IPSWICH CITY COUNCIL

AGENDA

of the

ENVIRONMENT COMMITTEE

Held in the Council Chambers
2nd floor – Council Administration Building
45 Roderick Street
IPSWICH QLD 4305

On Tuesday, 18 June 2019
At 11.30 am or 10 minutes after the conclusion of the Communities Committee
whichever is sooner.

MEMBERS OF THE ENVIRONMENT COMMITTEE	
Interim Administrator Greg Chemello **(Chairperson)**	

ENVIRONMENT COMMITTEE AGENDA

11.30 am or 10 minutes after the conclusion of the Communities Committee whichever is sooner. on **Tuesday,** 18 June 2019
Council Chambers

** Item includes confidential papers

<u>**ENVIRONMENT COMMITTEE NO. 6**</u>

<u>**18 JUNE 2019**</u>

AGENDA

1.   <u>SOUTH EAST QUEENSLAND FIRE AND BIODIVERSITY CONSORTIUM ANNUAL CONTRIBUTION</u>

With reference to a report concerning the ongoing financial contribution to and partnership with the South East Queensland Fire and Biodiversity Consortium (SEQFBC). This is a retrospective payment for the 2018–2019 financial year.

<u>RECOMMENDATION</u>

That the Interim Administrator of Ipswich City Council resolve:

That Council provide a financial contribution of $7,300.00 (excl. GST), as detailed in the sponsorship letter from South East Queensland Fire and Biodiversity Consortium outlined in Attachment 1 to the report by the Planning Officer (Natural Environment) dated 23 May 2019, to be funded through the 2018–2019 Enviroplan budget.

2.   <u>LAND FOR WILDLIFE SEQ UPDATE ON THE REGIONAL COORDINATION AND DELIVERY OF THE PROGRAM</u>

With reference to a report concerning the regional coordination and delivery of the South East Queensland Land for Wildlife program (LFWSEQ). The draft Terms of Reference document attached (Attachment 1) outlines the arrangements for the Participating Councils to deliver LFWSEQ during the Interim Period.

<u>RECOMMENDATION</u>

That the Interim Administrator of Ipswich City Council resolves:

That Council provide in-principle support to Sunshine Coast Council for the Terms of Reference document as detailed in Attachment 1.

3.   <u>IPSWICH INTEGRATED CATCHMENT PLAN</u>

With reference to a report concerning the proposed scope and project plan for the development of the Ipswich Integrated Catchment Plan.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That Council read and note the proposed scope and project plan for the Ipswich Integrated Catchment Plan as outlined in the report by the Waterway Health Officer dated 30 May 2019.

4.   DISASTER MANAGEMENT ACT 2003 DELEGATION

With reference to a report concerning the delegation of Council's powers under the *Disaster Management Act 2003 and Disaster Management Regulation 2014.*

RECOMMENDATION

That pursuant to section 257(1) of the *Local Government Act 2009*, Council delegate to the Chief Executive Officer, Council's powers in its capacity as a local government under the *Disaster Management Act 2003 and Disaster Management Regulation 2014.*

This delegation is subject to the following conditions:

Whenever this power is exercised, a record of the exercise of the power shall be made in writing at the time of exercising such power, and a copy thereof shall be kept in such format as determined from time to time by the CEO.

5.   ANNUAL REVIEW OF THE LOCAL DISASTER MANAGEMENT PLAN

With reference to a report concerning the legislated annual review of the City of Ipswich Local Disaster Management Plan (LDMP).

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolves:

A.   That the Local Disaster Management Plan for the City of Ipswich, as detailed in Attachment 1 of the report by the Principal Officer (Emergency Management) dated 31 May 2019, be approved.

B.   That the Local Disaster Coordinator, in consultation with the Interim Administrator and General Manager (Infrastructure and Environment), be authorised to make amendments deemed necessary on the basis of further comment received from members of the Local Disaster Management Group, who form part of the governance arrangements for the adoption of this plan.

** Item includes confidential papers

and any other items as considered necessary.

Doc ID No: A5531668

ITEM: 1

SUBJECT: SOUTH EAST QUEENSLAND FIRE AND BIODIVERSITY CONSORTIUM ANNUAL
             CONTRIBUTION

AUTHOR: PLANNING OFFICER (NATURAL ENVIRONMENT)

DATE: 23 MAY 2019

EXECUTIVE SUMMARY

This is a report concerning the ongoing financial contribution to and partnership with the South East Queensland Fire and Biodiversity Consortium (SEQFBC). This is a retrospective payment for the 2018–2019 financial year.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That Council provide a financial contribution of $7,300.00 (excl. GST), as detailed in the sponsorship letter from South East Queensland Fire and Biodiversity Consortium outlined in Attachment 1 to the report by the Planning Officer (Natural Environment) dated 23 May 2019, to be funded through the 2018-2019 Enviroplan budget.

RELATED PARTIES

SEQFBC is hosted by Healthy Land and Water with the membership committee being made up of representatives from:

- Brisbane City Council

- The City of the Gold Coast

- Gympie Regional Council

- Ipswich City Council

- Lockyer Valley Regional Council

- Logan City Council

- Moreton Bay Regional Council

- Redlands City Council

- Scenic Rim Regional Council

- Somerset Regional Council

- South Burnett Regional Council

- Sunshine Coast Council Regional Council

- Toowoomba Regional Council

- Powerlink

- Queensland Fire & Emergency Services (including the Rural Fire Service Queensland)

- Queensland Parks and Wildlife Service

- Department of Transport and Main Roads - Darling Downs District

- Seqwater

ADVANCE IPSWICH THEME LINKAGE

Caring for the environment

PURPOSE OF REPORT/BACKGROUND

SEQFBC was established in 1998 and is a network of land managers and stakeholders devoted to providing a coordinated response and best-practice recommendations for fire management, fire ecology and the conservation of biodiversity in the South East Queensland (SEQ) region. SEQFBC is supported through sponsorship and in-kind funding arrangements with currently 18 supporting organisations including South East Queensland local councils, other government agencies, non-government organisations, Queensland Fire and Emergency Services and Powerlink.

Ipswich City Council has been a member of SEQFBC since 2000.

This partnership has enabled Ipswich to continue to advance the Natural Area Estate Fire Management Program through the most up to date fire ecology science and help to support the long-term conservation and biodiversity values contained within Ipswich and throughout South East Queensland.

The benefits to both Council and the community include:

- **Fire Management Information** - access to the most up to date information and research on fire management techniques and vegetation processes.
- **Educational Information** - access to all SEQFBC products and services, such as manuals, planning kits, information brochures and interpretive materials.
- **Partnership Assistance** - assistance with extension, through provision of information, recommendations and guidelines to landholders, such as facilitating workshops.

- **Specialist Technical Advice** - technical support regarding management of fire in bushland including appropriate monitoring techniques, operational and strategic planning guidance.
- **Networking** - access to a network of information regarding fire and management issues.
- **Promotional Opportunity** - promotion of Council's activities through the Consortium.
- **Council Involvement** - representation at Consortium meetings including input into the direction of the Consortium's activities to ensure maximum benefits to Council.

In addition to the broader benefits above, Council has worked continuously over the past 12 months with SEQFBC to ensure their services specifically address the practical requirements of the Natural Area Estate Fire Management Program. These specific outcomes are detailed in the attached sponsorship letter from SEQFBC (see Attachment 1), and will set up the basis for Council's support in 2019-2020.

FINANCIAL/RESOURCE IMPLICATIONS

The Consortium has sought stakeholder commitments for 2018-2019. An annual Council contribution of $7,300 (excl. GST) was requested as detailed in Attachment 1.

This financial contribution has been included within the Enviroplan budget for the 2018–2019 financial year.

RISK MANAGEMENT IMPLICATIONS

The primary risk associated with not approving the recommendation is a disconnect with a key non-government network that provides support, services and training regarding best practice fire science from an International, National and Local perspective.

The payment is retrospective for the 18/19 financial year, due to continuing discussions with SEQFBC to build stronger alignment between their services and Council's Natural Area Fire Management Program. These discussions will now place Council in a stronger position for next year's program alignment.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Queensland Fire and Emergency Services Act 1990

COMMUNITY AND OTHER CONSULTATION

No community consultation was required for this report.

Relevant internal stakeholders were consulted.

CONCLUSION

Council has been requested to provide a funding contribution to the SEQFBC for the 2018-2019 financial year. Council has continued to work with partners and SEQFBC to provide the

necessary support for the important work that SEQFBC undertakes and which offers significant and direct benefit to Council. The commitment to funding aligns with actions identified in Ipswich City Council's Nature Conservation Strategy 2015 and the Natural Area Estate Fire Management Program.

The many benefits from partnering with the SEQFBC ensures that Council continues to receive the latest fire research and management practices for the protection of life and property, as well as supporting the long-term conservation and biodiversity values contained within Ipswich and throughout South East Queensland.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	SEQFBC Partner letter 1819 ⇩ 📕

John Young
PLANNING OFFICER (NATURAL ENVIRONMENT)

I concur with the recommendations contained in this report.

Kaye Cavanagh
ACTING SPORT RECREATION AND NATURAL RESOURCES MANAGER

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"

31 October, 2018

Ipswich City Council
John Young
PO Box 191
Ipswich Qld

South East Queensland Fire and Biodiversity Consortium
Financial Commitment for 2018/19

Dear John

As Manager of the South East Queensland Fire and Biodiversity Consortium (SEQFBC), I would like to take this opportunity to thank Ipswich City Council (CC), for the valuable financial contributions throughout Phase 5 of the SEQFBC (2013/2014 - 2015/2016) and in the first two years of Phase 6 (2016/2017 - 2018/2019). I would also like to recognise the valuable partnership we have with you as a member of the Steering Committee and with Darryl Porche, Samantha Smith and the Ipswich CC Land for Wildlife officers, as highly skilled and knowledgeable fire and land management operators - thank you again for your contribution and support.

SEQFBC Partnering with Key Stakeholders
One of the key strengths of the SEQFBC is the number and diversity of partners. Each supporting organisation contributes financially and inkind to the SEQFBC and these contributions increase significantly the value, networking reach, influence, skill base and knowledge potential of the SEQFBC.

For the 2018/2019 financial year, the SEQFBC is seeking financial support from: Brisbane CC, The City of the Gold Coast, Gympie Regional Council (RC), Ipswich CC, Lockyer Valley RC, Logan CC, Moreton Bay RC, Redlands CC, Scenic Rim RC, Somerset RC, South Burnett RC, Sunshine Coast Council, Toowoomba RC, Powerlink, Queensland Fire & Emergency Services (including the Rural Fire Service Queensland), Queensland Parks and Wildlife Service, Department of Transport and Main Roads - Darling Downs District, SEQ Water and Healthy Land and Water (HLW). This impressive list of 19 supporting organisations (our largest to date) reflects the extensive support for the SEQFBC in SEQ and illustrates our active and dedicated partnerships over the past 19 years. I would also like to gratefully acknowledge our valuable partnership with HLW, who support the SEQFBC through funding from the Australian Government's National Landcare Program (NLP).

