



# Resilient Queensland | 2018-21

*Delivering the Queensland Strategy for Disaster Resilience*

## Document details

Security classification	Public
Date of review of security classification	May 2018
Authority	Queensland Reconstruction Authority
Author	Chief Executive Officer
Document status	FINAL VERSION
Version	1.0

### More information

Visit [www.qldra.org.au/ResilientQueensland](http://www.qldra.org.au/ResilientQueensland)

Contact the Queensland Reconstruction Authority directly on 1800 110 841

### Mailing address

Queensland Reconstruction Authority  
PO Box 15428  
City East Q 4002

Alternatively, contact the Queensland Reconstruction Authority by emailing: [info@qldra.org.au](mailto:info@qldra.org.au)

### Licence

This material is licensed by the State of Queensland under a Creative Commons Attribution (CC BY) 4.0 International licence.

To view a copy of the licence visit: [www.creativecommons.org/licenses/by/4.0/](http://www.creativecommons.org/licenses/by/4.0/)

The Queensland Reconstruction Authority requests attribution in the following manner:  
© The State of Queensland (Queensland Reconstruction Authority) 2018.

### Information security

This document has been classified using the Queensland Government Information Security Classification Framework (QGISCF).



### Do you need an interpreter?

If you need an interpreter to assist you in understanding this document, please call **13 QGOV (13 74 68)**.

# Foreword



## Message from the Minister

As the most disaster impacted state in Australia, Queensland is no stranger to natural disasters.

Since 2011, Queensland communities and infrastructure have been exposed to repeated damage from more than 50 significant natural disasters resulting in devastating loss of life and more than \$14 billion in damage to public infrastructure.

Experience shows communities that are well prepared and supported before a disaster occurs are more resilient and able to recover faster.

Increasing our knowledge and awareness of risks, strengthening our capability and capacity to respond and recover, and tightening our community bonds are all key to building resilience.

As an emerging area of culture and practice, our state is leading the way in understanding, managing and reducing risk. Our history of significant disaster events provides us with opportunities to strengthen our ability to ‘bounce back’ and enhance our resilience to future events.

Preparing our strategy for the future requires a detailed blueprint for use across government, the community, the not-for-profit sector, business and industry. *Resilient Queensland – Delivering the Queensland Strategy for Disaster Resilience 2018-21* (Resilient Queensland) will deliver on our vision for a more disaster resilient Queensland by 2021.

I encourage all Queenslanders to get behind our efforts to improve the disaster resilience of their local communities and I call upon our partners to help drive that change for the better.

**Cameron Dick MP**  
**Minister for State Development, Manufacturing, Infrastructure and Planning**





# Contents

Foreword .....	3
Rationale .....	6
Queensland Strategy for Disaster Resilience .....	7
Progress to date .....	8
Insights from across the state .....	10
Engagement and implementation plan summary .....	13
Building Queensland's disaster resilience .....	14
Engagement and implementation process .....	16
Engagement and implementation approach .....	18
Roles and responsibilities in engagement and implementation .....	22
Priorities .....	24
Objective One .....	26
Objective Two .....	27
Objective Three .....	28
Objective Four .....	30
Delivery foundations .....	31
Foundation one – Understanding risk .....	32
Foundation two – Identifying drivers for change .....	34
Foundation three – Locally-led implementation models .....	36
Foundation four – Planning cycle aligns with tempo and seasonality of hazards .....	39
Foundation five – Leveraging current good practice .....	41
Foundation six – General and specified resilience .....	42
Governance .....	44
Coordination and facilitation of Resilient Queensland .....	45
Consultation that informed Resilient Queensland .....	46
Appendices .....	48
Appendix 1 Glossary .....	49
Appendix 2 Acronyms .....	50

## Rationale

Resilient Queensland is an engagement and implementation plan to ensure outcomes are delivered against the objectives of the *Queensland Strategy for Disaster Resilience*.

## Resilient Queensland partners

The primary focus of Resilient Queensland is to coordinate a multi-partner approach to disaster resilience at the community level. This involves coordination and collaboration across local, district and state partners, including:

- local governments
- local and district Disaster Management Groups
- regional bodies (such as Regional Organisations of Councils)
- Queensland Government agencies\*
- the private sector

Subsequent phases of Resilient Queensland will incorporate broader engagement with a range of organisations such as community groups, not-for-profits, businesses and educational institutions.

\*Refer to Appendix 2 for organisational acronyms.



# Queensland Strategy for Disaster Resilience

## Delivering on our commitments

Through Resilient Queensland the Queensland Government will work with its partners to identify good resilience practice and projects, opportunities for greater collaboration, and prospects for influencing resilience policy and research into the future. Resilient Queensland acknowledges the seasonality of hazards in Queensland and provides a framework based on solid delivery foundations and insights from consultation undertaken throughout the state.

## The Strategy

As background, the *Queensland Strategy for Disaster Resilience 2017* (the Strategy) was released in July 2017 to guide our shared vision of making Queensland the most disaster resilient state in Australia. Resilient Queensland provides an engagement and implementation plan for how Queenslanders can work together to achieve this vision.

As the most disaster impacted state in Australia, Queenslanders have shown a great capacity for resilience and an ability to adapt and recover in a relatively short amount of time. In recent years, our communities have devoted significant time and effort to improving resilience measures before, during and after disasters. We have invested in mitigating the impacts of disasters on our people and infrastructure, saving time and avoiding significant costs when recovering and rebuilding. As a result, Queensland's resilience to disasters is steadily growing. We now need to take stock of where we are, so that we can continue to build on these efforts while identifying gaps and opportunities and develop clear pathways for the future.

**Queensland has a unique opportunity to harness our innate resilience, to understand, learn and reproduce in policy and action the best initiatives that deliver better outcomes for future generations. We must commit to adapting our behaviours, systems and capabilities to improve our disaster resilience.**

## Resilience – the Queensland experience

Resilience can be thought of as our collective ability to understand, anticipate and quickly 'bounce back better' from disaster events.

It means individuals, communities and businesses taking greater responsibility to be safe and to minimise personal and property impact.

It is about a 'safety net' of government and not-for-profit services including disaster response, communications, funding, and other resources to make sure no one is left behind.

It relies upon networks of people working together and championing resilience activities and efforts to ensure it is always front of mind.



# Progress to date

## Current initiatives delivering on the Strategy's commitments

Queenslanders are already invested in delivering the improved resilience sought by the *Queensland Strategy for Disaster Resilience 2017*. The following is a snapshot of some of the good work delivered since the early adoption of the Strategy in 2017. These initiatives highlight our shared commitment to adapting to our changing climate and circumstances.

Objective 1 – Queenslanders understand their disaster risk	
<p>We committed to:</p> <ul style="list-style-type: none"> <li>driving attitudinal, cultural and behavioural change across the state, enabling Queenslanders to anticipate, respond and adapt to disaster impacts</li> <li>understanding the risks associated with a warming climate with improved coastal management</li> <li>increasing community awareness and preparedness for all hazards through community engagement</li> <li>initiating research and evaluation projects to promote the positive trajectory of building resilience in Queensland.</li> </ul>	<p>How we are delivering:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p><b>Queensland Emergency Risk Management Framework (QFES)</b> – provides a standardised approach to risk management in Queensland</p> <p><b>Queensland State Natural Hazard Risk Assessment 2017 (QFES)</b> – a state level risk assessment covering the seven most prevalent hazards in the state</p> <p><b>Queensland Climate Adaptation Strategy 2017 – 2030 (DES)</b> – a coordinated approach recognising the state's exposure to a range of climate hazards</p> <p><b>Queensland Climate Transition Strategy (DES)</b> – sets a target of a zero net emission economy by 2050</p> </div> <div style="width: 30%;"> <p><b>Get Ready Queensland (QRA)</b> – a year-round, all-hazards, community resilience building initiative</p> <p><b>Preparing Your Business for Natural Disasters 2016 (DITID)</b> – helps businesses prepare for natural disasters</p> <p><b>Cohesive communities: an action plan for Queensland 2016-18 (DPC)</b> – building community cohesion and resilience</p> </div> </div>

Locally-led initiatives that meet this objective include:

- Sunshine Coast Council's Disaster Hub and other councils' real-time disaster management dashboards and online portals
- Southern Downs Regional Council's flood awareness and community engagement programs.

Objective 2 – Strengthened disaster risk management	
<p>We committed to:</p> <ul style="list-style-type: none"> <li>building partnerships across community, industry, research organisations and government to improve the health of waterways and marine areas</li> <li>providing opportunities for community-based solutions to the impacts of disasters</li> <li>the development and implementation of a strategic framework for flood risk management.</li> </ul>	<p>How we are delivering:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p><b>Queensland Regional Natural Resource Management Investment Program 2013-2018 (DNRME)</b> – protecting, improving and restoring waterways and rangelands</p> <p><b>Strategic Policy Framework for Riverine Flood Risk Management and Community Resilience 2017 (QRA)</b> – the foundation for developing a comprehensive, multi-disciplinary flood risk management approach in Queensland</p> </div> <div style="width: 30%;"> <p><b>Indigenous Land and Sea Ranger Program 2017 (DES)</b> – achieving environmental, cultural and disaster recovery outcomes</p> <p><b>Queensland Recovery Plan (QRA)</b> – coordinates recovery efforts by providing information and guidance on the governance, planning and operations related to disaster recovery</p> </div> </div>

Locally-led initiatives that meet this objective include:

- township Fire Management Plans for North Stradbroke Island through a partnership between the state government and the Quandamooka Yoolooburrabee Aboriginal Corporation
- the Money Ready Toolkit by Good Shepherd Microfinance.



### Objective 3 – Queenslanders are invested in disaster risk reduction

**We committed to:**

- delivering more resilient infrastructure and transport systems
- supporting the ability of our natural assets to serve as protective buffers against disaster impacts
- promoting the incorporation of risk reduction in all planning and development
- innovation in urban area design for living with the impacts of floods and droughts
- furthering the understanding and management of natural landscapes to reduce the impacts and effects of floods and bushfires
- building greater business resilience and preparedness
- minimising disaster impacts through flexible and adaptive planning.

