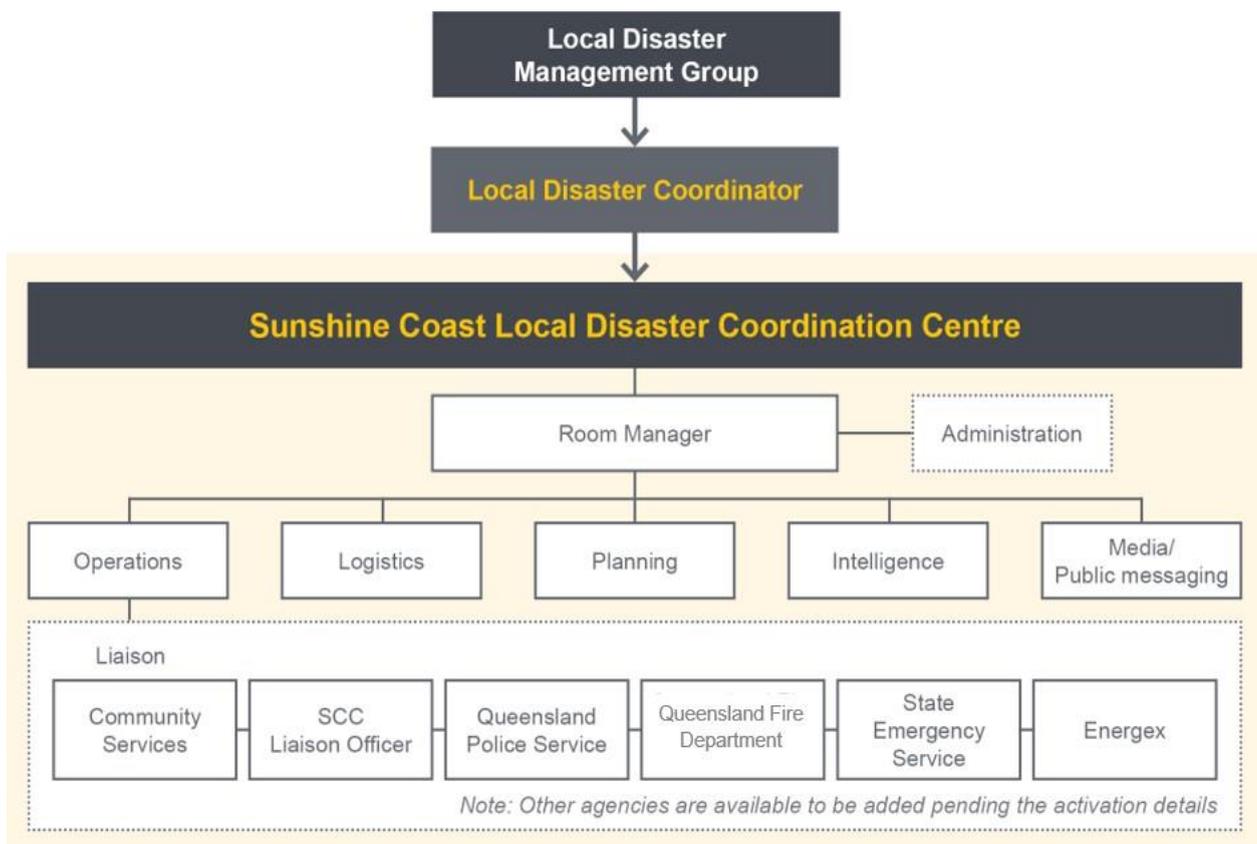The LDCC structure is based the structure shown in the figure below.

Figure 15: Indicative Sunshine Coast LDCC Structure

Key positions operating within the LDCC (based on the Australasian Inter-Service Incident Management System or AIIMS) include:

- Room Manager
- Operations Cell
- Planning Cell
- Intelligence Cell
- Logistics Cell
- Public Information Cell
- Administration Cell

Other localised functions include 'Customer Contact', 'Community Services', 'Field operations', and 'Local Government Liaison'. Liaison officers also form part of the structure and provide a link to their own agencies.

> **Refer to Sunshine Coast's LDCC Operations Plan provides more detailed information on the roles, responsibilities, and functions of the facility.**

Information management

Local governments use various systems to manage information in their LDCC's, from paper-based processes to customised electronic systems. Regardless of the system used, local government should ensure they have the necessary process in place for the accurate and timely capture of information during an event.

SCC uses Guardian IMS as their information management system. Guardian IMS enables the capture of relevant information and requests for assistance (RFA) as well as the allocation of tasks to responding agencies.

Council undertakes regular training in the system with both internal and external users and includes scenario-based activities.

Intelligence gathering

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 SCLDMG 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 (e.g., Livestock)
- the needs of the affected community (e.g., shelter, food, water etc).

Other sources of information may include:

- imagery/photographic
- communications
- telemetry (e.g., flood gauges)
- 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.

Operational reporting

The LDC will ensure operational reporting – Situation Reports (SitReps) occur from Local to District to State commences once the LDMG is activated. Once the LDCC is activated, all reporting will be undertaken as detailed in the LDCC Operations Sub-Plan.

SitReps will be prepared on a regular basis including:

- on activation
- at pre-determined times (usually twice daily, but may be more frequent)
- as the situation changes
- on a request from the DDC
- at the conclusion of operations.

SitReps will be created and stored within Guardian IMS to ensure they are accessible by all staff and agencies supporting the LDCC. The LDC is responsible for ensuring that SitReps are prepared and the Chair of the LDMG is responsible for their authorisation. All SitReps are provided to the DDC and LDMG members.

Requests for Assistance (RFA)

When Local Government resources are exhausted, unsuitable for use or a specific technical resource or capability is not able to be located or available, an RFA will be forwarded to the District requesting support. All requests for assistance to the District shall go through the LDC or delegate by way of a RFA process.

The LDC will be proactive in informing the District if it is likely that requests for additional resources are to be made so that in turn the District can also be proactive in its planning for requests for additional resources from within the region, or if these are not available, from the State level.

If resources from State are not available or not within its jurisdiction to approve, a request will be forwarded to the Australian Government for assistance (e.g., ADF support under the Defence Assistance to the Civil Community - DACC arrangements)

Financial management

Disaster-related finances are not normally included in the budgetary processes of Council. All 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 for claiming reimbursement of any expenses allowed under the State Disaster Relief Arrangements (SDRA) and the Disaster Recovery Funding Arrangements (DRFA).

> **Refer to Finance Sub-plan for further information**

Re-supply of isolated communities

Disaster events have a potential to create isolated communities within the local government area. The local group is responsible for supporting communities within the area to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

If an event does isolate a community within the Sunshine Coast, all resupply requirements will be addressed in accordance with the Queensland Resupply Guidelines.

Media management

All media management and associated communications-related functions for an event will be undertaken as per the Sunshine Coast Information & Warnings Sub Plan.

Public information and warnings

The plan identifies that public information and warnings provided by the local group shall be provided mainly through media releases specifically ABC radio, commercial radio and television networks, social media, print media and the Disaster Hub. Landlines and mobile phones will also be utilised for emergency alert advice. The use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging will be used to support and reinforce the warning messages provided. The Queensland Government and SCC contact centres will also be used to support and emphasise the messages provided through the various forms of media.

The Chair of the SCLDMG and LDC shall be the key sources of information to the community regarding the status of the response to the event and any other associated threats or required community actions. The role of the SCLDMG Media Liaison Officer is to support these spokespersons and to ensure a coordinated and consistent message is broadcast to the community.

> **Refer to Public Information and Warnings Operational Sub-plan for further information**

Damage assessments

Initial damage assessments will be coordinated through the LDCC and will involve multiple agencies including the QFD, SCC and may include representatives from QRA and any other agency or organisation as required. The information collated from the assessments will be used in forward planning by the SCLDMG, as well as in disaster recovery operations.