2018 - 2019 SEQFBC Partner Contributions
The contribution of partners is vital in securing and ensuring our ongoing function and we are enormously grateful to Ipswich CC for the continued support. As you know, I manage the business of the SEQFBC on an efficient and very conservative budget, with my role funded three days and Craig funded four days a week. Our service is highly regarded and increasingly in demand, which is very positive, but we need to be able to better support the program. This is further compounded by a reduction in funding for NLP2 (beginning in 2018/2019 financial year), which we have benefitted from for a number of years, but are not guaranteed the same value in the 2018/2019 year. As such, we have been working with our partners to assess and increase their contributions to meet this shortfall and better reflect the program delivery and services.

SEQFBC Services and Resources

Level 19, 160 Ann St, Brisbane QLD 4000 | PO BOX 13204 George St, Brisbane QLD 4003

hlw.org.au

As previously discussed, the SEQFBC offers partners a range of support, services and training – some of these are tangible and easily documented and others are reputational and value driven and go beyond a monetary figure. For example, our non-government status is highly valued by our partners, especially with regards to community engagement. Further to that, our ability to represent our partners and stakeholders in a way that individual agencies or local governments cannot, is also highly valued (i.e. response to policy and legislation).

As a partner of the SEQFBC, we are requesting that Ipswich CC commit to contributing $7300 for 2018-2019 (this is the 17/18 contribution with 0.4% CPI, as per previous years). In return, the SEQFBC commits to providing opportunity for the following outcomes to be delivered for Ipswich CC in 2018/2019, as direct services from its partnership:

- Management and Coordination of the SEQFBC activities and services by Dr Samantha Lloyd and Craig Welden (respectively) at continued high standard, (estimated value $8847 for every $5000 contribution or $3847 in additional value);
- Free or subsidised attendance to the annual SEQFBC Fire Science forum (estimated at $250/attendee);
- Delivery of two SEQFBC coordinated training workshops, e.g. Overall Fuel Hazard Assessment (OFHA) training (estimated delivery value of $1950/partner based on delivery of seven OFHA training workshops);
- 20 x provision of editions of the SEQFBC *Enews* and additional published articles in newsletters and websites (estimated $1,000 value/partner);
- Two x advertising opportunities in the SEQFBC *eNews* (estimated $2,000 value);
- Provision of hard copies of new SEQFBC *Property Fire Management Planning Kit* (production value/partner $3200) and the *Fire, Powerline Easements and Biodiversity Supplement* (production value/partner $740);
- Provision of SEQFBC produced educational and/or promotional materials (estimated production value/partner $1,200 based on four-page fact sheet);
- One Property Fire Management Planning workshop (estimated value at $7300 for workshop); and
- One x seat at the SEQFBC steering committee (estimated $5,000 value).

In addition, the SEQFBC commit to recognising and acknowledging Ipswich CC as a key SEQFBC partner through all relevant promotional and reporting avenues.

We believe this agreement represents better value than if Ipswich CC directly engaged the SEQFBC or a consultancy to provide these services and when considered cumulatively, along with the other 18 SEQFBC partners, represents unique land management, community capacity building and networking opportunities.

I look forward to hearing from you and invite you to contact me at any time if I can be of assistance.

Yours sincerely,

Dr Samantha Lloyd
Manager
South East Queensland Fire and Biodiversity Consortium

Level 19, 160 Ann St, Brisbane QLD 4000 | PO BOX 13204 George St, Brisbane QLD 4003
hlw.org.au

Doc ID No: A5552391

ITEM: 2

SUBJECT: LAND FOR WILDLIFE SEQ UPDATE ON THE REGIONAL COORDINATION AND DELIVERY OF THE PROGRAM

AUTHOR: PROGRAM OFFICER (NATURAL ENVIRONMENT)

DATE: 29 MAY 2019

EXECUTIVE SUMMARY

This is a report concerning the regional coordination and delivery of the South East Queensland Land for Wildlife program (LFWSEQ). The draft Terms of Reference document attached (Attachment 1) outlines the arrangements for the Participating Councils to deliver LFWSEQ during the Interim Period.

RECOMMENDATIONS

That the Interim Administrator of Ipswich City Council resolves:

That Council provide in-principle support to Sunshine Coast Council for the Terms of Reference document as detailed in Attachment 1.

RELATED PARTIES

The related parties are landholder partners of the Land for Wildlife program in South-East Queensland, and SEQ Councils.

ADVANCE IPSWICH THEME LINKAGE

Caring for the environment

PURPOSE OF REPORT/BACKGROUND

The Land for Wildlife Scheme is a voluntary nature conservation initiative designed to recognise and assist private landowners in conservation and restoration of wildlife habitat. Ipswich City Council is a member of the Regional Steering Committee for the South East Queensland Land for Wildlife Program (LFWSEQ).

The regional coordination of the LFWSEQ was previously hosted by Healthy Land and Water. The Memorandum of Understanding between Ipswich City Council and Healthy Land and Water was terminated on 20 December 2018.

As per the committee report dated 23 October 2018 (Attachment 2), the Interim Administrator resolved that Council approve funding of $7,347.03 for the recruitment of a

Regional Coordinator for Land for Wildlife South East Queensland from 1 January to 30 June 2019, under an agreement to be negotiated with Sunshine Coast Council and approved by Council at a future committee. These funds have since been distributed to Sunshine Coast Council, who commenced as the Sponsoring Council from the 1 January 2019.

A sponsoring Council will continue to host LFWSEQ during the interim period, until 30 June 2021, whilst new long-term arrangements for continuing to deliver LFWSEQ are investigated and implemented. The Sponsoring Council will host the regional coordinator during the transition period. The Sponsoring Council will also hold and expend contributions as approved by the LFWSEQ Steering Committee, and will act as a legal entity when required for any Joint Activity.

A Terms of Reference document (ToR) has since been drafted, which outlines the arrangements for the Participating Councils to deliver Land for Wildlife. The ToR is applicable during an Interim Period. The ToR is not legally binding, as it is a good faith arrangement between the Participating Councils. External legal consultants *Common Ground Commercial Advisory Services* were engaged to draft this document in conjunction with the LFWSEQ Transition sub-committee (TSC), which includes representatives from seven LGAs.

Each LGA has been asked to review and subsequently agree to the terms in writing to the transitional host Council; being, Sunshine Coast Council.

Council has subsequently conducted its own internal legal review of the draft ToR document, and concluded that the document is satisfactory from a legal perspective. There is low risk with the agreement as the purpose of a non-legally binding agreement is to state the parties' intention and is not enforceable in a court of law.

FINANCIAL/RESOURCE IMPLICATIONS

The recommendations contained within this report do not have financial/resource implications.

RISK MANAGEMENT IMPLICATIONS

As Council's legal advice determined that the document is satisfactory from a legal perspective, and that there is low risk with the agreement, there is very low risk in the implementation of the recommendations within this report.

This report and its recommendations are consistent with the following legislative provisions: *Local Government Act 2009*

COMMUNITY AND OTHER CONSULTATION

Consultation has occurred between the Program Officer (Natural Environment) and the other Steering Committee Members. Further consultation has occurred between the Program Officer (Natural Environment) the Principal Officer (Natural Resources), and Ipswich City Council's Solicitor.

No external consultation has occurred beyond the LFWSEQ Steering Committee member organisations.

CONCLUSION

The regional coordination of the Land for Wildlife Program in South East Queensland (LFWSEQ) was previously delivered by Healthy Land and Water. Upon the termination of the Memorandum of Understanding between Healthy Land and Water and the Steering Committee members, Sunshine Coast Council will be the Sponsoring Council for LFWSEQ.

The sponsoring Council will host the regional coordinator, hold and expend contributions, and act as a legal entity for the LFWSEQ program from the commencement of the Interim Period from 1 January 2019 to 30 June 2021 (inclusive), whilst new long term arrangements for continuing to deliver LFWSEQ are investigated and implemented by the Steering Committee.

A draft Terms of Reference document attached (Attachment 1) outlines the arrangements for the Participating Councils to deliver LFWSEQ during the Interim Period. This report recommends that Ipswich City Council supports the terms contained within the Terms of Reference document, and communicates this support in writing to the transitional host Council; Sunshine Coast Council.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Land for Wildlife SEQ Interim Terms of Reference draft document ⇩ 📄
2.	Committee Report proposed funding for regional coordinator for SEQ for Wildlife Program 23 October 2018 ⇩ 📄
2.1	Land for Wildlife Steering Committee Briefing Note ⇩ 📄

Danielle Andlemac
PROGRAM OFFICER (NATURAL ENVIRONMENT)

I concur with the recommendations contained in this report.

Kaye Cavanagh
PRINCIPAL OFFICER (NATURAL RESOURCES)

I concur with the recommendations contained in this report.

Bryce Hines
CHIEF OPERATING OFFICER (WORKS, PARKS AND RECREATION)

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

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LfWSEQ Interim Terms of Reference (ToR)

1. Background & Purpose of ToR

(a) The Land for Wildlife Scheme is a voluntary nature conservation initiative designed to recognise and assist private landowners in conservation and restoration of wildlife habitat. It began in Victoria in 1981 and has since been adopted by most Australian states and territories.

(b) Since 1998, the Land for Wildlife Scheme has been delivered by councils in South East Queensland pursuant to the National Arrangement (and predecessor agreements) as the Land for Wildlife South East Queensland program or LfWSEQ.

(c) The ToR outlines the arrangements for the Participating Councils to deliver LfWSEQ.

(d) The ToR is applicable during an Interim Period from 1 January 2019 to 30 June 2021 (inclusive), whilst new long term arrangements for continuing to deliver LfWSEQ are investigated and implemented.

2. Legal status

(a) The ToR is to be interpreted consistently with the National Arrangement.

(b) The ToR is not legally binding. It is a good faith arrangement between the Participating Councils.

(c) The ToR does not constitute the Participating Councils or Representatives partners, joint venturers, fiduciaries or agents of each other.

3. Objectives

The Objectives of the Participating Councils guiding the LfWSEQ Steering Committee are to work together and cooperate to:

- Deliver LfWSEQ.
- Comply with the National Arrangement.
- Implement and comply with the ToR and Guidelines.
- Foster cooperation throughout South East Queensland in delivery of LfWSEQ.
- Establish and maintain high levels of quality for LfWSEQ products and services.
- Undertake the Joint Activities.
- Investigate and implement long term arrangements for continuing to deliver LfWSEQ.

4. Participating Councils

(a) At the commencement of the Interim Period, the Participating Councils are: Sunshine Coast Council; Brisbane City Council; City of Gold Coast; Logan City Council; Moreton Bay Regional Council; Ipswich City Council; Lockyer Valley Regional Council; Somerset Regional Council; Scenic Rim Regional Council; Redland City Council; and Noosa Council.

(b) Each Participating Council must use reasonable endeavours to:

- Comply with the LfWSEQ Steering Committee's obligations pursuant to the National Arrangement, including using the national Land for Wildlife logo, sign, design, trademark and copyrights in compliance with the National Agreement.
- Implement and comply with the ToR and Guidelines.
- Contribute to the implemention of the Objectives.
- Participate in LfWSEQ Steering Committee and Subcommittee meetings and activities.
- Encourage sharing of skills, knowledge, experience and information across the Participating Councils and with the LfWSEQ Regional Coordinator at all organisational levels.
- Not commercialise or participate in any commercialisation of LfWSEQ without the prior approval of the LfWSEQ Steering Committee.
- Deliver LfWSEQ in its local government area, including undertaking the Activities.