**How we are delivering:**

**Queensland Betterment Fund (QRA)**

– increasing the resilience of Queensland’s communities and assets to natural disasters

**QCoast2100 - Queensland Local Government Coastal Hazard Adaptation Program (LGAQ & DES)**

– addressing climate change related coastal hazard risks over the long-term

**The Prevention Preparedness, Response and Recovery Disaster Management Guidelines (QFES)**

– a single source document providing guidance to local, district and state disaster management stakeholders, outlining an end-to-end process for planning and disaster management responsibilities across all phases

**State Planning Policy 2017 (DSDMIP)**

– helping secure a livable, sustainable and prosperous Queensland

**Burnett River Catchment Flood Resilience Strategy – Pilot Project (QRA)**

– delivering a catchment approach to flood resilience and risk reduction

**Flood Warning Gauge Network (QRA)**

– providing plans for improvement to Queensland’s flood gauge network in partnership with the Bureau of Meteorology

**The State Disaster Management Plan (QPS)**

– articulates Queensland’s approach to disaster management

Locally-led initiatives that meet this objective include:

- Community Disaster Plans developed by Tablelands Regional Council
- Emergency Liaison Officer Network developed by Mackay Regional Council.

### Objective 4 – There is continuous improvement in disaster preparedness, response and recovery

**We committed to:**

- identifying adaptation opportunities following disasters and in anticipation of climate change
- driving continuous improvement in disaster management in Queensland via assurance frameworks and accompanying performance measures.

**How we are delivering:**

**Queensland Climate Adaptation Strategy 2017 – 2030 (DES)**

– a coordinated approach recognising the state’s exposure to a range of climate hazards

**Emergency Management Assurance Framework (IGEM)**

– promoting continual improvement of disaster management effectiveness

**Disaster Management Research Framework (IGEM)**

– collaboratively developing and promoting research for disaster management practitioners

**The Cyclone Debbie Review: Lessons for delivering value and confidence through trust and empowerment (IGEM)**

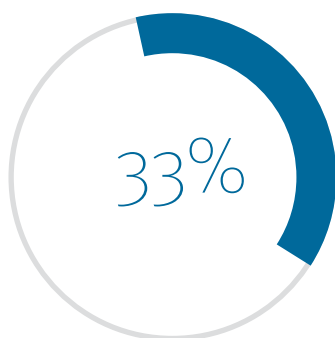
– encouraging sharing of good practice and the identification of opportunities for improvement

**Emergency Management Prioritisation Tool (IGEM)**

– facilitating self-assessment of disaster management capabilities

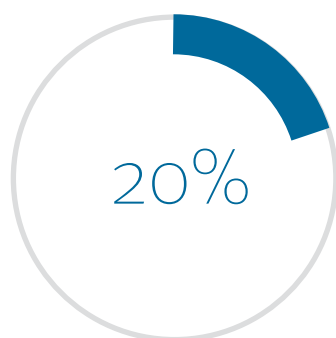
These commitments inform what we will deliver under Resilient Queensland.

# Insights from across the state



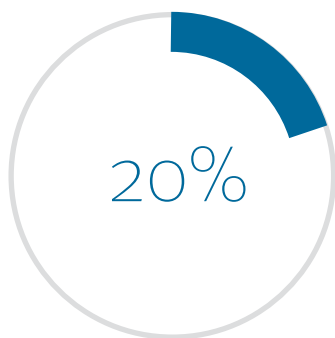
...of people said they would never evacuate in the event of a flood

How do we increase individual awareness and personal responsibility of risk?



...of people either did not know what their home insurance covered them for or did not have insurance

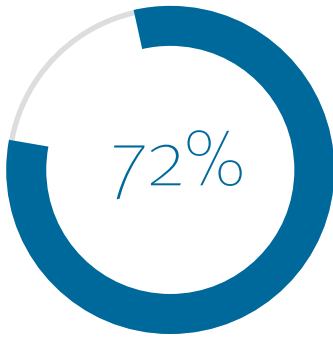
How to support non-governmental partners in resilience building?



...of people would be in some or extreme financial hardship if they were impacted by a flood and were unable to work for two weeks

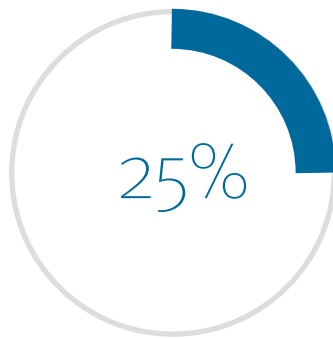
How to best link policy, actions and funding?

*Source: Queensland Reconstruction Authority's Brisbane River Catchment Flood Studies Market Research. Values are approximate, aggregated and drawn from a non-representative sample.*



...of local governments need further support developing floodplain risk management plans and policies

What forms part of Queensland's 'resilience toolkit'?



...of rural/regional local governments would benefit from assistance in collaborating with other local governments

The state should be 'on-tap', not 'on-top'

*Capacity is a real impediment to our ability to deliver on resilience initiatives.*

*We are receptive to working together with other councils and partners at a catchment scale.*

### Local government feedback from consultation

*The most important foundation is understanding the communities and local context we work in.*

*There are numerous entities working on multiple bodies of work – these need to be aligned to common objectives.*

Source: Queensland Reconstruction Authority's Review of Issues and Challenges faced by LGAs in Flood Risk Management and Resilience 2016.





## Engagement and implementation plan summary

The *Queensland Strategy for Disaster Resilience* advocates tailored solutions developed by local people for local needs.

### Guiding principles for statewide collaboration:

- advance locally-led initiatives that reflect the community's risks and needs with particular reference to vulnerable communities including remote and Aboriginal and Torres Strait Islander peoples
- co-design and co-deliver resilience activities through collaboration with various sectors and professions
- build upon existing work and networks through local leadership, regional coordination and state facilitation
- match resilience solutions to appropriate resources and funding opportunities
- incorporate and embed disaster resilience into business as usual.

Local leadership

Shared responsibility  
and collaboration

Flexibility and  
adaptation

Prioritisation

Business as usual

Engagement will ensure local, regional and state level disaster resilience planning, priorities and projects are integrated and align with the objectives and commitments of the Strategy.

# Building Queensland's disaster resilience

## The approach to implementing the Queensland Strategy for Disaster Resilience





disaster resilient state in Australia

Queenslanders are invested in disaster risk reduction

There is continuous improvement in disaster preparedness, response and recovery

**adaptation**

changing context

**Prioritisation**

Right policy settings  
Right location  
Right measures

**Resilience becomes business as usual**

Mainstream resilience into 'day to day'  
Proactive and not reactive to disaster events

Understand the 'current state of play'

Link policy, funding and prioritised action

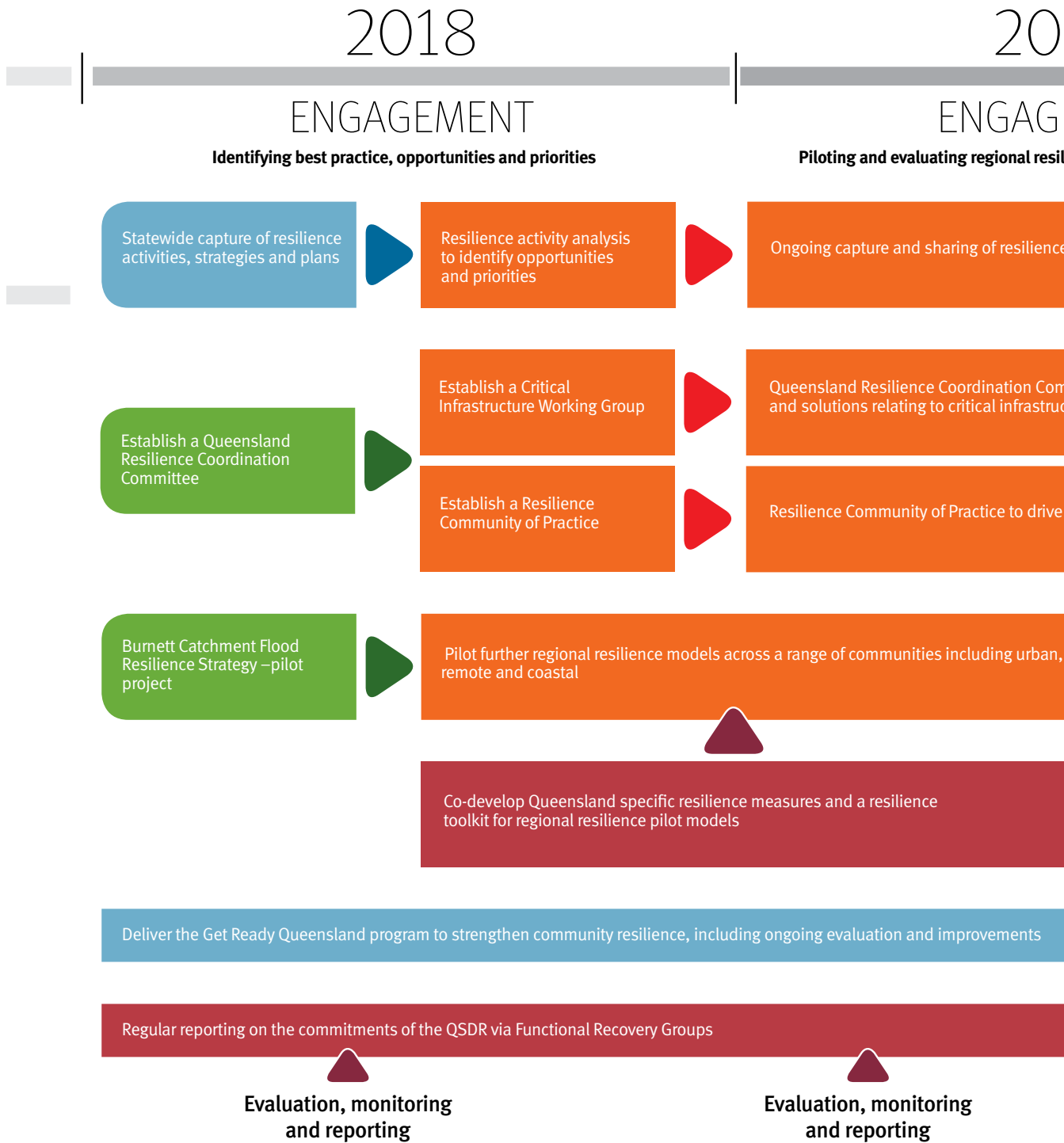
Build a disaster resilience culture 'front of mind'