Fatigue management

If the activation continues for an extended period of time, fatigue management principles will apply. Disaster management entities will be required to manage fatigue of their staff in line with their internal agency policies and procedures. Personnel must have the capacity to rotate or replace staff during longer protracted events to prevent physical and mental health issues. A fatigue management procedure is to be included in the LDCC Operations Sub-Plan and fatigue management is to be implemented at the commencement of each activation.

After-activation reviews

The 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 those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in the next operation

- assess capability and consider where additional planning, training and/or exercises may enhance capability.

These reviews are conducted through two forms of debrief, namely:

1. **Hot debriefs**

    Hot-debriefs are undertaken immediately after operations have ceased, 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 work well

    - safety issues

    - immediate remedial actions required to rectify issues.

2. **Post-event debriefs**

    This form of debrief is 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 sustaining, fixing, or improving disaster management capability (e.g., policies, processes, and procedures).

    Post-event debriefs should 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 Lessons Management Framework**

After action reviews should be completed for both disaster response and relief operations and recovery operations and are conducted as deemed appropriate within the guidelines and framework and by the Chair of the SCLDMG and the LDC. Where practical, the review process should be managed by an independent source (e.g., contracted service provider). This will provide the SCLDMG and SCC with an impartial outcome based on best practice.

Post-operations report

Following the completion of all reviews, a Post-Operational Report (POR) will be prepared and provided to the Local Disaster Management Group. This report details findings and recommendations to address any operational issues identified during debriefs. If issues have been identified, an 'Action Plan' must be included in the report to ensure issues are rectified. This plan will be monitored by the LDC to ensure affirmative action is taken on each issue raised.

Correlation between response and recovery operations
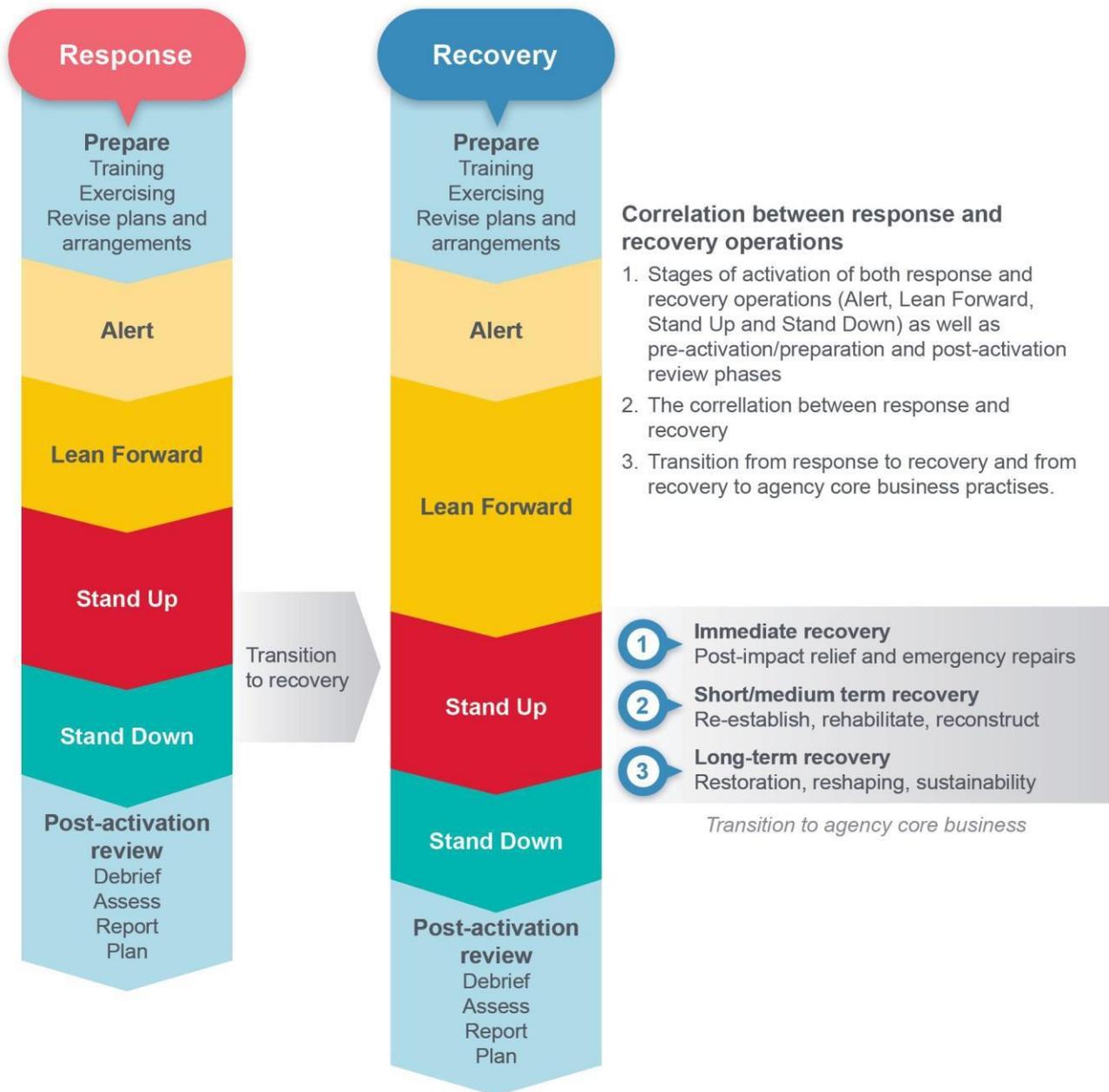
Figure 16: Correlation Between Response and Recovery

The above diagram illustrates the correlation between the disaster management phases of response and recovery. A brief description of each of the stages that follows endeavours to provide a 'factual' overview of what is likely to occur before, during and after an event.

Response 'Prepare' and recovery 'Pre-activation' stages

This is the period where plans and arrangements are revised, training and exercising is conducted and all agencies are preparing for future activation.

'Alert' stage

Preferably, both response and recovery agencies are made aware of a threat that may impact their area of responsibility. At this stage no significant activities are undertaken other than monitoring the situation and some communications between relevant agencies.

'Lean Forward' stage

- The threat is imminent, and all agencies are preparing to 'stand up'.
- Response agencies are in state of readiness.
- Ideally SCLDMG has conducted its initial meeting and the LDCC is being prepared for activation. This may involve the activation of selected staff to assist with essential preparations of the LDCC.
- Recovery agencies are communicating regularly and making preliminary arrangements.
- The LRG may consider meeting.
- All agencies are gathering information for future planning and activities.

Response 'Stand Up' stage

- Response plans are implemented, agencies activated, resources mobilised, and response-related tasks are being conducted.
- Recovery agencies are still at Lean Forward, however gathering information on community-related damage assessments. If not already occurring, the LRG will be meeting to scope out likely activities and initial actions.
- LDCC is operating to desired level and SCLDMG is meeting.
- LDC and LRC are communicating regularly.

Prior to Stand Down stage for responders, a decision will be made by the SCLDMG in consultation with LDC and LRC as to when recovery operations are to commence. This should be a seamless transition but cannot be defined precisely as there is no 'hard and fast' rule.
Ideally, a 'Recovery Plan' should be developed during the response phase, detailing at what point response operations cease and recovery operations commence. In a technical sense, response ends when all tasks related to preservation of life, property and the

environment. are completed, however in most instances there will be overlaps in the short term.

Response 'Stand Down' stage

- Response tasks are completed.
- LDCC records are secured and the Transition to Recovery plan is implemented.
- Response agencies including Police, Emergency Services, Council operational branches and relief-related service providers cease activities, refurbish resources, and conduct operational reviews (Debriefs).

Recovery 'Stand Up' stage

- As response activities are ending the LRG will 'officially' commence stage 1 recovery activities (post-impact relief and emergency repairs)[34].
- To coordinate the recovery process, the LDCC should remain operating, albeit in an altered staffing model, to suit the recovery service delivery.
- Plans previously prepared during the Recovery Lean Forward/Response Stand Up stages will be implemented and modified as required to meet the changing needs of the community impact as it becomes known.