5. LfWSEQ Budget & Contributions

(a) Prior to the commencement of each financial year, the LfWSEQ Steering Committee will prepare and approve (by a unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote) a LfWSEQ Budget for delivering the Joint Activities and otherwise implementing the Objectives in the financial year.

(b) Based on the LfWSEQ Budget, the LfWSEQ Steering Committee will calculate and approve (by a unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote) the Contribution of each Participating Council for the financial year.

(c) Each Participating Council must pay its Contribution to the Sponsoring Council for each financial year in full by no later than 30 September in the relevant financial year.

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(d) Contributions not expended in a financial year will be carried over as a credit to the LfWSEQ Budget for the next financial year, not repaid or credited to any Participating Council.

6. Sponsoring Council

(a) At the commencement of the Interim Period, the Sponsoring Council is Sunshine Coast Council.

(b) The Sponsoring Council will:

- Hold the Contributions.
- Expend the Contributions only as approved by the LfWSEQ Steering Committee in the LfWSEQ Budget or otherwise.
- Act as legal entity when required for any Joint Activity.
- When acting as legal entity:
  - Do so in its own name and not as agent for the other Participating Councils. That is, the Sponsoring Council will have all the rights and obligations connected with any arrangement that it enters into as a legal entity. Its recourse to, or any other involvement with, the other Participating Councils will be limited to reimbursement from Contributions as approved by the LfWSEQ Steering Committee.
  - Ensure any arrangements that it enters into as the Sponsoring Council furthers the LfWSEQ Budgeted, or otherwise LfWSEQ Steering Committee approved, purpose.
  - Be subject to the supervision and direction of the LfWSEQ Steering Committee on matters relating to its role as Sponsoring Council. However, the Sponsoring Council need not follow any direction that it considers might be detrimental to its reputation or expose it to new or increased liability.

(c) The Sponsoring Council can resign or be removed by the LfWSEQ Steering Committee (by a unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote). To enable the resignation or removal, the LfWSEQ Steering Committee will nominate a replacement legal entity (by a unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote) and the Sponsoring Council will transition its outstanding arrangements to the nominee.

7. LfWSEQ Steering Committee

The LfWSEQ Steering Committee is continued pursuant to the ToR.

7.1 Role and responsibilities

The LfWSEQ Steering Committee's roles and responsibilties include to:

- Supervise, and make all decisions concerning, all subject matter of the ToR.
- Be the primary body through which the Participating Councils cooperate and work together to implement the Objectives and share skills, knowledge, experience and information across the Participating Councils and with the LfWSEQ Regional Coordinator.
- Monitor, evaluate and improve the implementation of the Objectives on a continuing basis.
- Approve all Joint Activities.
- Approve the long term arrangements for continuing to deliver LfWSEQ.
- Approve and prioritise the work plan of the LfWSEQ Regional Coordinator.

7.2 Representatives and Proxies

(a) Each Participating Council and the LfWSEQ Regional Coordinator must nominate and maintain one individual Representative to the LfWSEQ Steering Committee.

(b) All Representatives will be provided with fair and equal opportunity and reasonable timeframes to participate in the LfWSEQ Steering Committee.

(c) A Representative can appoint another individual as the Representative's Proxy to the LfWSEQ Steering Committee. A Proxy appointment can be for any period or periods or standing.

(d) A Proxy has the same right as its appointing Representative to exercise the Representative's rights and powers as a Representative to the LfWSEQ Steering Committee, including to attend, count in quorum, speak at, vote at, and otherwise in connection with, LfWSEQ Steering Committee meetings and to sign circulating resolutions. However, a Proxy cannot appoint a further proxy.

(e) A Proxy can only exercise its appointing Representative's rights and powers whilst the Representative is not exercising the rights and powers and during the period or periods (if any) specified in the Proxy's appointment.

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(f) A Representative can appoint multiple Proxies for the same or different periods or standing. However, only one Proxy can exercise the appointing Representative's rights and powers at any time. The Proxy entitled to exercise the rights and powers will be determined as follows:

- To the extent that multiple Proxies are appointed in one document, in descending order of how the Proxies are named in the document.

- To the extent the multiple Proxies are appointed in multiple documents, from the most recent to the oldest validity date of the documents as Proxy appointments.

(g) Each Proxy is subject to the same limitations as its appointing Representative. Each Participating Council is responsible for its Representative's Proxies as if the Proxy was its Representative.

(h) A Proxy appointment is valid if:

- It states the names of the Representative and Proxy or Proxies.

- It states the appointment of the Proxy or Proxies including for what period or periods the Proxy or each Proxy is appointed or that the appointment is standing.

- It is signed by the Representative.

(i) A Proxy appointment is valid from the date that it is given to LfWSEQ Steering Committee Secretary (or if there is no such Secretary currently acting, all other Representatives).

(j) Except as outlined above, the LfWSEQ Steering Committee is not required to acknowledge or give effect to any purported instruction to, or limit on, a Proxy

**7.3
Chairs**

(a) The LfWSEQ Steering Committee will have two Chairs and two Deputy Chairs.

(b) The Chairs and Deputy Chairs will be appointed by the LfWSEQ Steering Committee. Each must be a Representative.

(c) Each meeting will be chaired by one person only, determined as follows:

- Except as otherwise agreed between the Chairs, Chairs will be scheduled to chair alternate meetings.

- If the Chair scheduled to chair a meeting is absent from the meeting or refuses or is unable to act as chair of the meeting, the other Chair will chair the meeting.

- If both Chairs are absent from a meeting or refuse or are unable to act as chair of the meeting:
  - If both Deputy Chairs are at the meeting and willing and able to act as chair of the meeting, except as otherwise agreed between the Deputy Chairs, the Deputy Chair to chair the meeting will be determined by drawing lots.
  - If either Deputy Chair is absent from the meeting or refuses or is unable to act as chair of the meeting, the other Deputy Chair will chair the meeting.
  - If both Deputy Chairs are absent from a meeting or refuse or are unable to act as chair of the meeting, the LfWSEQ Steering Committee can appoint an acting chair for the meeting from the Representatives at the meeting.

(d) The chair of a meeting does not have a casting vote, except where expressly provided in the ToR.

**7.4
Secretary**

(a) The LfWSEQ Steering Committee will have a Secretary.

(b) At the commencement of the Interim Period, the LfWSEQ Regional Coordinator is Secretary.

(c) The LfWSEQ Steering Committee can replace the Secretary.

(d) If the Secretary is absent or unable or unwilling to act, the LfWSteering Committee can appoint an acting Secretary.

**7.5
Quorum**

(a) The LfWSEQ Steering Committee cannot conduct business or consider a decision at a meeting without a quorum.

(b) A quorum for a meeting will exist when there is a Representative of more than half of the Participating Councils entitled to be counted in quorum for the meeting present at the meeting.

(c) If a quorum is not present at the meeting within 30 minutes of the start time of a meeting, the meeting will be adjourned.

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**7.6
Decision making**

(a) The LfWSEQ Steering Committee will use reasonable endeavours to reach decisions by consensus. However, any Representative can require a decision to be put to a formal vote.

(b) All votes will be by open ballot, unless any Representative requires a secret ballot.

(c) The one Representative appointed by each Participating Council will have one vote.

(d) All resolutions will be by simple majority of votes by Representatives of Participating Councils present at the meeting and entitled to vote on the resolution, unless otherwise specified in the ToR.

(e) On resolutions by simple majority, the chair of the meeting (if entitled to vote on the resolution as a Representative) will have a casting vote.

(f) A unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote on the resolution is required:

- To vary or depart from the ToR.
- To approve any commercialisation of LfWSEQ.
- To approve any expenditure in excess of available Contributions.
- To approve long term arrangements for continuing to deliver LfWSEQ.
- To make any statement or incur any liability (other than for expenditure of moneys in accordance with an approved LfWSEQ budget) that might legally bind, adversely impact the reputation of, or otherwise expose LfWSEQ, any Participating Council, the LfWSEQ Regional Coordinator, the LfWSEQ Steering Committee, any Subcommitee or any Representative.
- As otherwise specified in the ToR.

**7.7
Meetings**

(a) The LfWSEQ Steering Committee must meet at least once every 2 months.

(b) The Secretary will (or at any time there is no Secretary any Representative can) call meetings in accordance with the following procedures:

- Meeting locations will rotate through the local government areas of the Participating Councils.
- The Participating Council for the local government area will nominate the time and venue for, and host, its meeting.
- The Secretary (or Representative as applicable) will circulate a meeting notice at least 30 days prior to the meeting, and will circulate an agenda for each meeting to all Representatives not less than 5 Business Days before the meeting.
- The Secretary (or Representative as applicable) will seek input from all Representatives in preparing the agenda and include any agenda item requested by any Representative.

(c) The LfWSEQ Steering Committee or any Representative can invite to any meeting any individual who is:

- An officer, employee, contractor or agent of a Participating Council.
- An officer or employee of a contractor or agent of a Participating Council.
- Any other person provided that written notice of the person's name and reason for invitation is given to the Secretary and other Representatives either via the agenda or not later than 2 Business Days after the agenda is given to all Representatives.

(d) Any invitee participates in discussion at a meeting at the discretion of the LfWSEQ Steering Committee.

(e) The Secretary will (or at any time there is no Secretary any Representative can) prepare minutes of all meetings in accordance with the following procedures:

- The Secretary (or Representative as applicable) will circulate draft minutes of each meeting to all Representatives no later than 10 Business Days after the meeting.
- Representatives can provide corrections or additions to the Secretary (or Representative as applicable). The Secretary (or Representative as applicable) will incorporate the corrections and additions and recirculate final minutes.

**7.8
Circulating resolutions**

(a) The LfWSEQ Steering Committee can pass a resolution without a meeting being held if all Representatives appointed by the Participating Councils and entitled to vote on the resolution sign a document stating that they are in favour of the resolution as set out in the document.

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(b) Separate copies of a document can be used for signing by Representatives if the wording of the resolution and statement is identical in each copy. A Representative can provide a copy of their signed document by email or other electronic means.

(c) The resolution is passed when the last Representative signs.

7.9
Conflicts –
Participating
Councils

(a) Each Participating Council will use reasonable endeavours to procure that its Representative act consistently with the ToR and in furtherance of the Objectives when participating in the LfWSEQ Steering Committee.

(b) This clause applies if a Participating Council has an interest in the mode or outcome of, or may benefit from, exercising any voting or other discretionary right or power under the ToR other than or in addition to its interest in, and benefit from, implementing the ToR and furthering the Objectives. Any such interest or benefit is a Conflicting Interest. The Participating Council having a Conflicting Interest is the Conflicted Council in relation to the Conflicting Interest. The following procedures apply to manage any Conflicting Interest:

- The Conflicted Council must give written notice detailing the Conflicting Interest to each other Participating Council as soon as it becomes aware of the Conflicting Interest. The notice can be given by the Conflicted Council's Representative to each other Representative and copied to the Secretary.