Mature our capacity and capability

Work across disciplines

Measure our success

# Resilient Queensland



## Related Queensland Government Partner Projects and Programs

DES	Queensland Climate Adaptation Strategy Implementation
QFES	Queensland Emergency Risk Management Framework
DNRME	Natural Resources Investment Program
DPC	Queensland Social Cohesion Implementation Committee
DSDMIP	Building our Regions
DITID	Go Local Campaign (ongoing program)
DLGRMA	Local Government Grants and Subsidies Program
DCDSS	Disaster Management and Recovery Toolkit for Community-based Organisations
Health	Tackling Regional Adversity through Integrated Care

19

EMENT

ience models

2020-21

IMPLEMENTATION

Statewide delivery of resilience models

activities across the state

Committee to oversee delivery of Resilient Queensland and the Critical Infrastructure Working Group to review principles, practices structure protection and recovery from disasters

Innovation in resilience policy and practice

rural,



Evaluation, monitoring and reporting

Evaluation, monitoring and reporting



# Engagement and implementation approach

**The approach for Resilient Queensland is to ensure that local, regional/district and state level disaster resilience planning, priorities and projects are integrated, run to a seasonal cycle and align with the objectives and commitments of the Strategy.**

## **Engagement Phase: Join the dots, collaborate, invest and develop measures (2018-19)**

### **1) Joining the dots for disaster resilience building activities across Queensland**

Although there are a range of innovative approaches to disaster resilience building work across Queensland, this work is lacking a statewide collaborative and shared approach. To plan for the future, a holistic picture of this current work across Queensland is needed to:

- share and re-produce excellent practice and models
- identify gaps (and residual risks) and opportunities
- ensure Queenslanders are collectively working to the aims and objectives in the Strategy.

### **2) Statewide engagement and collaboration from 2018**

From 2018, engagement will commence with established disaster management groups including Local Disaster Management Groups, District Disaster Management Groups and state-level Functional Recovery Groups (Human and Social, Economic, Roads and Transport, Environment and Building) to:

- introduce Resilient Queensland
- consult on our engagement strategy
- outline the approach to identifying current activities including face-to-face workshops, surveys and research.

### **3) Collaboration**

Collaboration across various sectors and communities will help further identify the strengths and challenges being reported by a range of partners when implementing initiatives to build disaster resilience. This involves investigating and exploring solutions to address common challenges being experienced to identify preferred delivery models and opportunities for sharing resources.

### **4) Investment**

A stronger shared knowledge and investment amongst our networks of current work, tools and resources for building disaster resilience will complement the implementation of the Strategy.

By working together, our partners will be able to identify opportunities to invest further from their area of expertise and bring in new partners with new investment. This will help achieve a greater synergy of efforts and engagement with non-traditional partners.

### **5) Developing measures**

Resilience is different in every community. Measuring Queensland's resilience will incorporate an understanding of urban, remote, coastal, regional and rural communities.

Queensland-specific measures and indicators will be developed with project partners as the first phase of implementation. Experience with other state response and recovery activities will inform the development of this work.

## 6) Identifying opportunities

A holistic picture of disaster resilience activities across Queensland will identify gaps and opportunities that can be addressed to improve disaster resilience. These include but are not limited to:

- reducing the need to work in isolation
- communicating and clarifying governance structures
- developing capabilities for planning, assessing, implementing, evaluating and measuring disaster resilience outcomes
- sharing good practice and avoiding ‘re-inventing the wheel’.

This implementation approach for the Strategy aims to create a more sustainable base for continuing disaster resilience efforts into the future.

## 7) Establishing pilot models for delivery of resilience planning and projects

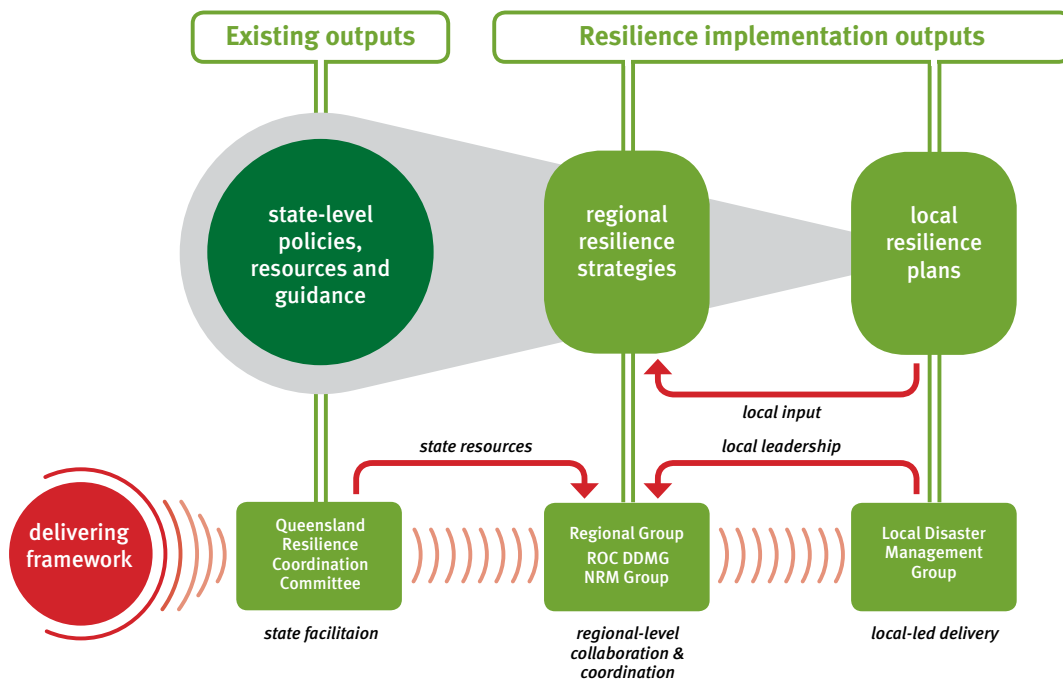
Resourcing the coordination and delivery of resilience planning and projects is a key consideration and intention of Resilient Queensland. However, a ‘one size does not fit all’ approach will be undertaken. It is therefore essential to collaborate with partners to develop, resource, pilot and measure delivery models in order to cater to local needs and priorities.

## Implementation Phase: Opportunities and models for delivery (2020-2021)

The Implementation Phase will include a focus on the statewide delivery of local and regional resilience plans and state reporting on resilience building activities.

Delivery will be co-designed and co-developed with local partners. Monitoring the success of the projects will be underpinned by the principles of Resilient Queensland.

This approach recognises and anticipates that models of delivery will reinforce regional and local self-reliance and ownership of processes, initiatives and outcomes.



**Future phases will be determined and planned based on outcomes and measures of the engagement and implementation phases to ensure continuous improvement.**

## Evaluation Phase: Measure success (2022)

Following the engagement and implementation phases of Resilient Queensland, a reporting and evaluation framework will be developed to monitor the implementation of the Strategy over time. This framework will be based on the following:

- commitments made in the *Queensland Strategy for Disaster Resilience 2017*
- recommendations from key governmental reviews and inquiries such as the *Queensland Floods Commission of Inquiry* and the *Queensland Audit Office Report into Flood Resilience of River Catchments*
- Queensland-specific resilience indicators to be developed in the first phase of implementation
- other state response and recovery activities and evaluations.

Key foundations will be integrated for each phase of Resilient Queensland as provided below:

- general resilience – insurance against uncertainty.
- specified resilience – particular solution to a local problem, building resilience one project at a time.





## Roles and responsibilities in engagement and implementation

Sharing the responsibility – Queenslanders working together to improve their resilience

The Strategy sets out broad roles and responsibilities for all Queenslanders in building disaster resilience. Implementation of Resilient Queensland also involves specific responsibilities for each of these key partners.



Partner	Queensland Strategy for Disaster Resilience responsibilities	Responsibilities under Resilient Queensland
<b>Individuals and households</b>	<ul style="list-style-type: none"> <li>• build healthy levels of community connectedness, trust and cooperation</li> <li>• understand their exposure to local risks</li> <li>• carry out activities to plan and prepare for all hazards</li> </ul>	<ul style="list-style-type: none"> <li>• participate in engagement activities</li> <li>• use the available tools to create awareness of disaster risk in their local community</li> <li>• incorporate resilience into day to day activities and planning</li> <li>• train/exercise resilience behaviours periodically</li> <li>• connect with the wider community to share local disaster knowledge</li> <li>• create a culture of interconnectedness with the broader community</li> </ul>
<b>Local government</b>	<ul style="list-style-type: none"> <li>• leading local level disaster management arrangements through the effective operation of Local Disaster Management Groups</li> <li>• building community understanding and capability to manage risks</li> <li>• leading enhanced community resilience</li> <li>• reducing exposure to all hazards through responsible land use planning, development and construction</li> <li>• maintaining the natural environment to preserve natural buffers and critical ecosystems that contribute to resilience</li> </ul>	<ul style="list-style-type: none"> <li>• lead, drive, and coordinate resilience activities</li> <li>• develop resilience networks beyond the traditional disaster management sector</li> <li>• help to grow existing social networks and organisations</li> <li>• embed resilience into 'business as usual' activity, including business continuity planning</li> </ul>
<b>State government</b>	<ul style="list-style-type: none"> <li>• coordinating and executing disaster management arrangements in Queensland</li> <li>• providing strategic direction and coordination of efforts to build resilience across all sectors of the community</li> <li>• enabling access to up-to-date and reliable risk information</li> <li>• ensuring all sectors of the community are aware of the options available for effective risk reduction</li> </ul>	<ul style="list-style-type: none"> <li>• collaboration and engagement to catalyse action</li> <li>• work with partners to implement Resilient Queensland</li> <li>• facilitate locally-led resilience building initiatives</li> <li>• invest in resilience education programs, particularly for young people</li> <li>• assist local governments in planning and resilience building</li> <li>• embed resilience into 'business as usual' activity, including business continuity planning</li> </ul>
<b>The tertiary sector</b>	<ul style="list-style-type: none"> <li>• work collaboratively with the public and private sectors to inform and develop risk reduction strategies based on emerging evidence</li> </ul>	<ul style="list-style-type: none"> <li>• engage in disaster research that is relevant and accessible to the community</li> <li>• embed resilience into 'business as usual' activity, including business continuity planning</li> </ul>
<b>Private sector and non-government organisations</b>	<ul style="list-style-type: none"> <li>• understanding their exposure to disaster risks</li> <li>• preparing business continuity plans</li> <li>• contributing to the social and economic recovery of affected communities</li> <li>• considering the prevention and reduction of risk as part of their core activities</li> </ul>	<ul style="list-style-type: none"> <li>• further develop social networks, and assist in creating awareness of risks</li> <li>• embed resilience into 'business as usual' activity, including business continuity planning</li> </ul>

## Priorities

The *Queensland Strategy for Disaster Resilience* recognises it is at the community level that the most powerful action can be taken to address disaster risk.