Recovery 'Stand Down' stage

- Recovery activities may take a considerable period of time (weeks, or months) that will only cease when agencies determine that services can be appropriately handled by agencies as part of their 'core' business.
- At this point, Recovery Stand Down will occur, with reviews of operational performances through debriefs conducted.

In the phase following 'stand down' both response and recovery entities will undertake a Lessons Management approach to the conduct of their operations across the four stages of activation and incorporate lessons identified into future planning and training (continuous improvement/lessons learned).

For more details on activation triggers and indicative actions refer to Appendix 2

---

[34] It should be noted that the LRG may already have

been at stand up just prior to this ensuring that all
planning for initial tasking was completed

Declaration of a disaster situation

In accordance with s64 of the Act, The Sunshine Coast DDC may, with the approval of the Minister, 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

- 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, namely:
  - loss of human life
  - illness or injury to humans
  - property loss or damage
  - damage to the environment.

- Before declaring the disaster situation, the DDC must take reasonable steps to consult with:
  - the DDMG
  - SCC.

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

Under s69 of the Act, the Minister and Premier may also declare a disaster situation for the State of 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.

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

Warnings

Warning authorities

The following table details agencies that are responsible for issuing warnings.

Table 11: Warning Authorities

Agency	Warning/Information type
Bureau of Meteorology (BoM)	Severe Weather Alerts (e.g., 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)	State major road disruptions
Queensland Rail	Queensland Rail disruptions
SCC	Floods, Storms and Cyclone warnings
Queensland Health	Public Health alerts Heatwaves
Queensland Fire Department (QFD)	Emergency Alerts (EA) Standard Emergency Warning Signal (SEWS) Bushfires and major fires Hazardous materials incidents
Energex	Major Infrastructure failure
Unitywater	Major Infrastructure failure Issue drinking water notices Notify of sewerage releases to the environment
Seqwater	Dam release notifications Dam spilling Dam recreational safety
Queensland Police Services (QPS)	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 multiple communication sources including:

- mobile/ landline telephone including SMS messaging
- broadcast media including ABC radio, local radio, and television networks
- social media platforms including: SCC's website, X, Facebook, LinkedIn, OurSC and SCC Disaster Hub
- media websites
- door knocking
- opt-in notification systems including road closures and weather warnings.

A warning provides point-in-time information about a hazard that is expected to impact or is impacting communities.

It describes the impact and expected consequences for communities and includes advice on what people should do. Warning messages are issued independently by different issuing agencies (those required to issue a warning before, during and after an emergency or disaster) through various, tailored distribution methods.

In an emergency or disaster, warnings play a critical role by empowering communities to make life-saving decisions.

Australian Warning System (AWS)

The Australian Warning System (AWS) is a national approach to information and warnings during emergencies and disasters.

The AWS has been designed based on feedback and research across the country and aims to deliver a more consistent approach to emergency warnings, no matter where you are. It uses a nationally consistent set of icons to show incidents on websites and apps, supported by Call-to-Action

statements.

On 1 November 2023, Queensland adopted the AWS for all nationally recognised hazards which includes bushfire, severe weather, flood, cyclone, and extreme heat.

The AWS includes:

- three (3) consistent colours
- three (3) warnings levels
- icons for each hazard showing the severity of the warning
- specific Call-to-Action statements.

Warning levels and colours:

Advice

Advice warnings are yellow.

An incident has started. There is no immediate danger. Stay up to date in case the situation changes.

Watch and Act

Watch and Act warnings are orange.

There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.

Emergency Warning

Emergency Warnings are red.

An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

Warning icons and hazards:

The AWS hazard icons have been developed through community research and allows a consistent set of hazard icons across the country. The five nationally recognised hazards under the AWS are Bushfire, Cyclone, Severe Weather, Flood, and Extreme Heat. There is also the 'Other' icon which can be used for additional hazards that may require a warning. Each hazard has its own icon. As the warning level escalates, so does the colour and icons centre image.

Severe Weather

Flood

Cyclone

Bushfire

Extreme Heat

Other

Warning call to action statements:

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

ADVICE

- Prepare now
- Stay informed
- Monitor conditions
- Threat is reduced
- Avoid the area
- Return with caution
- Avoid smoke

WATCH AND ACT

- Prepare to leave/evacuate
- Leave/evacuate now (if you are not prepared)
- Prepare to take shelter
- Move/Stay indoors
- Stay near shelter
- Walk two or more streets back
- Monitor conditions as they are changing
- Be aware of ember attack
- Move to higher ground
- Limit time outside
- 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

EMERGENCY WARNING

- Leave/evacuate immediately
- Leave/evacuate by am/pm/hazard timing
- Seek/take shelter now
- Shelter indoors now
- Too late/dangerous to leave

National warning systems

Emergency Alert (EA)

EA provides a platform for local and state agencies to issue warnings. EA is a way to deliver messages directly to a person's mobile or landline phone, it should complement other forms of public information or warning delivery such as traditional media, social media and website updates.

A transparent and consistent approach is required when determining the most appropriate warning delivery method to use. In preparing and sending an EA, consideration should also be given to the consequences of that decision and the likely community response.

The management of consequences is through this consideration of any wider community impact. Public information and warnings can be distributed by various state and local groups for disasters and emergency situations. Warnings should be timely and issued as soon as the appropriate recommendation for protective action can be made.

The new Queensland Warning Manual can be access here:
disaster.qld.gov.au/__data/assets/pdf_file/0035/549539/queensland-warnings-manual-v.1-101224.pdf

Standard Emergency Warning System (SEWS)

The Standard Emergency Warning Signal (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 of the Bureau of Meteorology (for meteorological purposes), Commissioner - QPS (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 QPS State Duty Supervisor or State Duty Officer at the SDCC Watch Desk, who will then contact the relevant local governments.

Standard Emergency Warning Signal
stop & listen

Evacuation

Stage of 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 (5) stages to an evacuation process, namely:

Table 12: Stages of Evacuation

Stage	Brief description
Decision	The decision to evacuate is the first stage of evacuation. Complex issues need to be considered in making this decision, often with only limited information and time available.
Warning	An evacuation warning is the second stage of the process. Warning messages provide guidance and sufficient detail, must be clear, issued by an authority and provide a clear action statement. Warnings will be disseminated to the public in the most appropriate ways.
Withdrawal	Withdrawal is the third stage of the 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 if the final stage of evacuation; the period during which those who have left the hazard impact area and have been unable to return are now able to do so. It will be necessary to undertake an impact assessment of the area to determine if return is possible.

Evacuation objectives adopted by the Local Disaster Management Group 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.