- The Conflicted Council's Representative:
  - Is not entitled to be counted in establishing a quorum for a meeting at which any resolution concerning the Conflicting Interest is to be voted on.
  - Is not entitled to vote on any resolution concerning the Conflicting Interest.
  - Is not entitled to sign a circulating resolution concerning the Conflicting Interest.

- The LfWSEQ Steering Committee will ensure that any desirable additional procedures are put in place to ensure confidentiality and probity is maintained in respect of the Conflicting Interest. The additional procedures can include excluding the Conflicted Council and its Representative from communications concerning the Conflicting Interest.

(c) This clause constitutes notice that the Sponsoring Council has a Conflicting Interest in relation to:

- Any variation to the ToR concerning the terms on which it acts as Sponsoring Council.

- Any removal of it as Sponsoring Council.

- Any consideration by the LfWSEQ Steering Committee of its performance of its role as Sponsoring Council.

The above outlined procedures for managing a Conflicting Interest apply accordingly.

(d) The Participating Councils acknowledge and agree that:

- LfWSEQ is only one of many activities undertaken by each Participating Council. Except as expressly provided in the ToR, nothing in the ToR restricts a Participating Council from undertaking any of its other activities or doing so in any manner and without any obligation of disclosure to the other Participating Councils concerning the other activities.

- Except as expressly provided in the ToR, each Participating Council and its Representative can act in the Participating Council's discretion and interests when exercising any voting or other discretionary rights and powers under the ToR or otherwise in connection with LfWSEQ.

7.10
Conflicts –
Representatives

This clause applies if a Representative of a Participating Council has a personal interest in the mode or outcome of, or may benefit from, exercising any voting or other discretionary right or power under the ToR which is other than or in addition to its Participating Council's interest and benefit. Any such interest or benefit is a Representative Conflicting Interest. The Representative having a Representative Conflicting Interest is the Conflicted Representative in relation to the Representative Conflicting Interest. The following procedures apply to manage any Representative Conflicting Interest:

- The Conflicted Representative must, as soon as it becomes aware of the Representative Conflicting Interest, give to each other Representative and copied to the Secretary written notice:
  - Detailing the Representative Conflicting Interest.

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- Confirming that the Conflicted Representative has disclosed the Representative Conflicting Interest to the Conflicted Representative's appointing Participating Council.

- Subject to giving the notice, the Conflicted Representative:

  - Is entitled to be counted in establishing a quorum for a meeting at which any resolution concerning the Representative Conflicting Interest is to be voted on.
  - Is entitled to vote on any resolution concerning the Representative Conflicting Interest.
  - Is entitled to sign a circulating resolution concerning the Representative Conflicting Interest.
  - Is entitled to receive and participate in all communications concerning the Representative Conflicting Interest.

7.11 Subcommittees

(a) The LfWSEQ Steering Committee can establish one or more Subcommittees.

(b) Subcommittees are advisory only. They do not have delegated decision-making authority from the LfWSEQ Steering Committee.

(c) Subcommittee Representatives can include:

- Representatives, including the LfWSEQ Regional Coordinator.
- Any individual officers, employees, contractors or agents of a Participating Council.
- Any individual officers or employees of a contractor or agent of a Participating Council.

A Subcommittee need not include an individual representing each Participating Council and can include multiple individuals from any Participating Council.

(d) In establishing a Subcommittee, the LfWSEQ Steering Committee must determine its name, purpose and Subcommittee Representatives and can determine any other requirements, such as activities, priorities, timeframes and governance.

(e) A Subcommittee can determine its own activities, priorities, timeframes and governance to the extent not determined by the LfWSEQ Steering Committee.

(f) The Steering Committee can remove or add any Subcommittee Representative at any time.

(g) The LfWSEQ Steering Committee can abolish a Subcommittee at any time.

(h) At the commencement of the Interim Period, the only Subcommittee is the Transition Subcommittee.

8. Default & Dispute

(a) If a Participating Council:

- breaches any obligation pursuant to the ToR which cannot be remedied; or
- breaches any obligation pursuant to the ToR which can be remedied and the breach is not remedied within 30 days of receipt by the Participating Council of a written notice from any other Participating Council specifying the breach and action required to remedy,

the LfWSEQ Steering Committee can (by unanimous resolution of all Representatives appointed by the Participating Councils and entitled to vote) exclude the defaulting Participating Council from any further participation pursuant to the ToR.

(b) If a defaulting Participating Council is excluded from further participation, any Contributions it has paid will not be refunded.

(c) Until a defaulting Participating Council is excluded:

- It will be treated as having a Conflicting Interest concerning its breach, its exclusion and other consequences of its breach.
- It will be treated as having a Conflicting Interest concerning any breach by any other defaulting Participating Council and exclusion or other consequences of breach by the other defaulting Participating Council.
- The procedures outlined in the ToR for managing a Conflicting Interest apply accordingly.
- Otehwise, its right to participate pursuant to the ToR is unaffected, including that its Representative:
  - Is entitled to be counted in establishing a quorum for a meeting.
  - Is entitled to vote on any resolution.
  - Is entitled to sign a circulating resolution.
  - Is entitled to receive and participate in all communications.

(d) If the LfWSEQ Steering Committee becomes deadlocked on any decision, the decision will be referred to appropriate senior managers of the Participating Councils for resolution.

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(e) If any dispute arises between Participating Councils concerning the ToR, the dispute will be referred to appropiate senior managers of the relevant Participating Councils for resolution.

(f) An appropiate senior manager of a Participating Council is:

- Senior to its Representative.
- Familiar with LfWSEQ, but not involved in LfWSEQ day-to-day.

9.
Expiry & Early termination

(a) The ToR expires at 5pm on the last day of the Interim Period, unless the LfWSEQ Steering Committee resolves to continue it for a further period.

(b) The ToR will automatically terminate on its replacement with a new document or new documents establishing long term arrangements for continuing to deliver LfWSEQ.

10.
Confidentiality

(a) Each Participating Council acknowledges the utmost importance of protecting the privacy of LfWSEQ members, including complying with the Privacy Act 1988 (Cth) and Information Privacy Act 2009 (Qld) (collectively referred to as Privacy Legislation).

(b) A Participating Council must not use a member's information except for LfWSEQ purposes pursuant to the ToR or with the prior written consent of the member.

(c) Each Participating Council will establish, maintain and comply with procedures for collecting, managing and using member information which comply with Privacy Legislation. The Sponsoring Council will ensure that the LfWSEQ Regional Coordinator's engagement requires the LfWSEQ Regional Coordinator to comply with the Participating Councils' procedures.

(d) A Participating Council must not make public any information from which a member might be identified, including property data or maps, without the prior written consent of the member. The Sponsoring Council will ensure that the LfWSEQ Regional Coordinator's engagement prohibits the LfWSEQ Regional Coordinator making such information public without such consent.

11.
Definitions

(a) Expressions defined or explained anywhere in this ToR have the same meaning throughout.

(b) The definitions below apply throughout the ToR.

11.1
Activities

(a) Activities are undertaken by a Participating Council to deliver LfWSEQ in its local government area and do not include Joint Activities.

(b) The minimum Activities that a Participating Council must undertake are to:

- Respond to enquires concerning LfWSEQ.
- Register member properties in LfWSEQ.
- Respond to member communications.
- Distribute the LfWSEQ Newsletter to members at least quarterly.
- Maintain and manage its local government area data in the LfWSEQ database, including to:
  - Pay database subscription fees.
  - Establish and maintain its LfWSEQ officer(s) database accounts.
  - Provide access to its data to the LfWSEQ Regional Coordinator.
  - Add a minimum of landholder and property data including: landholder name and contact details (postal address, phone and email (if supplied); property address; property Lot and Plans; date of LfW registration; hectares of retained habitat and habitat under restoration (whichever is applicable).
  - Update database information to keep landholder contact information current and property LfW status (registered, working toward registration or deregistered) current.

(c) Other activities that a Participating Council can undertake using LfWSEQ branding (whether alone or in conjunction with complementary programs) include:

- Offering member incentives and grants.
- Events such as workshops and field days.
- Paper and digital publications.

11.2
Business Day

A day on which banks are open for business, other than a Saturday, Sunday or public holiday, in Brisbane.

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11.3 **Guidelines**	The set of documents entitled *Land for Wildlife Queensland Guidelines* including: • *Gu01 – Background to the Land for Wildlife Program.* • *Gu02 – Office Procedures.* • *Gu03 – Property Assessment.* • *Gu04 – Regional Property Register.* • *Gu05 – Notes.* • *Gu06 – Training of Land for Wildlife Assessors.* • *Gu07 – Community Owned Land.* • *Gu08 – Groups.* • *Gu09 – Financial Assistance and Incentives.* • *Gu10 – Commercial Use of Land for Wildlife Logo.*
11.4 **Joint Activities**	Joint Activities include: • Maintaining and managing the LfWSEQ Database, including determining database structure and functionality. • Engaging and determining the work plan of the LfWSEQ Regional Coordinator. • Maintaining the LfWSEQ Website and social media. • Events such as workshops and field days. • Paper and digital publications such as the LfWSEQ Newsletter and Notes.
11.5 **National Arrangement**	The *Agreement to Coordinate the Land for Wildlife Scheme* between the State of Victoria and the LfWSEQ Steering Committee dated 29 November 2018.

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Environment Committee		
Mtg Date: 27.11.18	OAR:	YES
Authorisation: Bryce Hines		

DA:DA
H:\departmental\committee reports\1810DA LfWSEQ Coordinator Support CR.doc

23 October 2018

MEMORANDUM

TO: ACTING SPORT RECREATION AND NATURAL RESOURCES MANAGER

FROM: PROGRAM OFFICER (NATURAL ENVIRONMENT)

RE: PROPOSED FUNDING FOR THE REGIONAL COORDINATOR FOR THE SOUTH EAST
            QUEENSLAND LAND FOR WILDLIFE PROGRAM

INTRODUCTION:

This is a report by the Program Officer (Natural Environment) dated 23 October 2018 concerning a request for the provision of funds to support the South East Queensland coordinator of the Land for Wildlife program.

BACKGROUND:

Since 1998, the regional coordination of the South East Queensland Land for Wildlife (SEQLfW) program has been hosted by various organisations including the regional NRM body, Local Governments and the Queensland State Government. Funding has been primarily sourced through Australian Government grants.

Healthy Land and Water (HLW) has held the regional host agreement with the Victorian Government (holder of the LfW trademark) since 2004. This arrangement grants HLW the right to use the LfW trademark in accordance with the National Guidelines. Eleven Local Government Authorities in SEQ have a MOU with HLW, outlining the roles and responsibilities of the signatory parties with respect to the LfW SEQ program.

LfWSEQ is overseen by the SEQ Steering Committee which is made up of representatives from the eleven Local Governments (LG's) and the regional coordinator.

REGIONAL COORDINATION:

Regional Coordination plays a significant and crucial role and is a key factor for the program's success. It provides:

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- Cost effective service delivery to members for eleven local governments of varying sizes.
- Central administration of the program, including database and contractual arrangements.
- Consistency and cohesion for the SEQ external-facing regional services and LfW brand.