**A summary of priorities that will drive effort and catalyse change across the Resilient Queensland implementation phases.**

Objective	Phase 1 2018 - 2019	Phase 2 2020 - 2021
<b>1. Queenslanders understand their disaster risk</b>	1.1 Build a resilience culture of community involvement and collaboration around disaster risk management	
	1.2 Enable better access to real time information and data to make informed safety decisions	
	1.3 Engage young people	
<b>2. Strengthened disaster risk management</b>	2.1 Understand what people value	
	2.2 Involve the community in disaster preparedness	
	2.3 Enable better evidence-based decision making	
	2.4 Share the responsibility	
<b>3. Queenslanders are invested in disaster risk reduction</b>	3.1 Understand the 'current state of play'	
	3.2 Link policy, funding and prioritised action	
	3.3 Build a disaster resilience culture 'front of mind'	
<b>4. There is continuous improvement in disaster preparedness, response and recovery</b>	4.1 Mature our capacity and capability	
	4.2 Work across disciplines	
	4.3 Measure our success	

## Objective One - Queenslanders understand their disaster risk

Priorities	Description
1.1 Build a resilience culture of community involvement and collaboration around disaster risk management	Harnessing the best of what does and doesn't work and encouraging a culture of community involvement will help Queenslanders to understand their disaster risk and be more prepared. This involves encouraging collaboration within communities to support their knowledge and understanding of disaster risks and impacts in the short and long term.
1.2 Enable better access to real time information and data for informed safety decisions	Access to real-time information about disaster impacts will enable Queenslanders to make informed decisions to prepare and respond to risk in their communities.
1.3 Engage young people	Tailoring disaster risk assessment education and awareness for young people will empower them to ensure their own safety during a disaster now and into the future. Informing young people can also be a means of engaging with hard-to-reach and vulnerable people such as those from non-English speaking backgrounds, as young people are likely to share what they know with their families.

### What we need – joining the dots to meet Objective One



### Case study

#### Sunshine Coast Council Disaster Hub

##### Real-time data to empower informed decisions

The Sunshine Coast Council Disaster Hub was developed in 2016 and provides a “one-stop-shop” for real-time, publicly-available disaster information.

The community and emergency service agencies can access a variety of information from a single location. Previously these were only accessible by viewing several different websites for information on road closures, power outages, location of evacuation centres, school closures and web cams. The Disaster Hub strengthens community resilience by raising awareness of natural hazards and risks during disaster events and enables users to make better informed decisions before, during and after disasters.

The functionality of this innovative and informative tool will continue to be enhanced over time. This approach is a practical example of the philosophy of continuous improvement that is beneficial in improving resilience.

*Image: Sunshine Coast Council Disaster Hub*



## Objective Two – Strengthened disaster risk management

Priorities	Description
2.1 Understand what people value	People place different values on different things. For some, pets are very much a part of their family. For others, possessions mean the world. Understanding what people value helps strengthen our system so that we can coordinate and concentrate our efforts where they are needed most.
2.2 Involve the community in disaster preparedness	Involving the community in disaster preparedness activities, for example exercising, helps disaster managers to tailor communications and operations to community need. It also builds an awareness that everyone has a role to play in strengthening our disaster resilience.
2.3 Enable better evidence-based decision making	A strong disaster management system relies on good evidence and confident decision making. This means a clear line of sight between vulnerability and risk, and the plans that address them.
2.4 Share the responsibility	Government can only do so much on its own, and more governance is not the answer. Responsible governance means being clear on whole-of-government responsibilities, enabling community-scale collaboration and encouraging everyone to contribute to their own safety.

### What we need – joining the dots to meet Objective Two



## Building resilience by strengthening our risk disaster management approaches

### Case study

#### Mackay Regional Council – Emergency Liaison Network

##### Empowering vulnerable communities to be self-reliant

A number of properties in Mackay are frequently isolated during disasters. An Emergency Liaison Officer Network has been established by Mackay Regional Council to support the Local Disaster Management Group by assisting communities where access to emergency services is limited during disasters.

Many of the network volunteers are affiliated with the Rural Fire or State Emergency Services and reside in the affected areas of Seaforth, Midge Point, Eungella and Dalrymple Heights. Council provides the volunteers with key resources including a generator, computer and radio, which enables them to communicate with the Local Disaster Management Group and council to provide real-time intelligence from those isolated areas. The volunteers are also provided with training by council on the use of radios and also first aid due to the lack of services in their locality.

During Severe Tropical Cyclone (STC) Debbie, the Emergency Liaison Network provided rapid impact assessments, coordination of resupply activities and problem solving on the ground. Many of the volunteers assisted in clearing roads for access, clearing trees from homes, fueling generators to power infrastructure and relaying public information on behalf of the Local Disaster Management Group. The volunteers reported that during STC Debbie, their communities worked together and were able to be more self-reliant.

## Objective Three – Queenslanders are invested in disaster risk reduction

Priorities	Description
3.1 Understand the 'current state-of-play'	Mapping the current resilience landscape of operations will highlight opportunities for making our communities, infrastructure and environment stronger and more adaptable to future stresses.
3.2 Link policy, funding and prioritised actions	Success will be achieved by taking a proactive approach to resilience building, not a reactive one. Taking a strategic approach that joins the dots between policy, funding and action on the ground means efficiency, clarity and opportunity.
3.3 Build a disaster resilience culture 'front of mind'	Resilience should be 'mainstreamed' into usual business and government decision-making. Keeping a focus on long-term risk reduction and resilience and what it means for people, communities, the economy and the environment helps draw out linkages and outcomes that might not be immediately apparent.

### What we need – joining the dots to meet Objective Three



## Building resilience by investing in risk disaster reduction

### Case study

#### Brisbane River Catchment Flood Studies

Following the 2011 floods, a Commission of Inquiry recommended that a comprehensive Brisbane River Catchment Flood Study be completed and floodplain management plans be developed to improve community safety and reduce the costs of future floods.

This catchment approach to flood risk management was informed by lessons from 2011, which identified that flood waters don't respect government boundaries and that state and local governments need to work together to prepare for and manage future flood events with greater efficiency and coordination.

The Brisbane River Catchment Flood Study was completed in early 2017 and is the most comprehensive study of its kind ever undertaken in Australia. The study is informing the development of Queensland's first regional-scale floodplain management plan, which considers a full range of flood risk measures across the catchment including land use planning, structural mitigation, community awareness, building controls and disaster management.

As Queensland's first catchment approach to floodplain management, it is the catalyst project that has changed how we better prepare for and manage flood risk in Queensland. It is an approach that extends beyond local boundaries and calls for collaboration between the state and local governments.

### Case study

#### Township Fire Management Plans for North Stradbroke Island

##### Restoring resilience through traditional and contemporary fire management practices

In January 2014, North Stradbroke Island experienced a catastrophic bushfire with 70 per cent of the island's bushland impacted over a 16 day period.

Fire Ecologists and Traditional Owners are working together to develop and implement bushfire management plans for the North Stradbroke Island (Minjerribah) townships of Point Lookout, Dunwich, One Mile and Amity, to improve the community's resilience to fire. The plans apply fire management concepts based on contemporary and traditional knowledge.

A key strategy is the reinstatement of the traditional practice of planned regular low intensity burning around the townships by the Quandamooka people to mitigate hazards and maintain cultural landscapes.

The Township Bushfire Management Plans are another step forward towards managing fire risk on the island and achieving the community's long-term aspirations of maintaining cultural landscapes and protecting the unique ecology of North Stradbroke Island using concepts based on traditional knowledge.



## Objective Four – There is continuous improvement in disaster preparedness, response and recovery

Priorities	Description
4.1 Mature our capacity and capability	Current and future disaster risks are being impacted by our changing climate and the increasing numbers of people and properties located in disaster impacted areas. Our disaster management system needs to be scalable to accommodate these increases without impacting on service delivery. This involves a journey of continuous improvement.
4.2 Work across disciplines	Resilience building is complex, with many interrelated elements. Planning for a community in isolation may inadvertently put other communities at risk. Better interaction between professions will help improve resilience over time.
4.3 Measure our success	It is difficult to gauge improvement without measuring it. A cycle of monitoring and evaluation that is based on a philosophy of supported self-help will help improve our collective knowledge across the state.

### What we need – joining the dots to meet Objective Four



### Building resilience through measuring our success and continuous improvement

#### Case study

#### Cassowary Coast Regional Council

##### Working across disciplines

‘Together Prepared! Together, We’re Stronger,’ launched in September 2012, is a community development campaign designed in direct response to feedback received through 14 months of intensive community consultation across the Cassowary Coast region.

Three key strategies were adopted as part of the campaign:

1. Business and Retailer Support Project
2. Personal and Household Resilience Toolkit
3. Online interactive website.

It was the first time all three of these strategies had been implemented across the region and, as such, the Cassowary Coast can proudly claim an Australian first in all three projects.

By fostering greater linkages between local businesses and community members, the campaign was able to:

- increase exposure for the disaster preparedness message across the community
- reduce the impact on retailers of ‘panic-buying’
- enhance the importance of self-reliance and self-efficacy in preparing and responding to events
- promote an understanding that all householders in the region should have a year-round reserve stock.

## Delivery foundations

The *Queensland Strategy for Disaster Resilience* recognises improving levels of resilience relies on changing how we think and operate as part of our business as usual.