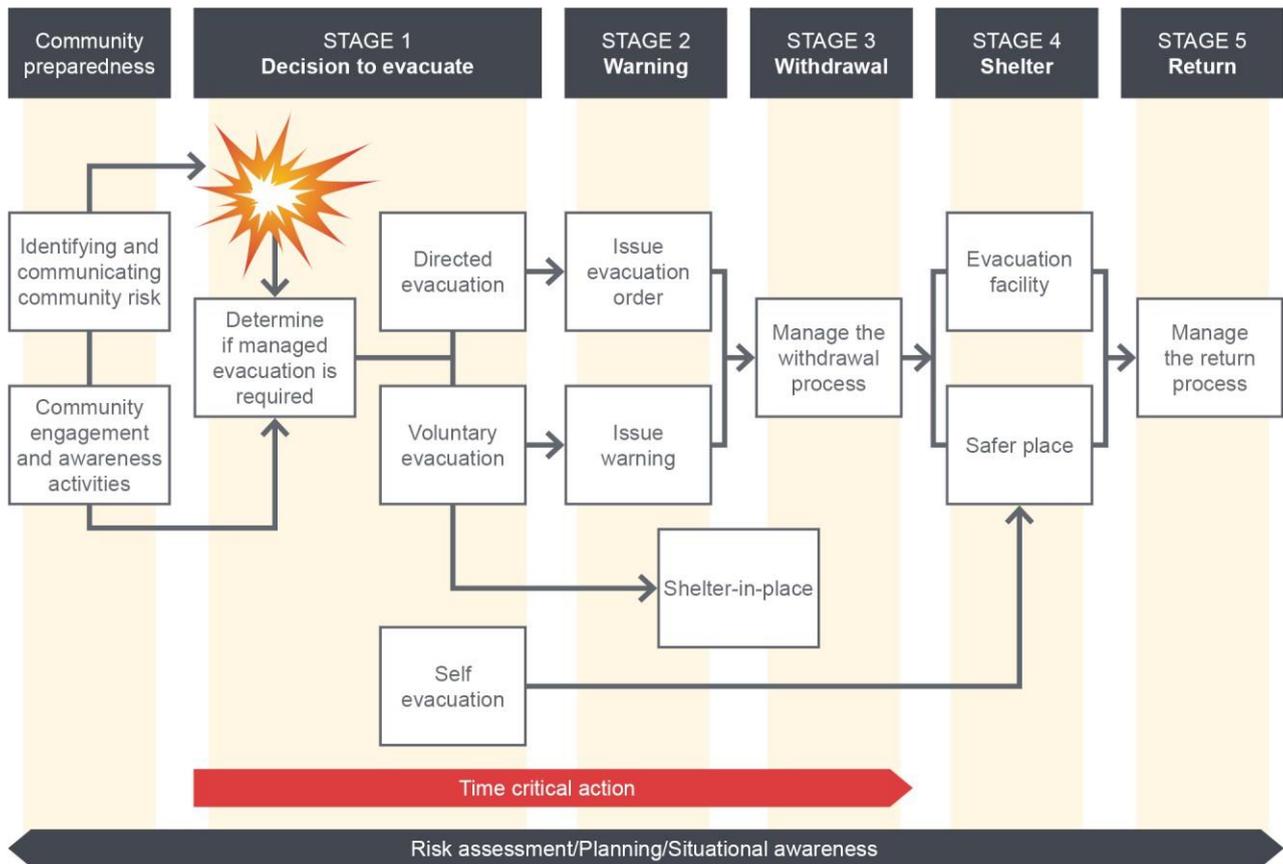*Figure 16: Stages of Evacuation* summarises the evacuation process.

Figure 17: Stages of Evacuation

Evacuation centres

SCC has identified various community facilities across the region 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 is a facility set aside to provide short-stay emergency accommodation for displaced (evacuated) residents.

- A place of refuge is 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 centres may be opened by the SCLDMG as required as a result as an impending threat within the region. The community will be notified of their opening via various communication platforms.

People are encouraged to seek refuge with family or friends in the first instance. If evacuating, register your location with 'Register.Find.Reunite' to ensure family and friends know you are safe.

For further information on evacuation centres, refer to Council's Evacuation Centre Management Sub-Plan.

Neighbourhood Safer Places

A Neighbourhood Safer Place (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 your 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

- The fire has escalated to an 'extreme' or catastrophic' level and voluntary evacuation is the safest option.

NSP's for Sunshine Coast include:

Location	Address	Type
Yandina Sports Ground	Steggalls Road, Yandina	Open space
Mapleton Lily Ponds	10 Delicia Street, Mapleton	Open space
Maleny Showgrounds	Stanley River Road, Maleny	Open space
Briggs Park Sports Oval	Jubilee Drive, Palmwoods	Open space

Table 13: Neighbourhood Safer Places

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, Volunteering Sunshine Coast (VSC) is the primary local point to effectively manage spontaneous volunteers prior to and following an event.

Volunteering Queensland is a central point of recruitment and referral of spontaneous and ad hoc volunteers through its Emergency Volunteering – Community Response to Extreme Weather (EV-CREW) state-wide function. This function identifies locally available people who are able to provide initial relief as part of the response for impacted people and communities. Volunteering Sunshine Coast is a member of the LDMG.

Further information regarding local volunteer management see Volunteering Sunshine Coast at www.volunteeringsc.org.au

and EV CREW at www.volunteeringqld.org.au/.

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.

The GIVIT organisation is the recognised lead agency in the management of donated goods.

For further information refer to Offers of assistance, PPRR Disaster Management Guideline.

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.

As a consequence, 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.

Cross border arrangements (C2C)

C2C arrangements responds 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 SCLDMG.

ADF 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 with sufficient speed or lack the necessary resources or skills.

As detailed in the [Defence Assistance to the Civil Community Initiative](#), there are three categories of ADF assistance that are linked to disaster management operations:

- **DACC 1: Local emergency assistance**
  Defence emergency assistance provided to authorities at a local level where deliberate and decisive action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life or prevent widespread loss and damage to property; where local civilian resources are inadequate, unavailable or cannot be mobilised in time.

  DACC 1 support is provided from within the resources of a local Defence unit or base, or the resources already assigned to an established Joint Task Force. DACC 1 tasks are short term in nature (generally no more than 48 hours).

  .

- **DACC 2: Significant crisis response or relief assistance**
  Defence Assistance to the Civil Community Category 2 (DACC 2) refers to requests for significant emergency non-financial assistance.

  DACC 2 support is beyond the assistance that can be provided under DACC 1 due to the location, scale, complexity or expected duration of the request.

  An emergency may arise from an extensive or continuing natural or technological disaster, where the civil emergency authorities request additional capacity or specialist niche capability that Defence may be able to provide. By its nature, a DACC 2 task will require significant command and control, liaison officer engagement and personnel and materiel capability. At all times, Defence is in support of civilian emergency authorities.

  .

- **DACC 3: Significant recovery assistance**

Defence Assistance to the Civil Community Category 3 (DACC 3) is assistance associated with recovery from a civil emergency or disaster, where the imminent threat to life and or property has passed.

Provision of this level of support involves longer term significant recovery support, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing. Duration of assistance shall depend on the nature and scope of recovery effort and available resources.

DACC 3 assistance is aligned in scope to recovery activity as defined in the Australian Government's National Disaster Management and Recovery Continuum and does not include reconstruction or risk reduction support.

Relationship between activation, declarations, and financial assistance

The activation of disaster management arrangements, the LDMP, or LDCC confers neither special powers nor funding and it is not necessary for a declaration of a disaster situation to be made to activate council's disaster management arrangements.

A declaration of a disaster situation under sections 64 or 69 of the Act provides extraordinary powers to preserve life and property.

The activation of either DRFA or SDRA provides for financial support to the community, funding for disaster operations of State government departments and local governments and restoration of essential public assets.

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

External coordination and control facilities

District Disaster Coordination Centre (DDCC)

The Sunshine Coast District Disaster Management Group (DDMG) supports two LDMGs: Noosa and Sunshine Coast. Through the Sunshine Coast District Disaster Management Plan (DDMP), the DDMG support will see the engagement between departments and agencies at State or Commonwealth level, non-government organisations (NGO), and the private sector. District support activities normally focus on securing and coordinating resources for disaster-related PPRR activities.

The Sunshine Coast DDCC is established to provide State level support to the LDCC as well as disseminate information from local government level to the State. The DDCC will implement decisions of the DDC as well as coordinate State (and Australian government) resources in support of the disaster affected community.

The DDCC will usually be established at the Police Communications Centre in Maroochydore. However, the DDCC may be established at a different venue or even co located with one or other of the LDCCs if the DDC believes it to be beneficial to the overall coordination effort required.

Field Coordination Centre (FCC)

An FCC is established by Council to assist in the coordination of field operations. The process for the activation and establishment of the FCC will be in accordance with Council's FCC Operational Plan. Members of the LDCC may be requested to attend the FCC and vice versa to ensure a coordinated and effective response. The FCC may also establish a forward coordination point in the field to aid in the coordination of response. The LDCC will support the FCC by identifying any necessary human and physical resources and making them available for the response effort.