Currently, funding has been secured by the regional NRM body through various Australian Government funding programs. Current funding from Australian Government National Landcare Program Round 1 (NLPR1) for 0.9FTE for Regional Coordination of LfWSEQ concluded at the end of the 2017-2018 financial year. However, HLW have confirmed their commitment to maintain 0.5FTE until December 2018, with no commitment for continued support.

A second round (NLPR2) is currently being negotiated. HLW have advised an expected financial shortfall in Regional Coordination from 0.9FTE to 0.5FTE from this funding.

To maintain existing service levels, the eleven participating LG's have been requested by HLW to provide supplementary funding to the value of $158,000 to cover the short-fall of 0.4 FTE and $35,000 operational expenses. This is significantly higher (more than double) in comparison to the Queensland Local Government Officer Award for 0.4FTE, inclusive of on-costs.

In addition, participating local governments provide substantial funding of the program through officer staffing, program incentives and landholder grants.

NEXT STEPS IN SECURING CONTINUANCE OF REGIONAL COORDINATION:

The current reduction in service by HLW from 0.9FTE to 0.5FTE until December 2018 will result in a small number of outward facing services to Land for Wildlife members being undertaken, including: coordination of the newsletter and web page maintenance. Unless funding beyond December 2018 is resolved, there is significant likelihood the outward facing services to members will be interrupted or discontinued.

Where funding for Regional Coordination is not realised or completely funded, the risks to LG's associated with reduced service and/or discontinuing the Regional Coordination of the LfWSEQ program include:
- Reduced effectiveness of private land conservation objectives locally and across the region
- Higher costs incurred if individual LG's were to achieve delivery of the same service level independently
- Significantly reduced delivery of outward-facing services to members causing reputational damage to participating LG's
- A reduction in consistent and effective cross-boundary private land management practices

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- Inconsistency or reputational damage to the LfW brand and service standards across the region
- A risk some smaller LG's would find it too difficult to operate in isolation and/or maintain the same level of service.

With these impacts to service, and the possibility of no further funding from HLW post 31 December 2018, the LfWSEQ Steering Committee have proposed three options for the surety of the program and its members.

OPTIONS:

The LfWSEQ Steering Committee agree that building program resilience by securing financial independence, continuing with collaborative governance and developing strategic and integrated goals are instrumental for the continued success and effectiveness of the program in each of the eleven LG's. To realise this position LfWSEQ Steering Committee have proposed three options, as listed below and further outlined in Attachment A:

1. Increase each of the eleven LG's funding contribution to collaboratively fund and therefore secure, financially sustainable resourcing for the ongoing regional coordination of Land for Wildlife South East Queensland.
   a. Proposed funding from Ipswich City Council is $7,347.03 for 1 January to 30 June 2019.
   b. This funding can be sourced through the Voluntary Conservation Partnerships budget under Enviroplan.
   c. Sunshine Coast Regional Council will coordinate the recruitment of the regional coordinator on behalf of the contributing partners.

2. Investigate hosting arrangements that will best support SEQ Local Government objectives.
   a. The Steering Committee to investigate options for hosting that is cost effective and value-for-money to meet the needs of the eleven participating local governments

3. Develop a ten year strategic plan for LfWSEQ

CONCLUSION:

Funding from Australian Government Natural Landcare Program Round 1 (NLPR1) for 0.9FTE for Regional Coordination of LfWSEQ concluded at the end of the 2017-2018 financial year.

The LfWSEQ Steering Committee propose that in order to build program resilience and to ensure continued success and effectiveness of the program in Ipswich, financial independence must be secured, collaborative governance must be continued and strategic and integrated goals should be developed.

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ATTACHMENTS:

Name of Attachment	Attachment
Land for Wildlife Steering Committee Briefing Note	Attachment A

RECOMMENDATIONS:

That the Interim Administrator of Ipswich City Council resolve:

That Council (Interim Administrator of Ipswich City Council) approve funding of $7,347.03 for the recruitment of a Regional Coordinator for Land for Wildlife South East Queensland from 1 January to 30 June 2019, under an agreement to be negotiated with Sunshine Coast Regional Council and approved by Council at a future committee.

Danielle Andlemac
PROGRAM OFFICER (NATURAL ENVIRONMENT)

I concur with the recommendation/s contained in this report.

Kaye Cavanagh
ACTING SPORT RECREATION AND NATURAL RESOURCES MANAGER

I concur with the recommendation/s contained in this report.

Bryce Hines
CHIEF OPERATING OFFICER (WORKS, PARKS AND RECREATION)

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\<Report to Council/Briefing Paper>

Topic: **Land for Wildlife Regional Coordination**

Author: **Land for Wildlife South East Queensland (LfWSEQ) Transition Sub-committee as established and endorsed by the LfWSEQ Steering Committee.**

Council: **\<Insert Council/Officer name and title>**

PURPOSE

To seek approval for:

- Increasing 11 Local Government's funding contribution to secure sustainable resourcing for the Regional Coordination of Land for Wildlife South East Queensland
- Investigation of alternative hosting arrangements that support participating SEQ Local Government objectives.
- Development of a 10year plan.

BACKGROUND

The Land for Wildlife (LfW) program started in Victoria in 1981 as a voluntary program with the aim of supporting private landholders to deliver natural resource outcomes. The Victoria Government remains the owner of the LfW program trademark/patent and holds a National Arrangement to Coordinate the LfW Scheme with various stakeholders throughout Australia. The LfW program was established in Queensland in 1998 under the leadership of south-east Queensland (SEQ) Local Governments. Since 1998, the SEQ program has engaged an LfWSEQ Regional Coordinator to meet regional program objectives. Regional Coordination has been hosted by various organisations including the regional NRM body, Local Governments and the Queensland State Government, with funding primarily sourced from the Australian Government.

The regional NRM body for SEQ, Healthy Land & Water (HLW) has held an agreement with the Victorian Government since 2004. This Arrangement grants HLW the right to use the LfW trademark items in accordance with the National LfW Guidelines. Eleven (11) Local Government Authorities in SEQ hold a MOU with HLW granting their access to LfW artefacts. This MOU outlines the roles and responsibilities of all signatory parties with respect to the LfW SEQ program.

The Land for Wildlife South East Queensland (LfWSEQ) collaborative governance model is unique within Australia and sets a benchmark for private land conservation programs. The LfW model being delivered in SEQ is highly successful and is held in high regard across the industry. LfWSEQ is overseen by the SEQ Steering Committee and is made up of the Regional Coordination role and representatives of 11 Local Governments (LG's), these include: Brisbane, Gold Coast, Ipswich, Lockyer Valley, Logan, Moreton Bay, Noosa, Redlands, Scenic Rim, Somerset, Sunshine Coast.

Since its inception in 1998, the collaboration of LG's has developed into the most effective land conservation partnership for the community with over 4400 landholder properties actively engaged and contributing to in excess of 75,000ha of land towards conservation outcomes **(see Attachment A – Map of LfWSEQ Distribution).**

Regional Coordination plays a significant and crucial role and is a key factor for the program's success **(see Attachment B – Key Deliverables of Regional Coordination)**, it provides:

- Cost effective service delivery to members for 11 local governments of varying sizes.
- Central administration of the program, including database and contractual arrangements.
- Consistency and cohesion for the SEQ external-facing regional services and LfW brand.

Participating local governments fund a majority of the program through officer staffing, program incentives and landholder grants. Previously, funding for the LfWSEQ Regional Coordinator role (0.9FTE + $40,000 annual operating budget) has been secured by the regional NRM body since 2004 through various Australian Government funding programs. The most recent Australian Government funding concluded 30 June 2018. HLW have agreed to continue to fund the LfWSEQ Regional Coordinator role at 0.5FTE until 31 December 2018. No formal commitments to the LfWSEQ regional coordination have been made by HLW beyond that date.

PROGRAM OUTCOMES

South East Queensland is one of the most biodiverse regions in Australia. With over 50% of biodiversity values contained on private land, LfWSEQ plays an integral role in preserving the biodiversity and natural amenity of the region. The continued engagement and education of this growing private landholder network is crucial to supporting successful and cost-effective land management outcomes in SEQ.

The program aligns with the following regional, state and federal objectives:

- Regional:
  - SEQ Regional Plan 2017 – Chapter 3 Element 2: The regional biodiversity network is protected and enhanced to support the natural environment and contribute to a sustainable region.

- State:
  - *Nature Conservation Act 1992* – management of Queensland's threatened species (plants and animals) within private property network.

- Federal:
  - *Environment Protection and Biodiversity Conservation Act 1999* – primarily the management of nationally threatened species and ecological communities within the private property network.

- Local:
  - This program is embedded in many LG policies and/or strategies across SEQ with links to key performance indicators (KPI's) to ensure it meets the business needs of each.
  - Local Government Biosecurity Plans are also embedded into this program to enable coordinated and effective outcomes by LG's and active landholders, thereby reducing the overall economic cost of pests to the community.

The regional network of properties improves catchment and waterway health, through erosion and sediment control, revegetation, protection of riparian areas and the integration of wildlife habitat with agricultural and other land uses. The combined network creates wildlife corridor linkages in strategic locations and havens between core protected areas, enabling the genetic interchange needed to avoid inbreeding with isolated populations.

Since its inception in 1998, the LfWSEQ program has continued to grow in popularity amongst the community and has evolved to meet the increased engagement, changing demographics and strategic needs of each LG **(see Attachment C – 20year Growth Graph)**. It has moved into the digital space, with a dedicated website, social media platform and secure online data management system for holding LfWSEQ client and property data. Technical information and notes available to landholders have been developed and made broadly available. Alongside the quarterly newsletter, property signs and visits, workshops, incentives and grants, these additions have improved communication and engagement, leading to enhanced on-ground outcomes.

ISSUE

Funding from Australian Government Natural Landcare Program Round 1 (NLPR1) for 0.9FTE for Regional Coordination of LfWSEQ concluded at the end of the 17/18 financial year. NLPR2 is currently being negotiated by HLW, who have advised the LfWSEQ Steering Committee to expect, at best, a financial shortfall which will result in a drop of Regional Coordination from 0.9FTE down to 0.5FTE. HLW have provided written confirmation of their commitment to maintain 0.5FTE until December 2018, with no guarantees of increased or ongoing funding for the role beyond this date. It is expected that if the SEQ coordination role remains with HLW after December 2018 the FTE contribution will fall below the best-case scenario of 0.5FTE.

To maintain existing service levels, including quarterly newsletter, website and online data management deliverables, the 11 participating LG's have been requested by HLW to provide supplementary funding to the value of $158,000 which includes a 0.4 FTE. The Steering Committee has established that the supplementary funding requested by HLW for 0.4FTE is significantly higher (more than double) in comparison to the Queensland Government Local Government Officer Award, inclusive on-costs. **See Attachment D – LG and HLW Cost Comparisons**

This current reduction in service by HLW from 0.9FTE to 0.5FTE until December 2018 will result in only a small number of outward facing services to Land for Wildlife members being undertaken by HLW in this time, e.g. coordination of the newsletter and web page maintenance. Unless funding beyond December 2018 is resolved, there is significant likelihood the outward facing services to members will be at best interrupted or discontinued.