The following delivery foundations provide the basis for the implementation approach and actions outlined in Resilient Queensland. They have been based on detailed research and consultation, and include:

1. understanding risk
2. identifying drivers for change
3. locally-led implementation models
4. planning cycle aligns with tempo and seasonality of hazards
5. leveraging current good practice (case studies)
6. general and specified resilience.

# Foundation one

## – understanding risk

Understanding risk is fundamental to increasing Queensland’s level of preparedness and resilience to disasters. Ensuring this is not determined in isolation from community involvement will better inform our understanding of the hazards and vulnerabilities as well as to shape local priorities.

The Climate Change in Queensland Map Application is a tool developed by the Queensland Government to indicate the projected impacts of climate change on Queensland communities. This application provides information about the average projections of changes in temperature, rainfall and evaporation for different Queensland geographic locations for the years 2030, 2050 and 2070, presented in an accessible way to the public.

The Queensland Emergency Risk Management Framework (QERMF) works in reference to the Queensland Climate Adaptation Strategy. The 2017 State Natural Hazard Risk Assessment was the first assessment produced using the QERMF’s methodology.

The following excerpt from the 2017 State Natural Hazard Risk Assessment identifies the highest risk of tropical cyclones for January to March.

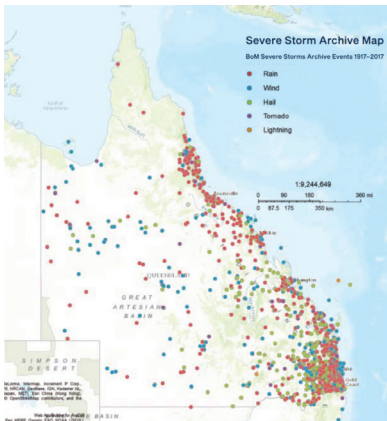
Month	November	December	January	February	March	April	May
Number of Tropical Cyclones since 1967	2	17	43	33	34	16	1
% of total events	1%	12%	29%	23%	23%	11%	1%

*Source: 2017 Queensland State Natural Hazard Risk Assessment (Queensland Fire and Emergency Services)*

The framework outlines a methodology for harnessing scientific data relating to hazards and using geospatial information systems to analyse historical and/or projected impacts to identify exposures, vulnerabilities and subsequent risks. The approach promotes checking scientific data, mapping and modelling against local knowledge to ensure the outcomes make sense to affected communities.

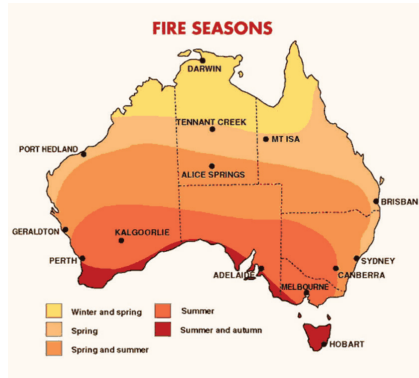
QFES is supporting local governments across Queensland to apply the framework for more in depth understanding of risk and to enable a clear line of sight to effective risk-based planning.

*Intense storms, especially electrical thunderstorms have a greater tendency to manifest during summer months.*



Source: 2017 Queensland State Natural Hazard Risk Assessment (Queensland Fire and Emergency Services)

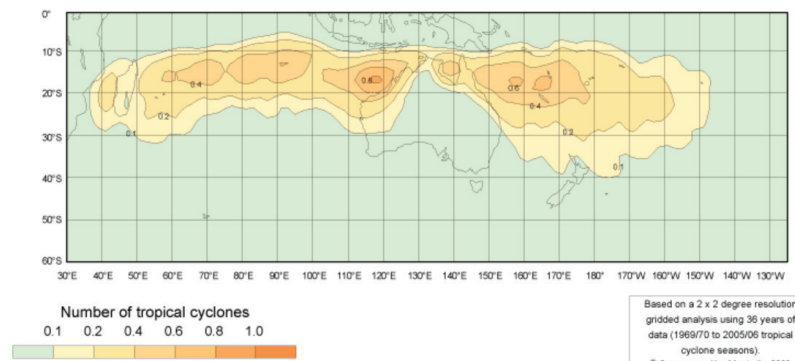
*Fires are more likely to occur in Southern Queensland in the summer months, and in Northern Queensland during winter and spring.*



Source: Bureau of Meteorology

*Cyclonic wind and coastal inundation are usually associated with cyclone events, though they can be associated with east coast lows. Therefore these hazards tend to occur during the same summer months as cyclonic activity.*

Average annual number of tropical cyclones



Source: Bureau of Meteorology

# Foundation two

## – Identifying drivers for change

The *Queensland Strategy for Disaster Resilience 2017* is consistent with the policy reforms adopted by the 2011 *National Strategy for Disaster Resilience* and the United Nations *Sendai Framework for Disaster Risk Reduction 2015 – 2030*. In addition, Resilient Queensland reflects several elements that are unique to Queensland at local, regional and state levels that drive the need for disaster resilience.

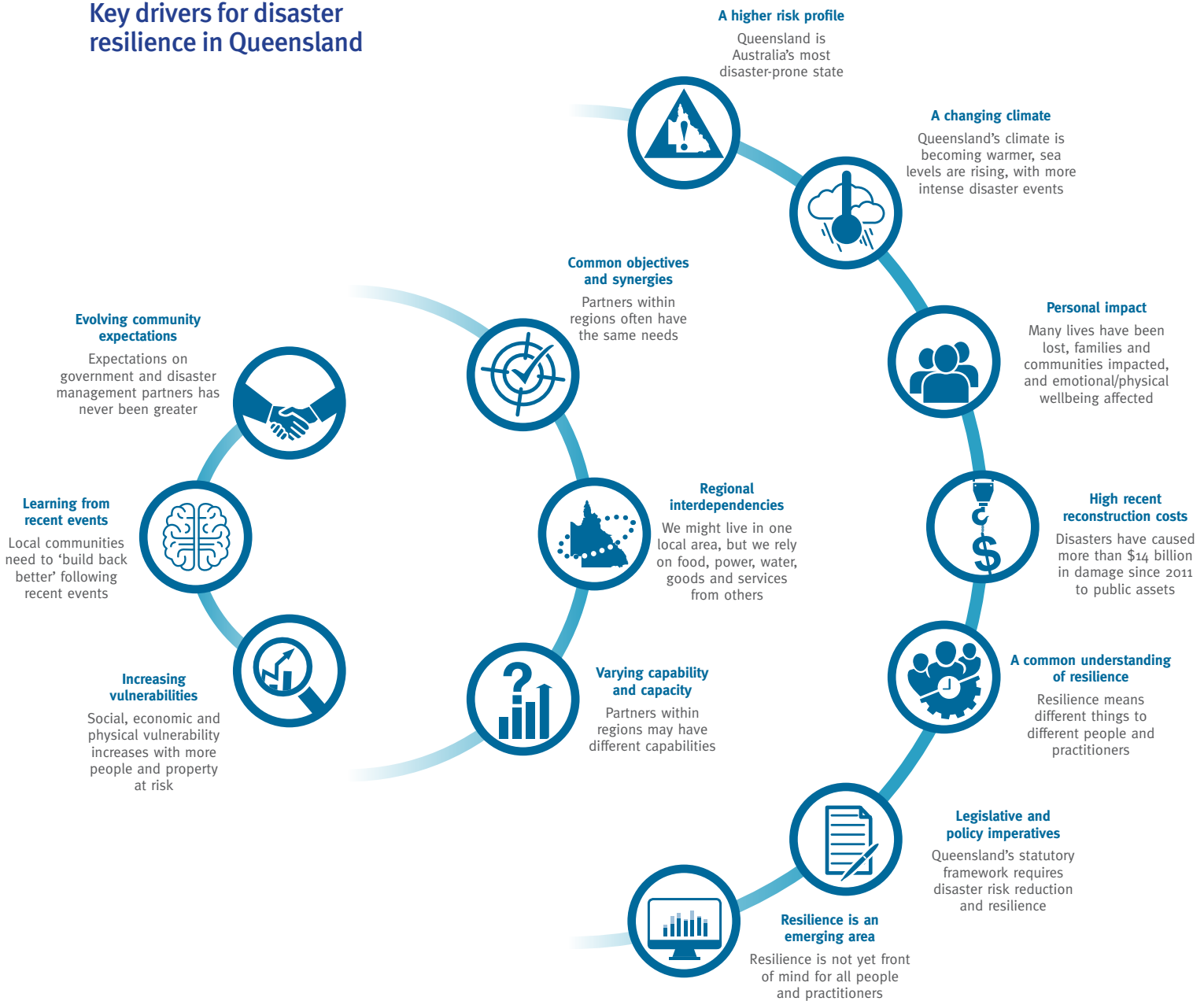
These drivers identify both risks and opportunities for building disaster resilience. They are the starting point towards mapping how we can work together to prioritise and develop areas of weakness, while also capitalising on our strengths. The drivers illustrate how important it is to have a clear understanding of the current situation in order to plan a clear way forward.

Statewide strategies that inform Resilient Queensland include:

- *Queensland Climate Adaptation Strategy*  
(Department of Environment and Science)
- *People with Vulnerabilities in Disasters*  
– *A framework for an effective local response, to ensure local governments and community partners are supported to assist those most susceptible to the impacts of disaster events*  
(Department of Communities, Disability Services and Seniors)
- *Queensland Emergency Risk Management Framework*  
(Queensland Fire and Emergency Services)
- *The Department of Aboriginal and Torres Strait Islander Partnerships' 2017-2021 Strategic Plan.*



# Key drivers for disaster resilience in Queensland



# Foundation three

## – Locally-led implementation models

**Feedback from Local and District Disaster Management Groups and local and state government agencies indicates communities are best placed to understand and identify their needs for building disaster resilience.**

Local communities have inherent strengths, assets and resources that need to be actively engaged to increase their community and organisational capacity to develop disaster resilience.

### **Experience shows this**

Resilient Queensland has been informed by a broad range of knowledge gained from recent work and research in progressing disaster resilience, as well as learnings, reviews and recommendations from disaster events.

### **It's an adaptive approach**

This 'collective knowledge' approach is designed to be dynamic and to adapt to the changing disaster context. It enables new information, experiences and evaluations to be used to modify this approach, and to be able to address disaster resilience issues and trends as they emerge.