Incident Control Centre (ICC)

An ICC is established by the lead agency responsible for the specific threat. The ICC has an immediate threat reduction and resolution role. The process for the activation and establishment of the ICC will be in accordance with that agency's operational plans.

Members of the LDCC, including suitable Council representatives, may be requested to attend the lead agency's ICC as a liaison officer to provide support to the lead agency to ensure a coordinated and effective response. This request will be made by the incident controller to the LDC.

PART 8 – RECOVERY

Meaning of terms

Disaster recovery

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[35].

Relief

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[36].

Rationale

Disaster relief and recovery is a complex and often lengthy process, requiring a collaborative, coordinated, adaptable and scalable approach. Responsibility for its delivery is shared between all levels of government, non-government and non-profit organisations that work closely with the community to achieve the effective outcomes.

Council has developed a dedicated Recovery Sub-Plan to provide guidance and direction on the preparation for, conduct and support of disaster recovery operations in the Sunshine Coast and to assist in building a more informed, sustainable, and resilient community. Information on recovery can be found on Council's Disaster Hub.

Principles of recovery

The following principles underpin all recovery planning and operations within the Sunshine Coast and are consistent with Queensland's Recovery Plan:

- 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, responsive, and flexible, engaging with the community and supporting them to move forward

- Ensuring coordination of all activities - a planned, 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 partners, and

- Acknowledging and building capacity - recognising, supporting, and building on individual, community and organisational capacity and resilience to disaster events.

Stages of recovery

As detailed in the Queensland Recovery Plan, 'recovery is a complex and protracted developmental process that can take many years'.

As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as preparation and prevention.

Recovery operations are undertaken across three stages. It is important to note that not all individuals, communities or recovery groups experience the same stage at the same time, nor

---

[35] Queensland Disaster Management Lexicon

[36] Queensland Disaster Management Lexicon

transition at the same rate. In some instances, communities can be recovering from multiple overlapping events'.

The following details the elements related to the recovery process and includes pre-activation as well as the three recognised stages of recovery, namely:

- Pre-activation - Preparation and prevention

- Stage 1 - Immediate (post-impact relief and emergency repairs)

- Stage 2 - Short/Medium term (re-establishment, rehabilitation and reconstruction), and

- Stage 3 - Long term (restoration, rebuilding, reshaping and sustainability).

Pre-activation

- Preparation and prevention stage:
  - LRG is established
  - LRC is appointed/confirmed
  - the development and review of recovery sub-plans occurs
  - preparedness activities are undertaken, for example, business continuity planning
  - mitigation activities are undertaken
  - the development and review of community profiles occur
  - recovery exercises occur
  - training is undertaken
  - participation in disaster management networks occurs
  - ongoing meetings of recovery groups occur.

Stage 1 – Immediate recovery

- Post-impact relief and emergency repairs stage:
  - damage assessments and immediate clean up
  - identification of priority infrastructure for reconstruction
  - carcass disposal
  - identification of priority health, safety, shelter and food needs
  - identification of public health risks (e.g., water, sanitation, food safety) and introduction of interim measures to prevent disease
  - provisions for psycho-social assistance
  - pollution containment
  - provision of relief to wildlife
  - 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 SDCC will transition from response operations to recovery operations
  - potential appointment of the State Recovery Coordinator
  - commencement of emergency infrastructure repairs, and
  - planning, development, and consultation of an event-specific recovery plan at the local, district and state level.

Stage 2 – Short/medium term recovery

- Re-establishment, rehabilitation and reconstruction 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 occurs 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 occurs.
- Heritage remediation and restoration occurs.
- Betterment initiatives are implemented.
- Damage assessment and reconstruction monitoring commences.

Stage 3 – Long-term recovery

- Restoration, rebuilding, reshaping, and sustainability stage:
    - 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
    - enhancement of infrastructure to improve resilience
    - continuing to build recovery capacity and capability

- Implementation of longer-term recovery initiatives and funding programs.
- Introduction of new services to the community.
- Increases in innovation and entrepreneurial activities.
- 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.

For full details related to disaster recovery in the Sunshine Coast refer to Disaster Recovery Sub-Plan

Financial arrangements

Introduction

The QRA manages and coordinates Queensland's program of recovery and reconstruction funding within disaster impacted communities and delivers best practice administration of public reconstruction and resilience funds.

The 'Queensland Disaster Funding Guidelines 2021' outline financial assistance available to communities, small businesses, primary producers, non-profit organisations, local and state governments affected by disasters for events that occur from 1 July 2021 onwards. The arrangements are designed to provide immediate relief for those who are unable to affect their own recovery.

Two types of funding arrangements are available, which can be activated depending upon the scale of the disaster. These include:

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

Details of funding types are outlined below, refer to the Queensland Disaster Funding Guidelines (June 2021)[37] or refer to the DRFA & SDRA Information sheet (March 2022)[38].

SCC 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.

Types of funding

Disaster Recovery Funding Arrangements (DRFA)

A joint funding initiative of the Australian and state government to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts.

This program is managed on a whole-of-government basis by QRA.

Activation

The Queensland Minister for Fire and Emergency Services is responsible for activating the DRFA. This activation relies on the damage, loss and personal hardship information provided by state and local governments.

Activation of the DRFA allows for eligible expenditure to be reimbursed by QRA to activated state and local governments, loans to be disbursed to eligible individuals, non-for-profit organisations, primary producers, and small businesses, in compliance with the current funding guidelines.

The DRFA can be activated when a natural disaster or terrorist act meet the following criteria:

- a coordinated multi-agency response was required
- State expenditure exceeds (Commonwealth-set) small disaster criterion ($240,000 for 2021-22).

If an event does not meet these criteria, the SDRA may be activated. Eligible damage must exceed the Local Government Trigger Point[39] in order to be able to seek reimbursement for Emergency Works, Immediate Reconstruction Works and REPA[40] funding under DRFA. DRFA activation can be requested by any state or local government by submitting an Activation Request form to QRA via email to DRFA@qra.qld.gov.au detailing the disaster situation and requesting activation of this relief measure.

Included in DRFA arrangements are Counter Disaster Operations (CDO), which are activities that are undertaken by Local and State Government agencies to provide direct assistance to and in the protection of the general public before, during and after a disaster event. DRFA allows for the reimbursement of extraordinary costs associated with eligible CDO activities to alleviate personal hardship and distress.

---

[37] QRA - Queensland Disaster Relief and Recovery Guidelines (June 2021)
[38] QRA - DRFA & SDRA Information sheet (March 2022)
[39] QRA, Local Government trigger points.

[40] Reconstruction of Essential Public Assets - REPA are works undertaken by local governments and state agencies to reconstruct damaged essential public assets to pre-disaster function.

State Disaster Relief Arrangements (SDRA)

A wholly State funded program that may be activated for all hazards to help alleviate personal hardship and distress.

Activation

The SDRA is able to be activated when the Department of Communities, Housing and Digital Economy (DCHDE) identifies that local service providers have reached their capacity to provide a service to people identified as 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 (supported by QRA) is responsible for activating the SDRA. QRA will coordinate the delivery of the SDRA assistance measures.

National Disaster Relief Arrangements

There are two current funds administered nationally by the National Emergency Management Agency (NEMA) and managed by QRA in Queensland:

The Disaster Ready Fund (DRF) is intended to provide up to one billion dollars from FY 23/24 over five years to address disaster resilience and risk reduction across Australia

The Emergency Response Fund (ERF) is able to be drawn upon to allow for up to an extra $200 million to be made available to fund emergency response and natural disaster recovery and preparedness.

Disaster Recovery Payment

The Australian Government Disaster Recovery Payment (AGDRP) is a one-off, non-means tested payment of $1000 per eligible adult and $400 per child who have been adversely affected by a major disaster either in Australia or overseas.

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[41] administers the DRA, refer to their website for payment information.

Disaster Recovery Allowance

The Disaster Recovery Allowance (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. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster. DRA is taxable.