Where funding for Regional Coordination is not realised or completely funded, the risks to LG's associated with reduced service and/or discontinuing the Regional Coordination of the LfWSEQ program include:

- Reduced effectiveness of private land conservation objectives locally and across the region;
- Higher costs incurred if individual LG's were to achieve delivery of the same service level independently;
- Significantly reduced delivery of outward-facing services to members causing reputational damage to participating LG's;
- A reduction in consistent and effective cross-boundary private land management practices;
- Inconsistency or reputational damage to the LfW brand and service standards across the region;
- A risk some smaller LG's would find it too difficult to operate in isolation and/or maintain the same level of service.

With these impacts to service, and the possibility of no further funding from HLW post 31 December 2018, the LfWSEQ Steering Committee make several recommendations for the surety of the program and its members.

RECOMMENDATIONS

The LfWSEQ Steering Committee agree that building program resilience by securing financial independence, continuing with collaborative governance and developing strategic and integrated goals are instrumental for the continued success and effectiveness of the program in each of the 11 LG's. To realise this position LfWSEQ Steering Committee make the following three recommendations:

1. **Increase each of the 11 LG's funding contribution to collaboratively fund and therefore secure, financially sustainable resourcing for the ongoing Regional Coordination of Land for Wildlife South East Queensland.**

   For the surety of the LfWSEQ program and its associated 4400 properties, it is proposed that, in addition to the existing operational costs, participating LG's collaboratively fund 1FTE in an ongoing manner. Due to an increase in partner numbers and associated workload the committee recommends an increase from the historical .9FTE to a 1FTE.

   To ensure fair and equitable distribution of costs for both the FTE and operational expenses, financial contributions by each LG are calculated as a percentage of each LG's LfW membership base. This user-pays methodology for determining proportional payments for cost sharing between LG's has been employed on a three tiered basis by the program historically for meeting the costs of many regional operational expenses. This method will be employed during this transitional period, however other approaches such as ratepayer base will be explored by the steering committee prior to establishing any longer term arrangements. For the costs and individual LG breakdown, please see **Attachment E - Annual Operational Costs**

   Due to the ambiguity of the HLW funding arrangements and currently reduced FTE for Regional Coordination, the LfWSEQ Steering Committee proposes implementing a transitional arrangement until the end of the 19/20 financial year. From the 1st January 2019 to July 1st 2020, collaborative funding from all participating LG's is requested to enable 1FTE to deliver outward facing services to members and support the transition process, with a gradual move towards full service. The transition process includes investigation and finalisation of Regional Coordination hosting arrangements, renegotiation of contracts, corporate knowledge transfer and arrangements with the Victorian State Government. **See Attachment F – Funding Request**

   In the event that the funds required for the first 6 month period cannot be raised, it is proposed that a regional coordinator will still be engaged but at a reduced FTE relative to the combined amount of funding that is available at that time.

   Regional Coordination will be dependent on the outcome of the hosting arrangements as outlined in recommendation 2 below, however an estimate has been provided in the abovementioned **Attachment E – Annual Operational Costs**.

2. **Investigate hosting arrangements that will best support SEQ Local Government objectives.**

   During the transition period in the 18/19 and 19/20 financial year, the Steering Committee will review and investigate appropriate, cost-effective and fit for purpose hosting arrangements for Regional Coordination that align with regional and local objectives. Consideration will be given to services and value-adding that could be provided by the current hosting body HLW, as well as opportunities within the participating LG's and alternative organisations.

Upon completion, a briefing paper with financial commitments containing the Steering Committee's recommended approach for consideration and approval by participating LG's will be provided. The viability of these options will be dependent on funding being secured by all 11 participating LG's.

3. Develop a 10year strategic plan for LfWSEQ

Once the Regional Coordination and hosting arrangements have been established, the LfWSEQ Steering Committee would like to provide surety for its LG stakeholders and members through the development of a 10year strategic plan. Regional Coordination will be key in driving this process alongside the LfWSEQ Steering Committee. This strategy aims to ensure future LG investment is sustainable, well-managed, program outcomes and growth are strongly aligned with LG and regional objectives and that it continues to provide quality customer service focus with reportable on-ground outcomes and accountability.

ATTACHMENTS

Attachment A - Map of LfWSEQ Distribution

Attachment B – Key Deliverables of Regional Coordination

Attachment C – 20year Growth Graph

Attachment D – LG and HLW Cost Comparison

Attachment E – Annual Operational Costs

Attachments F – Funding Request

RECOMMENDATIONS

1. Note the above; and
2. Approve the immediate increase in <insert Council's name> funding contribution to of <insert $> to secure sustainable resourcing for the Regional Coordination of Land for Wildlife South East Queensland from <insert timeframe> until the end of the financial year as per Attachment E.
3. Approve the investigation of alternative hosting arrangements that support SEQ Local Government outcomes.
4. Approve the development of a 10year strategic plan for LfWSEQ.

Attachment A – Map of LfWSEQ Distribution (2016/17 Memberships)
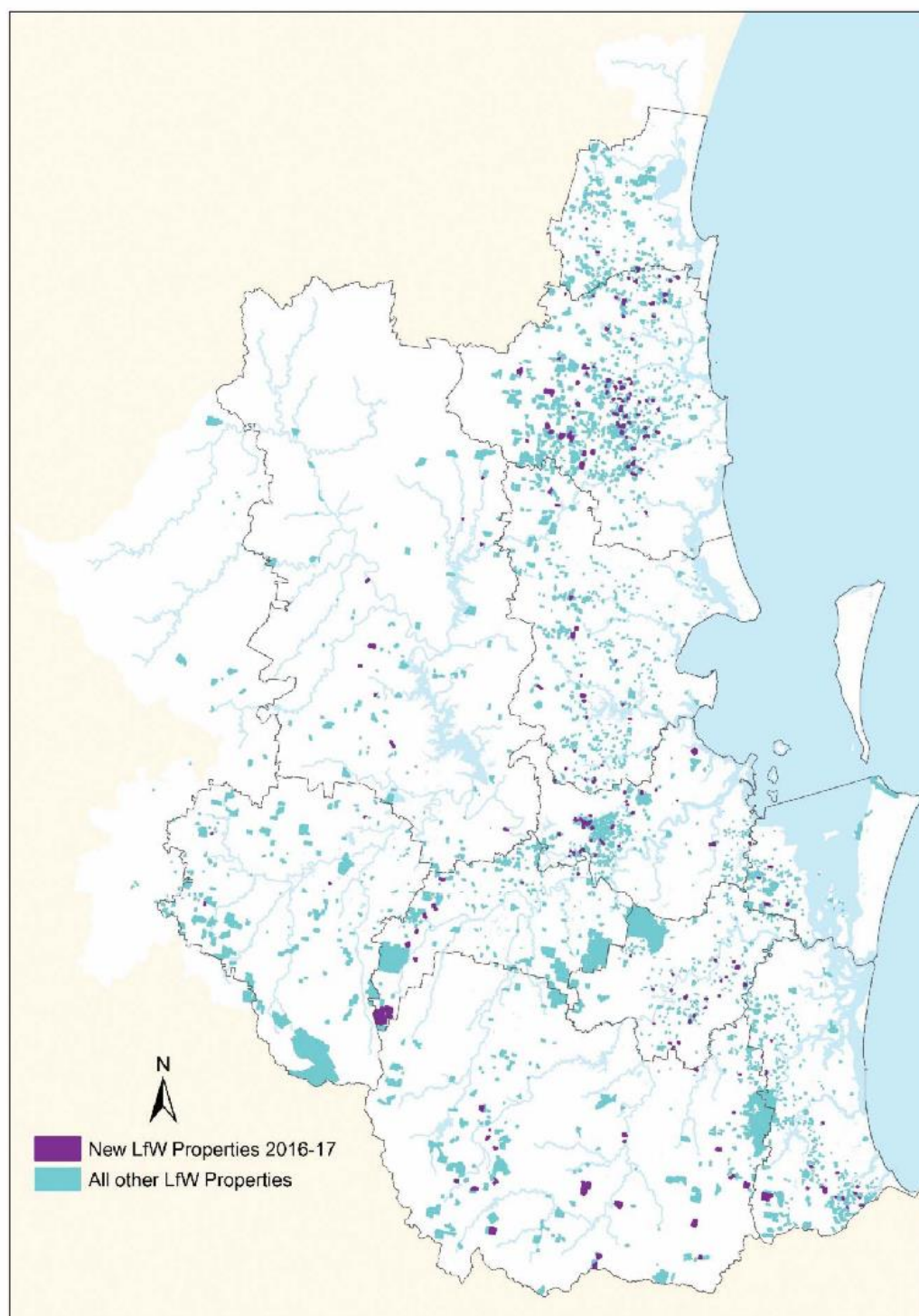
Figure 1. Indicative map of all LfWSEQ agreements across tenures

Attachment B – Key Deliverables of Regional Coordination

Regional Coordination encompasses a range of logistical and contractual obligations. During the transition period, outward facing services to members will be prioritised to ensure minimal customer service disruption. As agreements and funding for the program are formalised, the essential deliverables of Regional Coordination will return to pre-July 1, 2018 levels as follows:

- Strategic planning and reporting on regional program outcomes (including GIS analysis)
- Development, coordination and editing of quarterly newsletter.
- Contract management and development of online data management system.
- Facilitation of networks between LG's, Queensland Government, regional NRM bodies, community groups, researchers and landholders involved in nature conservation on private land.
- Contract management of the LfW National Arrangement (with Victorian Government) on behalf of LG's
- Contract management of the LfW MOU with 11 LG's and potentially other Queensland LG's.
- Procurement of LfW materials on behalf of LG's.
- Central coordination for website maintenance, updates and social media
- Training and induction of new officers.
- Member engagement activities such as membership surveys
- Sourcing grants and other funding
- Plan and coordinate regional events
- Coordinate the development of technical notes, procedures and flyers for members and promotional materials.
- Maintain brand standards as outlined in LfW National Guidelines.
- Promotion of regional program at industry events, conferences and through media.
- Manage data collection and performance reporting on voluntary conservation programs
- Central clearing house for LFW matters generated locally, state and nationally.