### **It builds on the expertise we already have across partnerships**

Achieving successful disaster resilience outcomes for Queensland will rely upon strong partnerships with key partners to provide their advice and guidance through collaboration.

### **It allows us to match resourcing to locally identified needs and priorities**

Resources should be based on community needs and priorities. A locally-led delivery model will help to develop an agreement with partners regarding allocation of resources and efforts to achieve a collaborative approach.

*We would really benefit from having a proactive strategy written down. We're often snowed under with other work to pull together a clear document.*

*There are numerous entities working on multiple bodies of work – these need to be aligned to common objectives.*

*Continued funding and engagement is crucial to ongoing resilience building.*

What we are hearing at the local level...

*We have an ad-hoc arrangement to support and learn from other councils.*

*We'd love to see more coordination to enable forums for knowledge sharing.*

# Building resilience through a locally-led model

## An example of our guiding principles in action

### Burnett Catchment Flood Resilience Strategy – pilot project

The Queensland Government is partnering with Bundaberg Regional Council, Cherbourg Aboriginal Shire Council, North Burnett Regional Council and South Burnett Regional Council to deliver the Burnett Catchment Flood Resilience Strategy. This pilot project is scheduled for completion in mid-2018 and will inform the development of further catchment-scale risk reduction strategies for the state.

The purpose of this Strategy is to develop a consistent and coordinated approach to managing flood risk across four of the councils located within the Burnett River Catchment.

The Queensland Government and local councils are sharing their local knowledge to develop a catchment-scale plan for managing the impact of future floods and enhancing community safety and resilience.

The pilot project examines the benefits and challenges experienced in the implementation of a catchment-scale governance approach to identify lessons learnt for regional resilience service delivery across the state.

This pilot project is a good demonstration of how the Queensland Government will work with local governments and other stakeholders to deliver regional resilience plans across the state.

**Local leadership** – is being driven by local knowledge through state facilitated processes.

**Shared responsibility and collaboration** – a range of professionals from a number of disciplines are working together.

**Prioritisation** – riverine flooding is the number one natural hazard facing this community and regional coordination is needed to ensure community safety.

**Flexibility and adaption** – the project builds on work already delivered through the *Bundaberg 10 Year Action Plan* and other relevant local plans and activities.

**Resilience becomes business as usual** – the systems, processes and relationships established through this project will be embedded into business as usual activities beyond disaster management.

# Foundation four

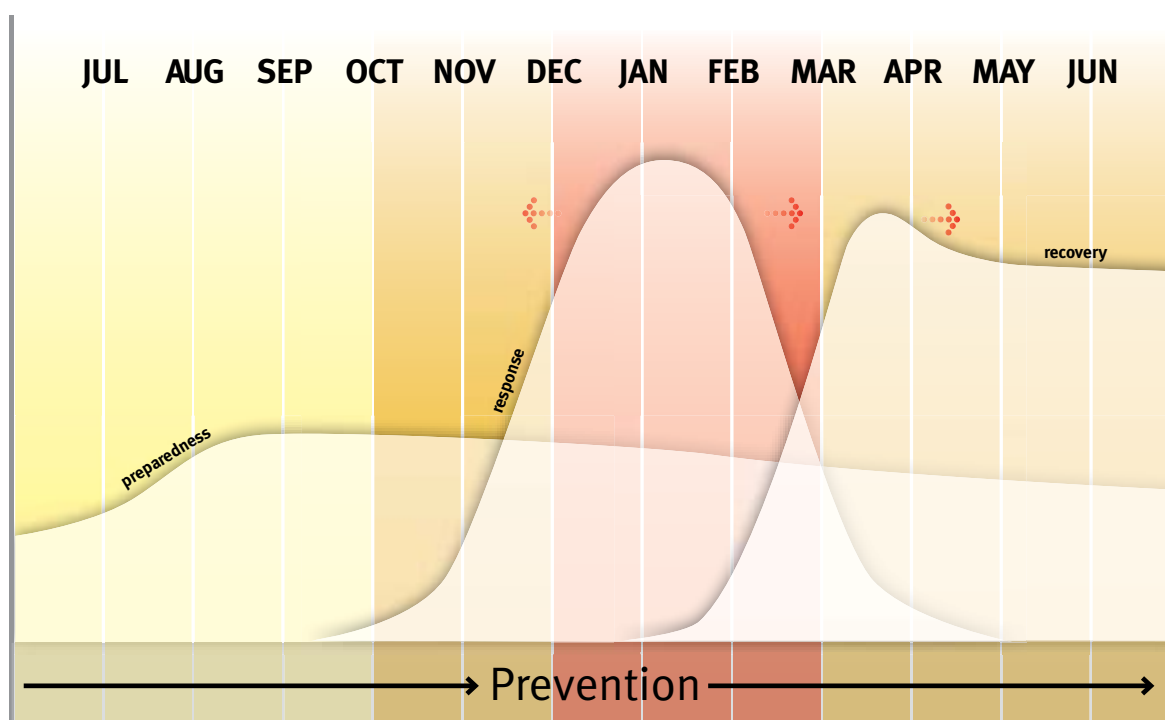
## – Planning cycle aligns with tempo and seasonality of hazards

The seasonality of natural hazards experienced in Queensland means that governmental response is required in ebbs and flows, highlighting peak periods where disaster preparedness, response and recovery activities are likely to be undertaken.

It makes sense to further embed these seasonal considerations into normal business as usual operations for governments, non-government organisations, business and industry. Resilient Queensland recognises the implications on resourcing, personnel and operations during peak periods and that collaboration and engagement activities outside of these times is required.

The *Prevention, Preparedness, Response and Recovery Disaster Management Guidelines* describes best practice planning approaches including timing and capability planning.

Note that, in accordance with the *Disaster Management Act 2003*, Local Disaster Management Groups and District Disaster Management Groups have disaster management plans in place, which are reviewed annually prior to key seasonal milestones.

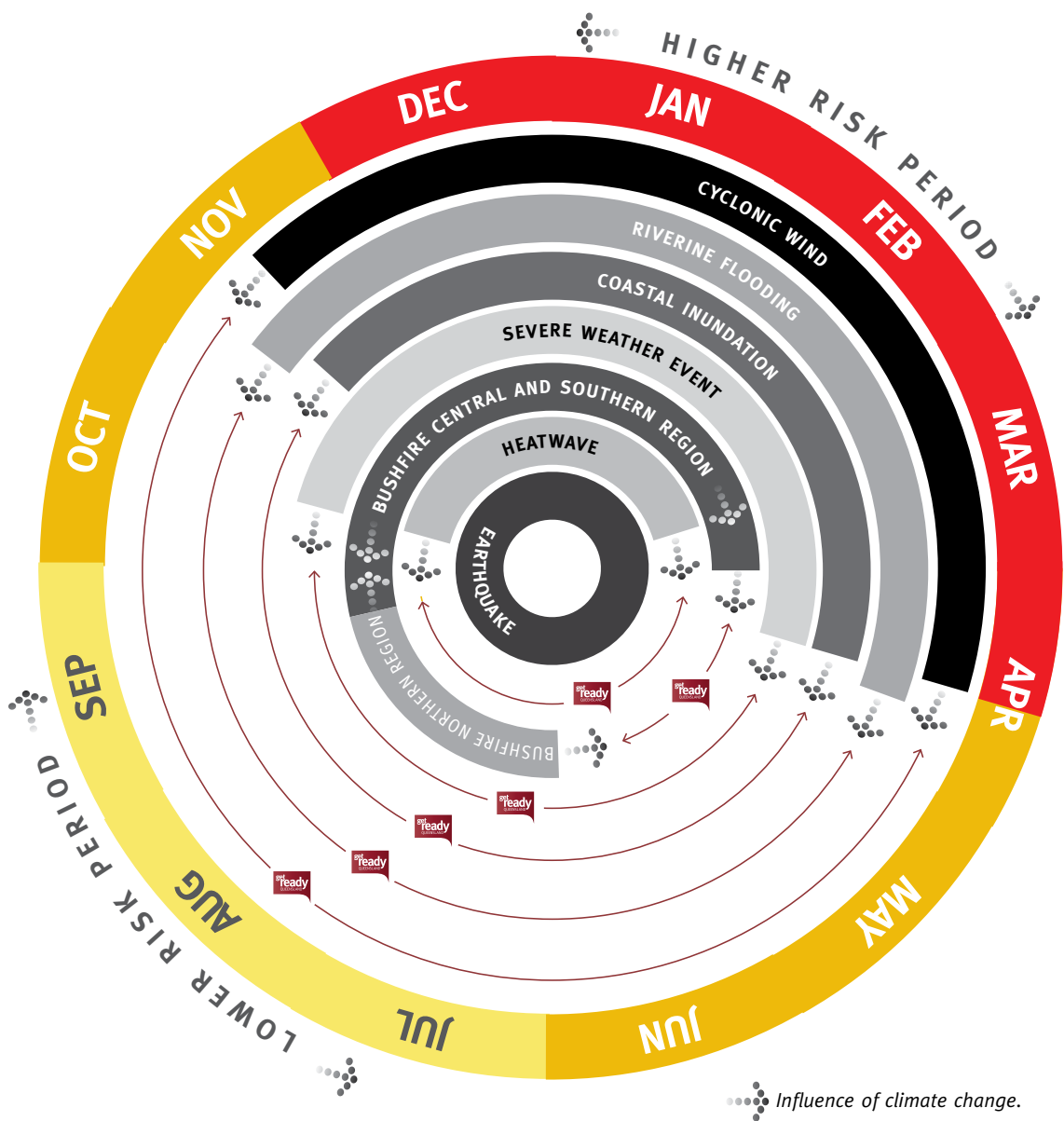


This diagram demonstrates concentration of activity and planning according to the tempo and seasonality of Tropical Cyclones and severe weather events (Queensland's highest natural hazard risk) in Queensland and that the higher risk periods are likely to extend with climate change.



## Planning cycle for seasonality of hazards

Although hazards can occur at anytime, certain natural hazards in Queensland are more likely during distinct periods. It is expected that our warming climate will influence the onset and duration of most natural hazards.