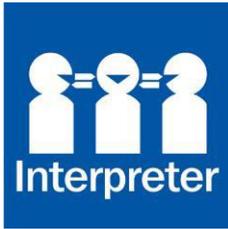Services Australia administers the DRA, refer to their website for payment information.

---

[41] Services Australia, Natural disaster payments assistance.

Other available funding programs

Multiple financial arrangements, including funding programs, are available in Queensland to assist state and local governments, businesses, primary producers, and NGOs to prepare for, prevent, respond to and recover from disaster events.

Type	Overview	Frequency
Australian Government Business	Find grants, funding, and support programs from across government to help your business grow and succeed. This tool will assist you to find out if you're eligible to apply and what you could receive from the grant and program if successful. Grants and Programs finder business.gov.au	All year
Gambling Community benefit funding (GCBF)	The objective of the fund is to allocate funding to not-for-profit community groups to help them provide services, leisure activities and opportunities for Queensland communities. The funding limit is between $500 and $35,000 (Super rounds of funding may be up to $100,000). An application is deemed eligible if: • it is submitted by an eligible organisation • the sponsored entity (if applicable) is supported by an eligible legal entity • it demonstrates that it will benefit Queensland communities multiple quotes have been sourced—although the actual quotes don't need to be submitted with the application.	The GCBF has multiple funding rounds each year. The closing dates for the current rounds are: • 28 February • 18 July • 31 October.
Get Ready Queensland Funding	Get Ready Queensland comprises a community campaign and an ongoing grants program distributed annually to councils. Get Ready Queensland funding for councils 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 Queensland Reconstruction Authority (QRA).	Yearly
Queensland Resilience and Risk Reduction Fund (QRRRF)	The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities reduce the risk of, and better prepare for, natural disasters. The objective of this funding is to support delivery of disaster resilience and mitigation projects that: • Align with the objectives of the: ▪ Queensland Strategy for Disaster Resilience ▪ National Disaster Risk Reduction framework ▪ 2019 Queensland Monsoon Trough After the flood: A strategy for long term recovery • Are cost effective and evidence based • Address state-risk priorities such as those identified in the Queensland State Natural Hazard Risk Assessment 2017.	The QRRRF is jointly funded by the Commonwealth and Queensland governments as part of its five-year National Partnership Agreement on Disaster Risk Reduction.
SES Support Grant	The aim of the SES Support Grant is to assist local governments in providing high quality emergency and disaster management services by supporting the activities of the SES. Grants up to **$75,000** for accommodation and **$30,000** for motor vehicles are available.	Yearly

Table 14: Available Funding Programs

Interpreter

Translated fact sheets about financial assistance grants are available on the [Queensland Government website](#)[42].

These fact sheets provide translated information about the different types of financial assistance grants that may be available to you 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.

---

[42] Queensland Government website: translated fact sheets for financial assistance.

PART 9 – RESILIENCE

Meaning of term

Resilience

Resilience can be 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".

Context

Australia has experienced a number of large scale and devastating natural disasters, including catastrophic bushfires, far reaching floods, cyclones and damaging storms. Natural disasters are a feature of the Australian climate and landscape and this threat will continue, with weather patterns likely to be less predictable and more extreme over coming years.

The community is exposed to a range of other potential disasters, including urban and industrial fires, pandemics, aircraft crashes, major road accidents, marine oil spills, security incidents and exotic animal and plant diseases. Such events may have personal, social, economic and environmental impacts that take many years to dissipate.

Our unique climate, environment and demography means that we need to shape our resilience activities to suit our circumstances but within the context of being a part of the Southeast Queensland setting.

Australians are renowned for their resilience to hardship. Complementing our ability to innovate and adapt, are a strong community spirit that supports those in need, and a general self-reliance to withstand and recover from disasters.

In Queensland, we have well established and cooperative emergency and disaster management arrangements at the state, district and local levels delivering a coordinated approach and effective capabilities.

A disaster resilient community is one that collaborates and works together to understand the risks and manage those risks together. Ensuring a disaster resilient region is the shared and collaborative responsibility of all levels of government, non-government sector, business, community and the individual.

The fundamental building blocks of disaster resilience for the Sunshine Coast are individuals and households. If at this level, people are aware of the risks and are prepared to respond and are connected to support networks, there is far greater resilience at the neighbourhood, community and regional levels. This results in a reduced reliance on emergency services and external resources in a disaster which in turn generates flexibility in formal response and recovery activities.

Queensland Strategy for Disaster Resilience

The Queensland Reconstruction Authority is the lead agency responsible for Queensland's disaster resilience policy and has created the Queensland Strategy for Disaster Resilience[43].

The Strategy describes resilience in the context of disaster management, 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.'

State, national, and international experience has shown that the following elements contribute to a resilient organisation or community:

- Risk-informed and appropriately prepared individuals

- The capacity to adapt, and

- Healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

Sunshine Coast Resilience Plan

Council has prepared a Disaster Resilience Plan that aims to provide for the safety and care of its residents and visitors to the region and recognises that building regional resilience is a shared responsibility between all levels of government, the business community, non-government sector and the community.

Council has identified four priority areas critical to ensuring our region can respond to and recover quickly from any disaster, namely:

Priority	Desired outcomes
Strengthening community disaster resilience	• A prepared, adaptive and disaster resilient community who understands their vulnerabilities and exposure to local disaster risks and is responsive to a changing environment. • Community-based solutions empowering communities to use their own knowledge and decision-making processes to prepare and take action before, during and after disaster events. • Our neighbourhoods are connected with each other and invested in local efforts to reduce exposure and increase response to disasters. • Sunshine Coast communities are engaged with Council and have access to up-to-date information on how to prepare, respond, and quickly recover from a disaster or major event. • Quickly recover from a disaster or major event.
Strengthen economic disaster resilience	• Business owners are aware of the risks to business continuity and are able to identify and implement strategies to minimise the negative economic impact of a disaster or major event. • Sunshine Coast businesses have access to up-to-date information on how to prepare, respond, and quickly return to operations following a disaster or major event. • Strong economic leadership and collaboration by government, business and industry on disaster resilience and preparedness activities.
Protection of critical infrastructure	• A disaster resilient region shaped by clever planning and good design. • Reduced exposure to all hazards through responsible land use planning, development, and construction. • Decision making and delivery of asset management, operations and investment that considers climate hazards and reduces disaster risks in the built environment. • Critical infrastructure is able to support community access basic needs post disaster event. • Coastal dependent development / community. • Infrastructure is resilient to coastal hazards. (From the Environment and Liveability Strategy 2017 Part A: Strategic Direction)

Priority	Desired outcomes
Preservation of the environment	• The environment is able to absorb change, manage major events and bounce forward to a stronger, more resilient state. • The environment is protected against loss of native vegetation and habitat. • Biodiversity values in our neighbourhoods and the impacts of climate change are strong and understood. • Biodiversity conservation and the management of waterways, wetlands, and the coastal environment incorporates the predicted impacts from climate change and natural hazards. • The impact of climate change on our vulnerable communities is less due to sustainable environmental planning. From the Environment and Liveability Strategy 2017 Part A: Strategic Direction

Table 15: Sunshine Coast Resilience Priorities

For full details refer to Council's Disaster Resilience Plan 2019-2022.

PART 10 – APPENDICES

Appendix 1: Definitions

Definitions of words used in this plan have been primarily sourced from the Queensland Disaster Management Lexicon, version 2.01, June 2021. Other definitions not sighted in the Lexicon will be referenced accordingly.

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 a relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.

After-activation review (AAR)

A debriefing process following an event or activity by those involved with, or interested in, that event and whose purpose is to learn from it.

Alert

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.

All-hazards approach

The all-hazards approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently, a disaster management plan that captures the functions and activities applicable to all hazards.

All agencies approach

All agencies should be involved to some extent in emergency management. The context of emergency management for specific agencies varies and may include:

- Protecting the community and environment from risks arising from the activities of the organisation.
- Ensuring the continuity of their business or service.
- Protecting their own interests and personnel.
- Protecting the community and environment from credible risks.