Attachment C - Growth Graph
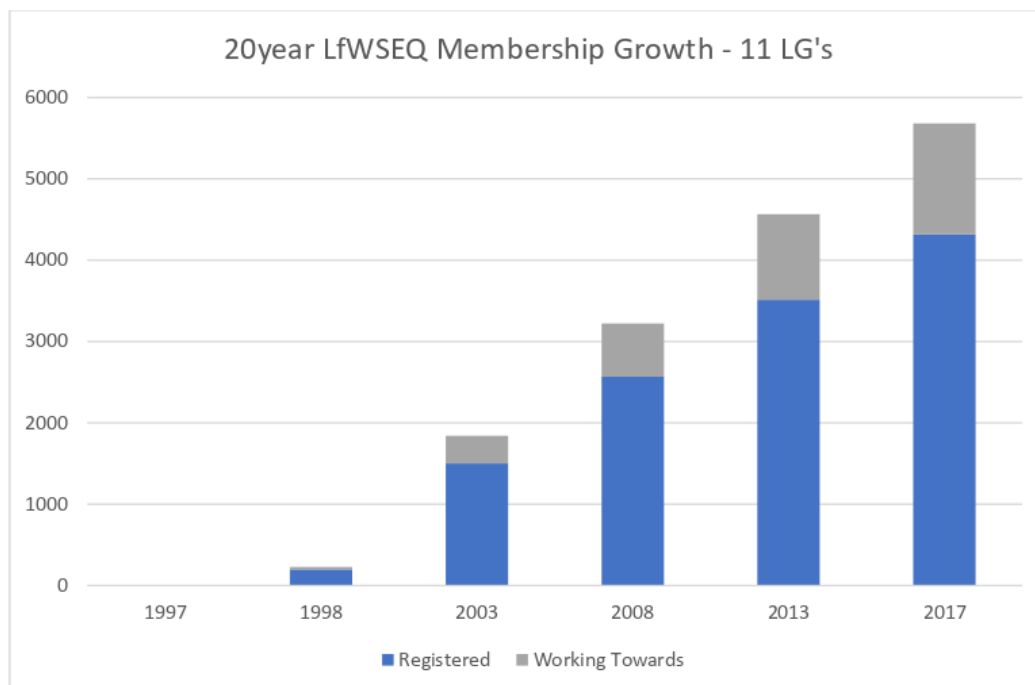
Registered: Property contains sufficient habitat according to guidelines

Working Towards: Property undertaking works to establish habitat according to guidelines e.g. revegetation projects

Attachment D – LG and HLW Cost Comparison

HLW have requested $158,000 from the 11 LG's to re-establish Regional Coordination service levels to those provided prior to July 2018. These funds would be used to supplement a successful NLP2 bid. HLW have advised that a successful NLP2 bid would meet the costs of a 0.5FTE with a $5,000 operational budget. The supplementary funds requested from LG's would cover the cost of the additional 0.4FTE and $35,000 for operational expenses such as newsletter production and website costs. The Steering Committee have established that this supplementary funding requested by HLW for 0.4FTE is significantly higher (more than double) in comparison to the Queensland Government Local Government Officer Award (LGOA), inclusive on-costs. A summary of this cost comparison is provided in the tables below.

Table 1. Breakdown of annual cost of supplementing successful HLW bid

	HLW	Requested supplementary LG funding	Total
0.5 FTE (HLW)	$ 153,750.00	$ -	$ 153,750.00
0.4 FTE (Councils)	$ -	$ 123,000.00	$ 123,000.00
Operational budget (HLW)	$ 5,000.00	$ -	$ 5,000.00
Operational budget* (Council)	$ -	$ 35,000.00	$ 35,000.00
Total	$ 158,750.00	$ 158,000.00	**$ 316,750.00**

*exclusive of annual database hosting fee and other costs as outlined in Attachment E – Annual Operational Costs

Table 2. Breakdown of annual cost of collaboratively funded LG model (based on NSC rates for LGOA 6.1)

1 FTE at LGOA 6.1 (inclusive of all on-costs)	$ 116,681.00
Operational budget*	$ 63,000.00
Total	**$ 179,681.00**

*exclusive of annual database hosting fee and other costs as outlined in Attachment E – Annual Operational Costs

Attachment E – Annual Operational Costs

In addition to Land for Wildlife officers, incentives and grants, LG's currently contribute annually to the operational costs of the program. All associated operational costs are significantly cheaper as bulk group contracts with Regional Coordination organising and managing these.

For the online secure database, LG's financial contributions are calculated across 3 tiers, based on the number of users, servicing of membership base and LG needs. The newsletter and website fees are calculated on a percentage of total memberships in each LG. Promotional and other minor costs have not been included in the operational cost figures below as they vary depending on needs and LG's are responsible to budget for these on a 'needs be' basis. The tables below provide the background of each and approximate annual costing's for each LG.

Operational Cost	Description
Online secure database	All property and member information is collected and maintained in this database. This is a fee for service and provides valuable monitoring, reporting and record keeping for each LG and regionally.
Newsletter	The newsletter is an integral component of the LfWSEQ program and primary means of engagement and communication with members. A newsletter is produced quarterly and distributed via post or email to all members in the LfWSEQ region.
LfWSEQ Website	Provides a program 'shop front' with general information regarding the LfW SEQ program, technical and information on each LG is contained on this web site.
Promotional and other minor costs	LfW signs, technical notes, brochures and officer training are an essential part of the program. Individual LG's budget for and purchase these on a 'needs be' basis. Other costs may include membership survey and database updates. These costs have not been included in the operational costs table below.

SEQ LG	Members hip Total*	Percent of SEQ Membership	Newsletter Production and Print	LfWSEQ Website	Newsletter and website Sub-totals	Database Tier: % of total contract (1=17.5%, 2=9%, 3=5%)	Database Fee Sub-total	Total LG Operational Funding Contribution
BCC	683	16%	$4,320	$640	$4,960	Band 1	$ 5,600.00	$10,560
SCC	1000	24%	$6,480	$960	$7,440	Band 1	$ 5,600.00	$13,040
CofGC	416	10%	$2,700	$400	$3,100	Band 2	$ 2,880.00	$5,980
ICC	217	5%	$1,350	$200	$1,550	Band 2	$ 2,880.00	$4,430
LVRC	178	4%	$1,080	$160	$1,240	Band 3	$ 1,600.00	$2,840
LCC	261	6%	$1,620	$240	$1,860	Band 2	$ 2,880.00	$4,740
MBRC	585	14%	$3,780	$560	$4,340	Band 2	$ 2,880.00	$7,220
NSC	290	7%	$1,890	$280	$2,170	Band 3	$ 1,600.00	$3,770
RCC	176	4%	$1,080	$160	$1,240	Band 2	$ 2,880.00	$4,120
SRRC	275	7%	$1,890	$280	$2,170	Band 3	$ 1,600.00	$3,770
SRC	117	3%	$810	$120	$930	Band 3	$ 1,600.00	$2,530
11 LG's	4,198	100%	$27,000	$4,000	$31,000	NA	$ 32,000.00	$63,000

*As of December 2017

Notes:

1. These are estimated operational costs per LG and do not include payments made to HLW for the 18/19fy.
2. Newsletter costs are based on historical data and may vary depending on pre-press costs and individual LG printing numbers. Savings may be achieved through transition to a digital newsletter depending on individual LG and membership preferences.

Attachment F –Funding Request

The amount of collaborative funding requested from each LG for the transition period from 1st January 2019 through to 30th June 2020 is outlined in the tables below. Promotional and other minor costs should be budgeted for by each individual LG as these vary based on need and service level.

Table 1. Costs for 18/19 FY - 6 month transition period

SEQ Council	1 FTE for 6m (Jan to June 2019)	Operational Costs (exclusive of individual LG budgeted costs for promotion and training)	LG Funding Paid to HLW for 2018/19	Contribution Balance for 18/19
BCC	$ 9,334.48	$ 10,560.00	$ 5,324.00	$ 14,570.48
SCC	$ 14,001.72	$ 13,040.00	$ 5,324.00	$ 21,717.72
CofGC	$ 5,834.05	$ 5,980.00	$ 3,251.00	$ 8,563.05
ICC	$ 2,917.03	$ 4,430.00	$ -	$ 7,347.03
LVRC	$ 2,333.63	$ 2,840.00	$ 1,952.00	$ 3,221.63
LCC	$ 3,500.43	$ 4,740.00	$ 3,251.00	$ 4,989.43
MBRC	$ 8,167.67	$ 7,220.00	$ 3,251.00	$ 12,136.67
NSC	$ 4,083.84	$ 3,770.00	$ 1,952.00	$ 5,901.84
RCC	$ 2,333.62	$ 4,120.00	$ 3,251.00	$ 3,202.62
SRRC	$ 4,083.84	$ 3,770.00	$ 1,952.00	$ 5,901.84
SRC	$ 1,750.22	$ 2,530.00	$ 1,952.00	$ 2,328.22
Total LG Contribution	$ 58,340.51	$ 63,000.00	$ 31,460.00	$ 89,880.51

Table 2. Costs for 19/20 FY – 12 month transition period

SEQ Council	1 FTE for 12m (19/20 fy)	Operational Costs	Total Contribution for 19/20
BCC	$ 18,668.96	$ 10,560.00	$ 29,228.96
SCC	$ 28,003.44	$ 13,040.00	$ 41,043.44
CofGC	$ 11,668.10	$ 5,980.00	$ 17,648.10
ICC	$ 5,834.05	$ 4,430.00	$ 10,264.05
LVRC	$ 4,667.25	$ 2,840.00	$ 7,507.25
LCC	$ 7,000.86	$ 4,740.00	$ 11,740.86
MBRC	$ 16,335.34	$ 7,220.00	$ 23,555.34
NSC	$ 8,167.67	$ 3,770.00	$ 11,937.67
RCC	$ 4,667.24	$ 4,120.00	$ 8,787.24
SRRC	$ 8,167.67	$ 3,770.00	$ 11,937.67
SRC	$ 3,500.43	$ 2,530.00	$ 6,030.43
11 LG's	$ 116,681.01	$ 63,000.00	$ 179,681.01

Doc ID No: A5556007

ITEM: 3

SUBJECT: IPSWICH INTEGRATED CATCHMENT PLAN

AUTHOR: WATERWAY HEALTH OFFICER

DATE: 30 MAY 2019

EXECUTIVE SUMMARY

This is a report concerning the proposed scope and project plan for the development of the Ipswich Integrated Catchment Plan.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That Council read and note the proposed scope and project plan for the Ipswich Integrated Catchment Plan as outlined in the report by the Waterway Health Officer dated 30 May 2019.

RELATED PARTIES

Council has employed a project officer from CDIF Group to project manage the development of the Ipswich Integrated Catchment Plan.

ADVANCE IPSWICH THEME LINKAGE

Caring for the environment
Caring for the community
Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

Effective and strategic floodplain management is important for the long-term ecological, social, and economic sustainability of Queensland. The South East Queensland region has been a focus of this since the major floods of 2011 and 2013.

As an outcome of the recently completed Brisbane River Strategic Floodplain Management Plan, Council is required to develop and adopt a Local Floodplain Management Plan (LFMP). The Queensland Reconstruction Authority has produced two floodplain management guidelines to help councils better align floodplain management and land use planning. This plan is intended to follow this and go beyond. In addition, Council is fulfilling a number of recommendations from the Queensland Flood Commission of Inquiry, the Bremer Catchment Action Plan and findings from the latest suite of Council's river flood models.

This will be done through an innovative, integrated process to combine these elements into one document which brings together flood mitigation options, land use planning, community awareness and resilience, emergency management, landscape management, property specific actions, ecosystem health, and water sensitive urban design measures.

To achieve this, Council has engaged a project manager to oversee the development of the Ipswich Integrated Catchment Plan (IICP) as a single point of truth for floodplain management and an overarching investment strategy to manage current and future flood risk in Ipswich. The plan will adopt an integrated catchment management approach, bringing in a range of considerations and actions to ensure the natural functions of the floodplain are preserved, water quality improved and sediment load reduced, and ecological diversity increased within the catchment.