# Foundation five

## – Leveraging current good practice

Leveraging current good practice throughout the state is fundamental to the development of a more resilient Queensland. Below are some examples of current initiatives that are building disaster resilience and preparedness throughout Queensland.

### Get Ready Queensland (QRA)

#### Timing is everything

Get Ready Queensland is a year-round campaign that promotes all-hazards disaster preparedness and resilience building initiatives. The program aims to unite all of the state's preparedness and resilience activities under a single brand for a consistent and coordinated approach and is the primary vehicle for statewide resilience messaging and preparedness activities.

While this is a year-long awareness program, it is the launch of Get Ready Week in October of each year that triggers an amplification of community awareness and resilience building initiatives by government and non-government organisations.

Resilience is about more than just good preparation or effective response. It is about accepting that extreme weather is part of living in Queensland, and preparing to handle it accordingly. The program recognises it's not so much a matter of 'if' but 'when' this will happen in Queensland.

Currently the program provides \$2 million per year in state funding to help local governments tailor resilience and awareness activities to their local community based on their local needs.

### Operation Cool Burn (QFES)

#### Seasonal approaches to risk reduction activities

Queensland Fire and Emergency Services (QFES) works with local communities to prepare for the bushfire season through Operation Cool Burn. This program generally takes place from April to August each year when partners in land management and local government are focused on fuel reduction and mitigation of bushfire risk across Queensland.

During Operation Cool Burn, fortnightly video conferences are held with QFES, regional personnel and the Bureau of Meteorology to share updates on planning and implementation activities being delivered to mitigate risk in bushfire prone locations.

While the efforts of Operation Cool Burn are focused during an operational period, additional risk mitigation activities occur at other appropriate times of the year. A network of Area Fire Management Groups, established in all Rural Fire Service areas in Queensland, assist with local coordination of bushfire preparedness, prevention and mitigation activities. These groups also play a major role in identifying priorities for hazard reduction burning through Operation Cool Burn.

# Foundation six

## – General and specified resilience

In practice, resilience comprises two complementary aspects that are best characterised as general and specified. While general resilience is about providing a measure of insurance against uncertainty, specified resilience is focused on delivering a particular solution to a local problem. There is always a balance to be struck between these two mutually reinforcing aspects of resilience.

**General resilience** is the broad capacity to deal with uncertainty and ensure the plans and procedures, governance arrangements, resources and ‘safety net’ provisions are available when required. Resilient Queensland will support general resilience by mapping resilience policy across the state and reviewing current disaster resilience funding arrangements and their effectiveness.

**Specified resilience** occurs when an explicit type of hazard or disturbance requires a particular response. For example, local governments work closely with affected communities to identify local solutions, based on local knowledge. Resilient Queensland will support the development of specified resilience through locally-led initiatives including collaboration with selected local governments and regional bodies to pilot local resilience plans.

Building resilience through an operational framework calls for:

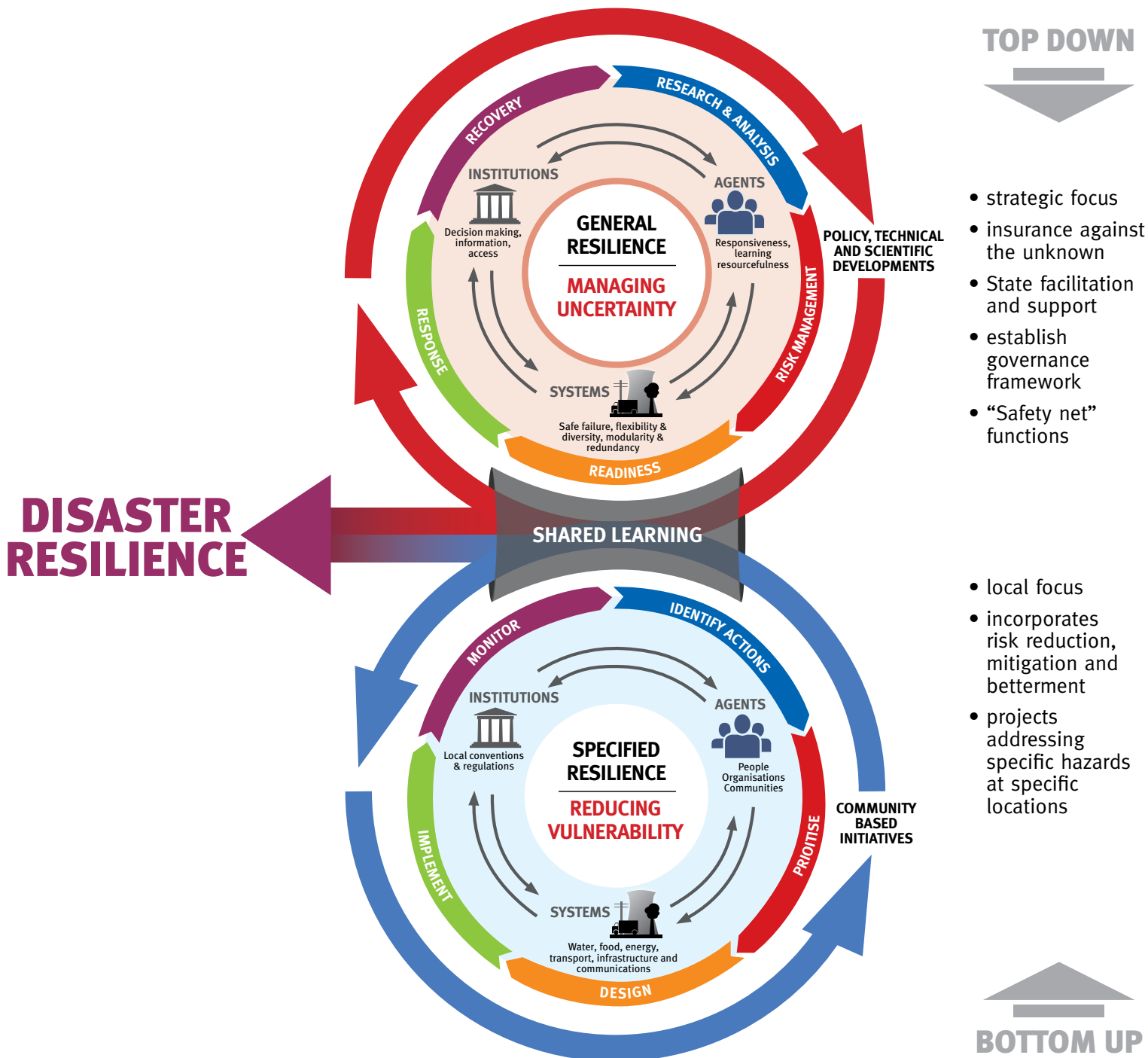
- a. structured dialogue that identifies and communicates knowledge, ideas, and best practice to guide planning and implementation
- b. vulnerability assessments of our systems (human and social, economic, built and natural environments)
- c. strategies to grow resilience through prioritised policy, investment and actions that are informed by vulnerability assessment
- d. adaptation that draws on new capacities, new knowledge and experience.<sup>1</sup>

<sup>1</sup> National Strategy for Disaster Resilience - Council of Australian Governments, February 2011

# Queensland Concept for Disaster Resilience

## Building adaptive capacity

Two iterative and interactive cycles integrating the multistakeholder elements that make up a comprehensive approach to disaster resilience.



- strategic focus
- insurance against the unknown
- State facilitation and support
- establish governance framework
- “Safety net” functions

- local focus
- incorporates risk reduction, mitigation and betterment
- projects addressing specific hazards at specific locations

Adapted from: Tyler, S & Moench, M (2012) A framework for urban climate resilience: Climate and Development Vol 4 No 4, October 2012

Resilient Queensland

---

## Governance

The *Queensland Strategy for Disaster Resilience* promotes collaboration across Queensland to accelerate and amplify resilience building efforts.



# Coordination and facilitation of Resilient Queensland

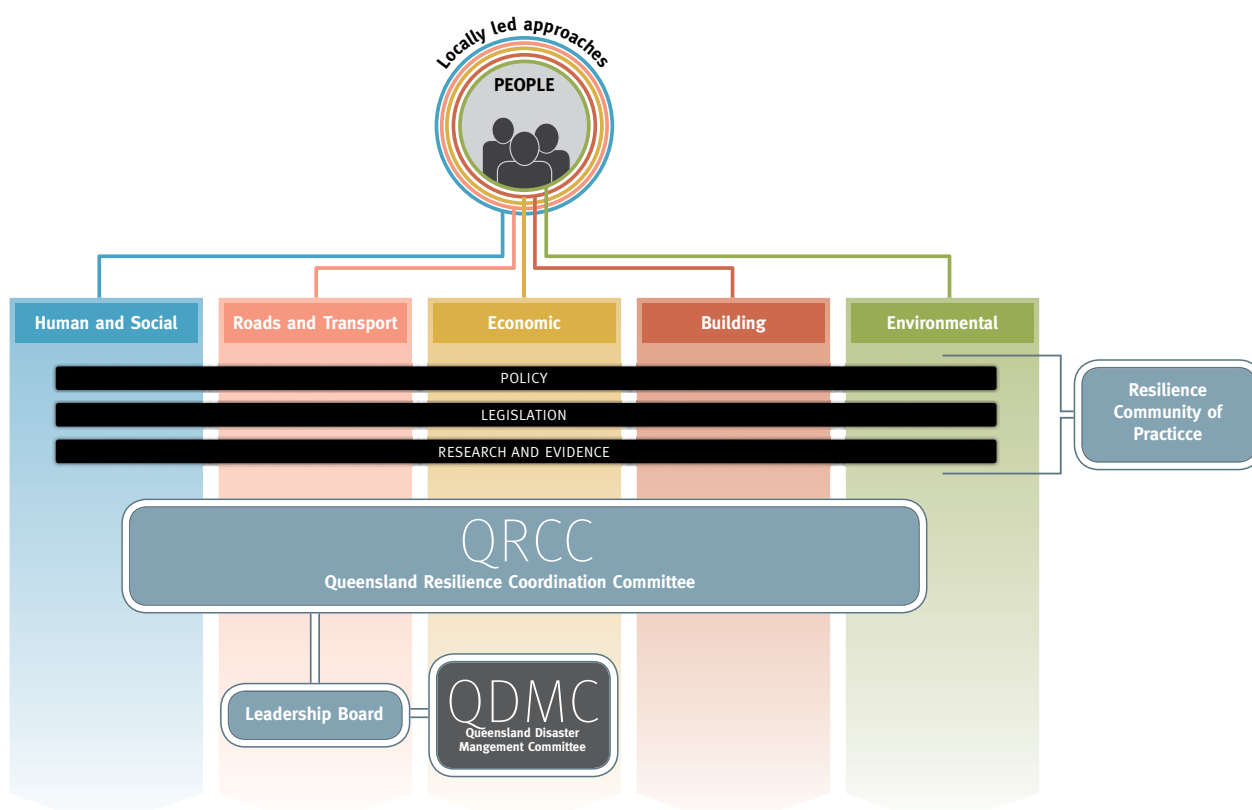
## Role of the Queensland Resilience Coordination Committee

In 2018, the Queensland Resilience Coordination Committee (QRCC) will be established to provide direction and coordinate actions under Resilient Queensland. The QRCC will report to the Queensland Disaster Management Committee (QDMC) via the Leadership Board, and will be supported by the five Functional Recovery Groups, whose membership is made up of lead recovery agencies and key partners across multiple sectors. The QDMC provides the strategic direction and state-level decision making for disaster management across Queensland, with membership comprised of a core group of Ministers supported by Directors-General.