Australian Warning System (AWS)

The AWS is a recent national approach to information and warnings during disasters and emergencies like bushfire, flood, storm, extreme heat and severe weather. The AWS uses a nationally consistent set of icons under three warning levels: .

- **Advice (Yellow)**: An incident has started. There is no immediate danger. Stay up to date in case the situation changes.
- **Watch and Act (Orange)**: There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.
- **Emergency Warning (Red)**: An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

Briefing

The process of advising personnel of the details of an incident or an event with which they will be dealing.

Capacity

The combination of all the strengths, attributes and resources available within an organisation, community, or society to manage and reduce disaster risks and strengthen resilience. Capacity may include infrastructure, institutions, human knowledge and skills and collective attributes such as social relationships, leadership, and management. tier

Community

A group with a commonality of association and generally defined by location, shared experience, or function.

A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc.

Comprehensive approach

The development of emergency and disaster arrangements to embrace the aspects of prevention, preparedness, response, and recovery (PPRR). PPRR as aspects of emergency management, not sequential phases.

Consequence

The outcome or impact of an event and may be expressed qualitatively or quantitatively. There can be more than one consequence from an event.
Consequences are generally described as the effects on people, society, the environment, and the economy (Geoscience Australia).

Contingency planning

A management process that analyses disaster risks and establishes arrangements in advance to enable timely, effective and appropriate responses.

Contingency planning results in organised and coordinated courses of action with clearly identified institutional roles and resources, information processes and operational arrangements for specific actors at times of need. Based on scenarios of possible emergency conditions or hazardous events, it allows key actors to envision, anticipate and solve problems that can arise during disasters.

Coordination

The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance

with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

Coordination Centre

A centre established as a centre of communication and coordination during disaster operations.

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.

Damage assessment

The process of collecting quantifiable data that enables the assessment of the impact of an event. Data collected could be used to inform Impact Assessments. Damage could include, but is not limited to, damage to:

- Infrastructure
- Homes and public buildings
- Commercial properties
- The environment

Debrief

A meeting at the end of an operation with the purpose of assessing the conduct or results of an operation.

Declaration (of a disaster situation)

The formal procedure to enable declared disaster powers under the Disaster Management Act 2003 (s64-s69) 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.

Directed evacuation

Also known as compulsory evacuation is where a relevant government agency has exercised a legislated power that requires people to evacuate. A directed evacuation under the Disaster management Act 2003 requires the declaration of a disaster situation.

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 recover from the disruption.

Disaster Hub (SCC)

The SCC Disaster Hub is a web-based platform that provides comprehensive, centralised, and real-time information for the public, media, and external agencies to access before, during and after emergency and disaster events. www.disaster.sunshinecoast.qld.gov.au

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.

Disaster Management Act

The Parliament of Queensland makes legislation by enacting an Act. This means the Legislative Assembly passes a Bill for the Act and the Bill is given royal assent. On assent the Bill becomes an Act. The Disaster Management Act 2003 provides the legislative basis for the disaster management in Queensland.

Disaster management standards

The inspector-general may make one or more standards (each a disaster management standard) about the way in which entities responsible for disaster management in the State are to undertake disaster management.

Disaster Management Guidelines

The chief executive may prepare guidelines to inform the State group, district groups and local governments about matters relating to any of the following:

- preparation of disaster management plans
- matters to be included in a disaster management plan
- other matters about the operation of a district group or local group the chief executive considers appropriate having regard to disaster management for the State.

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 the event.

Disaster Recovery Funding Arrangements (DRFA)

A joint Australian Government-State cost sharing arrangements to alleviate the financial burden on the states and to facilitate the early provision of assistance to disaster affected communities. Through the Disaster Recovery Funding Arrangements 2018 (DRFA), the Australian Government provides financial assistance directly to the states to assist them with costs associated with certain disaster relief and recovery assistance measures.

Disaster response capability

The ability to use Local Government resources, to effectively manage or help another entity to manage an emergency or a disaster in the local government's area.

Disaster situation

Means a disaster situation declared under s64(1) by the district disaster coordinator with the approval of the Minister, or by the Minister or Premier (s69).

Disaster risk

The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.

Disaster risk assessment

A qualitative or quantitative approach to determine the nature and extent of disaster risk by analysing potential hazards and

evaluating existing conditions of exposure and vulnerability that together could harm people. Property, services, livelihoods and the environment on which they depend.

Disaster risk management

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

Disaster risk management actions can be distinguished between prospective disaster risk management, corrective disaster risk management and compensatory disaster risk management, also called residual risk management..

District Disaster Coordinator (DDC)

The role of the DDC, in addition to other duties, is to coordinate disaster operations in the disaster district for the DDMG.

District Disaster Management Group (DDMG)

A DDMG is established for each disaster district as specified under s22 of the Act. A DDMG consists of the persons prescribed by regulation to be members of the group.

Emergency Alert (EA)

A national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is

another tool available for organisations to issue emergency warnings. Emergency Alerts will be issued via landline and mobile telephones.

Emergency management

Emergency management is also used, interchangeably, with the term disaster management particularly in the context of biological and technological hazards and for health emergencies.

Evacuation

The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.

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.

Event

An event may be natural or caused by human acts or omissions. It can also mean any of the following:

- cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
- bushfire, an explosion or fire, a chemical, fuel or oil spill, or a gas leak
- infestation, plague, or epidemic
- failure, or disruption to, an essential service or infrastructure
- attack against the State
- another event similar to the above events.

Exercise

A controlled, objective-driven activity used for testing, practicing, or evaluating processes or capabilities. Exercises may be 'field', 'functional' or 'discussion' in nature.

Functional lead agency

An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.

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.

Hazard

Hazardscape

Both natural and human-made (anthropogenic) hazards and the cumulative risks that they pose across a given geographical area (unknown source).

Impact statement

Analysis of the consequences of an event, including psychosocial (emotional and social), economic, natural and built environment.

Incident

Day to day occurrences, being an emergency or sudden event accidentally or deliberately caused which requires a response from one or more emergency response agencies by itself or in cooperation with other response agencies.

Intelligence (disaster)

Also referred to as 'Intel'. The product of a process of collecting and analysing information or data which is recorded and disseminated as intelligence to support decision making.

Lean forward

A level of activation. 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 activated.

Local Disaster Coordinator (LDC)

A person appointed under s35 of the Act to coordinate disaster operations and to regularly report to the local group about disaster operations. The person appointed must have the necessary expertise of experience and the appointment must be in writing.

Local Disaster Management Group (LDMG)

A local group as specified under s29 of the Act to manage disaster planning and operations on behalf of the government.

Local Disaster Management Plan

A plan prepared under s57 of the Disaster Management Act 2003 that documents arrangements to manage disaster planning and operations within the local government area of responsibility

Logistics

The range of operational activities concerned with supply, handling, transportation and distribution of materials. Also applicable to the transportation of people.

Mass casualty incident

An incident or event where the location, number, severity or type of live casualties, requires extraordinary resources.

Mitigation

Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on communities, the economy, infrastructure and the environment.

Neighbourhood safer places (NSP)

A local open space or building where people may gather, as a last resort, to seek shelter from bushfire.

Non-government (or non-profit) organisations

Non-profit making organisation operating at the local, national, or international levels. Distinct from a governmental organisation, having no statutory ties with a national government.

Places of refuge

A building assessed as suitable to provide protection to evacuees during a cyclone but is not a public cyclone shelter. These are typically opened when the capacities of other evacuation facilities have been exceeded.

Preparedness

Measures to ensure that, should an emergency occur, communities, resources, and services are capable of coping with the effects.

Prevention

Measures to eliminate or reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.

Queensland disaster management arrangements (QDMA)

Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.

Recovery

The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

Recovery Hub

Direct provision of government and non-government information and services in one location through multiple agencies, as dictated by the event. Hubs can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact. Also known as a Community Recovery Hub.