The State Recovery Policy and Planning Coordinator will chair the QRCC.

The QRCC will include representatives from key state government agencies, and will consult with the Local Government Association of Queensland, peak bodies and other partners on initiatives and measures necessary to enhance disaster resilience.

The QRCC will also identify and consider resilience policy and project opportunities.



# Consultation that informed Resilient Queensland

The Queensland Government engages extensively with a broad range of partners to better understand the local issues and challenges for building disaster resilience across the state. This information has informed the development of Resilient Queensland.

## **Disaster resilience projects and programs**

- Get Ready Queensland
- Brisbane River Catchment Flood Studies
- Queensland Preparedness Survey

## **Disaster recovery evaluations**

- Queensland Flood Commission of Inquiry recommendations
- Inspector-General Emergency Management *Report 1: 2017-18 The Cyclone Debbie Review*
- Inspector-General Emergency Management *2016-17 Review of capability at a district and local level (Mackay Disaster District)*
- Inspector-General Emergency Management *Report 1: 2014-15 Review of state agency integration at a local and district level*
- Inspector-General Emergency Managements *Discussion Paper 2: 2016 Meta-analysis of Disaster Management Exercises*
- *Queensland Reconstruction Authority's Review of Issues and Challenges faced by LGAs in Flood Risk Management and Resilience 2016*

## **Key policies and procedures**

- *People with Vulnerabilities in Disasters: A framework for an effective local response*
- *Queensland Recovery Plan*

## **Supporting legislation, policy and strategy**

The *Disaster Management Act 2003* describes how Queensland approaches disaster management across the elements of Prevention, Preparedness, Response and Recovery. These fundamental elements operate together to effect greater resilience to disasters, across all hazards. The *Disaster Management Act 2003* contains guiding principles and articulates the framework under which disasters are managed. The *Disaster Management Act 2003* also establishes a shared responsibility model through disaster management groups at local, district and state level, and the joint development of disaster management plans at each level. This includes the State Disaster Management Plan which sets out the State's disaster management intent.

Queensland has a strong supporting strategic framework, including the Emergency Management Assurance Framework encompassing Queensland's Standard for Disaster Management as established by IGEM.

*Resilient Queensland 2018-2021* is supported through the objectives of *The Queensland Disaster Management Strategic Policy Statement 2016* which strives to safeguard people property and the environment from disaster impacts, and empower and support local communities to manage disaster risks, respond to events and be more resilient.

*The Prevention Preparedness, Response and Recovery Disaster Management Guidelines* support local, district and State planning and the four key objectives of the *Queensland Strategy for Disaster Resilience*.

The *Queensland Climate Adaptation Strategy 2017-2030 (Q-CAS)* will help Queensland prepare for current and future climate changes by understanding the impacts, managing the risks and harnessing opportunities for a more resilient approach to a changing environment.

The consideration of climate change projections is integral to a resilient approach to planning for natural hazards. The *State Planning Policy 2017* expresses ‘safety and resilience to hazards’ as a state interest to guide more effective land use planning and development, seeking to ensure natural hazards are properly considered in all levels of the planning system.

The *Queensland Recovery Plan* is Queensland’s principal reference document when planning for and conducting recovery operations. The *Queensland Recovery Plan* adopts the principle that successful recovery relies on a community-led approach. Disaster recovery often provides a unique opportunity to rebuild a stronger, more resilient Queensland across our communities, economy and natural and built environments; in this way helping achieve the vision of making Queensland the most disaster resilient state in Australia.

The *Sendai Framework for Disaster Risk Reduction 2015-2030* (the Framework) is the international framework for disaster risk reduction. The Framework was adopted at the Third United Nations World Conference on Disaster Risk Reduction in Sendai, Japan, on 18 March 2015. The Framework seeks to prevent and reduce disaster risk through seven global targets and four priorities for action.

The *National Strategy for Disaster Resilience (NSDR)* provides direction for territories, states and the Australian Government on disaster risk reduction. The NSDR’s primary focus is on building disaster resilient communities across Australia.

## Queensland Fire and Emergency Services (QFES) supporting programs

As a key partner and delivery agent for resilience and disaster risk mitigation, Queensland Fire and Emergency Services are delivering the following programs to make communities more resilient to disaster risk.

### QFES community engagement programs

QFES delivers a range of community education and engagement programs and resources to build capability in communities and reduce risk, including local engagement initiatives at the regional level designed specifically to foster capability development across state, local government, community and corporate partners.

### QFES grants support to volunteers

QFES helps local communities build community resilience by providing support to volunteers in applying for internal and external (community) grants. This assists in the acquisition of equipment for volunteers which develops capability against local risk profiles.

### QFES partnerships

QFES actively seeks partnerships with the corporate and community sectors and within government to build community resilience, develop shared responsibility and address local risks through the provision of equipment and services.

QFES currently has agreements with;

- National Roads and Motorists Association for the provision of equipment to SES volunteers
- Energy Queensland (Energex and Ergon) and Powerlink to supply equipment to SES and RFS volunteers

QFES also works collaboratively with Police Citizens Youth Club Queensland, Surf Life Saving Queensland, Volunteer Marine Rescue, Coast Guard, Volunteering Queensland, Red Cross and emergency services volunteer associations, Rural Fire Brigades Association of Queensland and State Emergency Services Volunteers Association, to build community capability through the volunteer network.



# Appendix 1

## Glossary

Adaptation	Can take many forms, including changing the way we do business, constructing better infrastructure, building resilient communities, and eliminating stressors on our biodiversity and critical ecosystem services. <sup>1</sup>
Climate change	An amplifier of existing climate variation and will affect Queensland's diverse communities, regions and industries in different ways, presenting both opportunities and risks. <sup>1</sup>
Community	A group of people with a commonality of association and generally defined by location, shared experience, or function. <sup>2</sup>
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 operations horizontally across organisations and agencies. <sup>2</sup>
Disaster	A serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the state and other entities to help the community to recover from the disruption. <sup>3</sup>
Disaster Management	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. <sup>3</sup>
Disaster mitigation	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. <sup>2</sup>
Disaster 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. <sup>2</sup>
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. <sup>4</sup>
Disaster risk reduction	Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development. <sup>4</sup>
Event	(a) A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening. (b) An explosion or fire, a chemical, fuel or oil spill, or a gas leak. (c) An infestation, plague or epidemic. (d) A failure of, or disruption to, an essential service or infrastructure. (e) An attack against the state. (f) Another event similar to an event mentioned in paragraphs (a) to (e). An event may be natural or caused by human acts or omissions. <sup>2</sup>
Hazard	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. <sup>4</sup>
Resilience	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. <sup>5</sup>
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards. <sup>4</sup>

<sup>1</sup> Pathways to a climate resilient Queensland – Queensland Climate Adaptation Strategy 2017-2030

<sup>2</sup> Queensland State Disaster Management Plan – Queensland Government, reviewed 2016

<sup>3</sup> The Disaster Management Act 2013 (The Act)

<sup>4</sup> United Nations Office for Disaster Risk Reduction

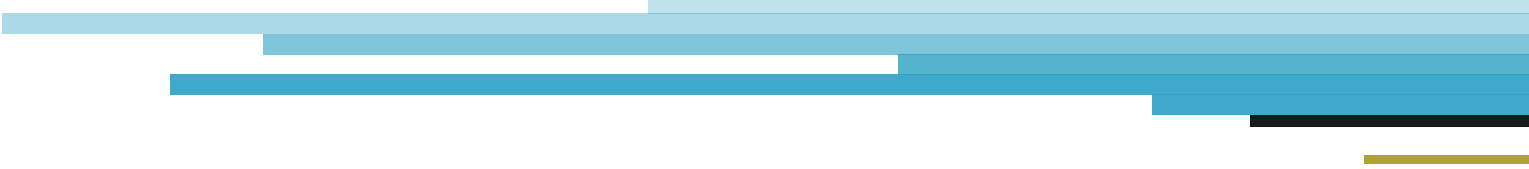
<sup>5</sup> Queensland Strategy for Disaster Resilience – Queensland Government, July 2017



# Appendix 2

## Acronyms

Acronym	Organisation
DCDSS	Department of Communities, Disability Services and Seniors
DDMG	District Disaster Management Group
DES	Department of Environment and Science
DITID	Department of Innovation, Tourism Industry Development and the Commonwealth Games
DLGRMA	Department of Local Government, Racing and Multicultural Affairs
DNRME	Department of Natural Resources, Mines and Energy
DPC	Department of the Premier and Cabinet
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
IGEM	Inspector-General Emergency Management
LDMG	Local Disaster Management Group
LGAQ	Local Government Association of Queensland
NRM Group	Natural Resource Management Group
QFES	Queensland Fire and Emergency Services
QH	Queensland Health
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
ROC	Regional Organisation of Councils



---

[www.qldra.org.au/ResilientQueensland](http://www.qldra.org.au/ResilientQueensland)

[www.qldra.org.au/ResilientQueensland](http://www.qldra.org.au/ResilientQueensland)