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.

Residual risk

Residual risk is the disaster risk that remains even when effective 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.

Resilience

The Queensland Strategy for Disaster Resilience 2-022-2027 defines resilience 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.

Response

The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

Safer location

A variety of designated locations which are not anticipated to be adversely affected by the hazard. Categories of safer locations comprise:

- shelter in place
- neighbourhood safer places
- friends and family
- assembly points.

Serious disruption

Means:

- loss of human life, or injury or illness
- widespread or severe property loss or damage
- widespread or severe damage to the environment.

Standard Emergency Warning System (SEWS)

A distinctive audio signal that alerts the community to the broadcast of an urgent message relating to a major emergency or disaster. It is intended for use as an alert signal to be played on public media such as radio, television and public address systems.

State disaster coordination centre (SDCC)

The SDCC supports to State Disaster Coordinator (SDC) through the coordination of a State level operational response capability during disaster operations. The Centre also ensures information about an event and associated disaster operations is disseminated to all levels, including to the Australian Government.

Stand down

A level of activation. Transition from responding to an event back to normal core business and/or continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Stand up

A level of activation. The operational state following 'Lean Forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

Storm tide

Storm tides are associated with tropical storms and cyclones. Storm tide flooding comes from the ocean and is a result of combined high tides and heavy seas. Storm tides often coincide with periods of intense and prolonged rainfall and can impact on existing swollen river systems and low- lying coastal areas. Storm tides can increase the severity, extent and length of any simultaneous river and creek flooding.

Sunshine Coast Council App

The SCC app provides one touch access to a diverse range of council services direct from your smartphone. It also provides emergency alerts and warnings through its notifications as these are issued. Available through: www.sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app

Voluntary evacuation

Also known as recommended evacuation is where an evacuation advice has been issued, with people strongly encouraged to consider enacting their evacuation plans. Voluntary evacuees manage their own withdrawal, including transportation arrangements.

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.
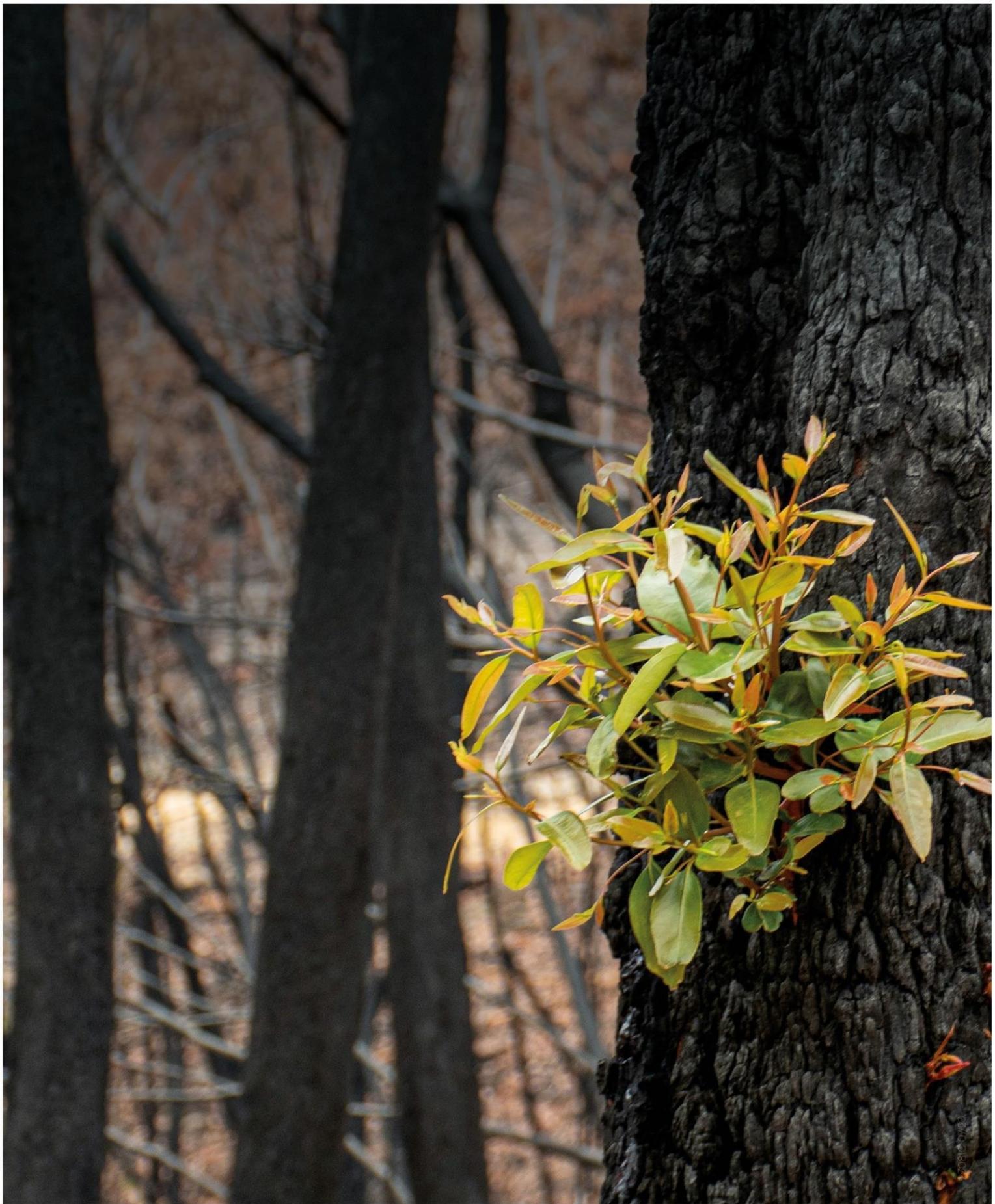
A vulnerable community in relation to disaster events is a fluid and complex concept. It comprises three components:

- 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.

Appendix 2: Activation triggers and indicative actions

	ALERT	LEAN FORWARD	STAND UP	STAND DOWN
THREAT / TRIGGER	• Information received identifying a threat which is likely to develop over next one to three days • Lead agency advises they are likely to establish an Incident Coordination Centre (ICC) at Lean Forward or Stand-Up status	• Probable disruption/impact of an expected event on the community is less than 24 hours away • Potential for multiple events which will require a coordinated response from a number of agencies • Lead agency advises that it has established an active ICC	• Event is imminent or has occurred and has the potential to cause significant community impact	• Disaster response operations have concluded • Transition to recovery is underway or completed • Community is in recovery phase of event
INDICATIVE ACTIONS	• Hazard/threat identified • Initial advice provided to LDC • Monitor weather forecasts • Determine availability of staff and agencies • Contact lists checked and updated including mobile phone and SMS lists • Advise Chair and members of LDMG of current situation • Contact established with ICC • Establish contact with DDC and QFD (DM) • Notify LDMG staff and availability if needed • Prepare media and communications strategy	• Preliminary SitRep developed • Decision made on likely activation phase • Notifications sent and acknowledged • Availability of staff for LDCC confirmed • Contact maintained between lead agency ICC, LDC, DDC and QFD (DM) • If time available extraordinary meeting of LDMG held • Preparations underway to activate LDCC as per sub-plan LDMG meeting held • Scale (size) of LDCC being • After hours support and access arranged if likely to be required • LDMP public information and warning plan activated	• Local plan and LDMG activated • Cost capture commenced • DDC advised of level of activation and situation • Situation reporting underway • LDMG meetings held • Scale up LDMG as required to cope with situation • Damage assessment process being planned/underway • Activate recovery plan	• Ensure all response actions have nee finalised and final Situation Report is forwarded to DDC. • All documentation, electronic files including financial information is finalised and stored • LDCC staff and LDMG deactivated • LDCC closed for response operations but continues for recovery phase • Transition to recovery finalised • Handover from LDC to LRC • Debriefs conducted

Table 16: Activation Triggers and Indicative Actions