This report is to present Council with the proposed scope and project plan for the Integrated Catchment Management Plan, outlining the key deliverables and milestones. This is a significant project, with Ipswich being the first Council within the Brisbane River Catchment project area to develop their LFMP.

FINANCIAL/RESOURCE IMPLICATIONS

Ipswich City Council has received funding through the Queensland Reconstruction Authority to the value of $190,000. The terms of this grant funding has Council committing a further $225,000 in matched funding and $300,000 in in-kind. This was based on early feasibility work.

This phase of detailed project planning and scoping has put the revised costing at $740,000 (inclusive of a 20% contingency). As such council will require an investment of $550,000 over the next two years.

RISK MANAGEMENT IMPLICATIONS

A risk matrix for the project based upon the existing scope has been developed and included in the project management plan (Attachment 1).

Any suggested changes or rejection of the recommendations would result in project delays and associated costs. Ipswich City Council has existing commitments in regards to the grant funding and associated deliverables, and a requirement develop a LFMP under the Brisbane River Flood Study and Queensland Flood Commission of Inquiry.

LEGAL/POLICY BASIS

Legislation dealing with floodplain management in Queensland covers issues ranging from planning and corporate responsibility to emergency response.

This report and its recommendations are consistent with the following legislative provisions:
Planning Act 2016
Local Government Act 2009
Disaster Management Act 2003

COMMUNITY AND OTHER CONSULTATION

To date key internal stakeholders have been engaged, including:

Strategic Planning (Planning and Regulatory Services)
Engineering and Environment (Planning and Regulatory Services)
Natural Resources (Infrastructure and Environment)
Emergency Management (Infrastructure and Environment)

As yet no wider external stakeholder engagement has been undertaken. The range and type of engagement required as part of the project has been considered and a stakeholder engagement plan will be developed in conjunction with Community, Cultural and Economic Development Department. Stakeholder analysis is considered in the attached plan.

CONCLUSION

There is a recommendation from the Brisbane River Strategic Floodplain Management Plan and the Queensland Flood Commission of Enquiry that local governments are to produce a Local Floodplain Management Plan. Further to this there is an opportunity to deliver a more comprehensive and cohesive integrated Catchment Plan for the Ipswich local government area which can examine the opportunities for integrated management and investment.

Ipswich City Council has received grant funding from the Queensland Reconstruction Authority to deliver an Integrated Catchment Plan. A comprehensive scope and project plan has been developed to set the direction and milestones for this major project.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ipswich Integrated Catchment Plan PMP V1.1 28052019 ⇩ 🔲

Phil Smith
WATERWAY HEALTH OFFICER

I concur with the recommendations contained in this report.

Kaye Cavanagh
PRINCIPAL OFFICER (NATURAL RESOURCES)

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

I concur with the recommendations contained in this report.

Bryce Hines
SPORT, RECREATION AND NATURAL RESOURCES MANAGER

"Together, we proudly enhance the quality of life for our community"

SRNR Complex Project Management Plan

Project:

Ipswich Integrated Catchment Plan

Author:

Nicole Borkowsky

Title:

Project Officer - Integrated Catchment Planning

Ipswich City Council	
Team:	Strategy Team
Branch:	Sport Recreation and Natural Resources Branch
Department:	Infrastructure and Environment Department

Ipswich Integrated Catchment Plan

PROJECT MANAGEMENT PLAN

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Document control sheet

Version history

Version no.	Date	Author	Version Type
0.1	14/05/2019	N Borkowsky	Draft
1.0	28/05/2019	P Smith	Final
1.2	30/05/2019	P Smith	Final

Contact for enquiries and proposed changes
If you have any questions regarding this document or if you have a suggestion for improvements, please contact:
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Ipswich Integrated Catchment Plan

PROJECT MANAGEMENT PLAN

Strategy Team | Sport Recreation & Natural Resources Branch

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PROJECT MANAGEMENT PLAN

Introduction

1.1 Purpose of this Document

The purpose of this document is to outline how the Ipswich Integrated Catchment Plan will be implemented, and to detail how the project will be delivered within the desired funding and timing.

2 Project Purpose

The Ipswich Integrated Catchment Plan will produce an overarching investment strategy to manage current and future flood risk.

The plan will adopt an integrated catchment management approach over and above those associated with traditional flood risk investigations, bringing in a range of considerations and actions to ensure the natural functions of the floodplain are preserved, water quality improved and sediment load reduced, and ecological diversity increased within the catchment.

More specifically, the plan will incorporate a suite of risk management measures including the identification of physical mitigation options, land use planning, community awareness and resilience, emergency management, landscape management, property specific, ecosystem health and water sensitive urban design measures.

2.1 Background

In partnership with other catchment stakeholders, Ipswich City Council has played a significant role in the recently completed Brisbane River Strategic Floodplain Management Plan (BRSFMP); one of the largest floodplain management studies to be carried out in Australia to date. The BRSFMP is the culmination of a wider regional project (the Brisbane River Catchment Flood Study), which was undertaken as a direct result of the Queensland Flood Commission of Enquiry.

The BRSFMP includes a suite of recommendations and actions, a number of which are specific to Ipswich City Council. The primary responsive action for ICC is the production of a Local Floodplain Management Plan. For Ipswich, this plan will be the Ipswich Integrated Catchment Plan (the IICP)

Ipswich City Council has been closely involved in the completion of the BRSFMP. Council has also developed a Catchment Action Plan for the Bremer River on behalf of the South East Queensland Council of Mayors and is currently undergoing a review of local waterway studies and models including for the Bremer River. These studies and plans will inform the development, actions and prioritisation process from the IICP, along with other studies, plans and strategies including;

- ICC Floodplain Management Strategy
- ICC Waterway Health Strategy
- Ipswich Integrated Water Strategy
- Lower-Brisbane and Mid-Brisbane Catchment Action Plans
- Local flood studies
- Queensland Flood Commission of Enquiry

Ipswich Integrated Catchment Plan

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ICC, as an advocate of integrated water planning and management, have identified an opportunity to develop this plan beyond the basic flood mitigation purpose. As such, the plan will go above and beyond to integrate actions from across the catchment management space.

2.2 Corporate Objectives

This PMP and project outcomes align with and aim to deliver upon the following corporate objectives and strategies:

CORPORATE DOCUMENT	OBJECTIVES WHICH ARE ADDRESSED/TARGETED IN THIS PROJECT
5 Year Corporate Plan and Advance Ipswich Community Plan	**Goal 2** - Plan and develop a vibrant and sustainable City that accommodates the needs of a diverse and growing population and economy. *Strategy 1* - Develop a compact, sustainable, mixed use urban form that supports community and economic development. Key Action - Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes.
5 Year Corporate Plan and Advance Ipswich Community Plan	**Goal 3** - Create a city that values its past and embraces opportunities to work together for the betterment of the community. *Strategy 1* Inform, educate and celebrate with the community those elements of our history that have shaped our identity. Key Actions – • Develop a clear understanding of what unites us and forms the city's identity. • Strengthen Council's branding of Ipswich to align with our identity and changing communities. • Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy development and service delivery. *Strategy 2* - Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation. Key Action – Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. *Strategy 3* - Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities. Key Action – Facilitate capacity building through a comprehensive community development training program (leading to Increased resilience through strength of community leadership).

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CORPORATE DOCUMENT	OBJECTIVES WHICH ARE ADDRESSED/TARGETED IN THIS PROJECT
	Strategy 8 - Develop greater community resilience and readiness. Key Actions – • Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. • Develop and provide information to the community regarding effective responses to disasters and emergencies. • Facilitate capacity building and leadership to enhance emergency management resilience in the community. • Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards.
5 Year Corporate Plan and Advance Ipswich Community Plan	**Goal 4** - Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently. *Strategy 2* - Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes. Key Actions – • Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. • Ensure effective catchment and floodplain management. *Strategy 4* - Strategy 4 Use resources efficiently and sustainably. Key Action - Water is treated as a precious resource within a total water cycle management framework.

3   Scope of Project

3.1   In Scope

The following are <u>within the scope</u> of the project:

- Provide an Ipswich-wide baseline risk assessment
- Define how the IICP relates to other planning and implementation activities using an integrated catchment management approach.
- Use the principles for integrated catchment management outlined in the QAO report;
  - Recognise and balance the relationships between cause and effect impacting on ecosystems within a catchment.
  - Coordinated approach from all levels of government.
  - Community and private enterprise engagement.

Ipswich Integrated Catchment Plan

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- Identify potential options for mitigating/managing risk in the areas of;
  - o General Floodplain Management
  - o New or improved infrastructure
  - o Property Specific Actions
  - o Land Use Planning
  - o Emergency Management
  - o Community Awareness and Resilience
  - o Integrated Storm water Management
  - o Ecosystem Health
- Assess, appraise, select and prioritise actions for future investment.
- A Communications and Engagement Strategy.
- Regional connection to the Brisbane River Strategic Flood Risk Management plan and priority outcomes.

The IICP report is intended to contain details for the following:
- Summary of work to date
- Local context and policy context
- Integrated catchment management methodology and approach
- Current flood risk
- Future flood risk including climate change adaptation – CC incorporated in the modelling
- Risk Reduction
- Residual risks
- Mitigation options
- Coordinated approach including links with existing State and local government activities
- Outputs:
  a. Risk management responses standards
  b. Mapping
  c. Data
  d. Hazard drivers
  e. Community messaging
- A set of recommendations
- Implementation/Investment strategy

A detailed project scope is provide in Attachment A.

3.2 Out of Scope

The following are <u>outside the scope</u> of the project:

- On-ground infrastructure works
- Dam operations will not be considered as part of this project
- Existing asset condition will not be considered as part of this project

3.3 Related Projects

The following projects have been identified as being related to the Integrate Catchment Plan

- Ipswich City Council Planning scheme review

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- Ipswich City Council Waterway Health Strategy
- Brisbane River Strategic Floodplain Management Plan (State project – complete) and relevant State-led recommendations;

  o Brisbane River Regional Cumulative Impact Assessment

  o Warrill Creek Dry Flood Mitigation Dam Feasibility

  o Assessment of regional evacuation capability

  o State guidelines to support the identification of 'fair and reasonable' immunity for evacuation routes.

  o Consultation with the Department of Defence regarding a levee for the Amberley RAAF Air Base.

  o Disaster data information framework to provide all stakeholders with access to consistent and up-to-date disaster data for the region.

  o Development of a real-time regional hydraulic modelling system and incorporate outputs into a regional flood intelligence system to share information.

  o Development of regional reference material including a compendium of current activities and learnings, toolkit of activities and guidelines for communication and engagement.

  o Evaluation of community awareness and resilience activities relating to flood, and share learnings from the evaluation to inform continual improvement in suitability and effectiveness.

  o Development of regional guidance for delivering consistency in local provision of online flood awareness mapping, property-scale flood information, place-based installations, and community facing language and messaging.

  o Undertake local geomorphological studies to identify key catchment processes and issues, and assess current conditions and pressures.

  o Update catchment and receiving water quality modelling to estimate other (non-flood) benefits to waterways.

3.4 Constraints

The following constraints have been identified;

- Local flood modelling/flood studies must be complete in order for the project to proceed.
- The project must be delivered by 30 June 2020 to meet NDRP requirements.

3.5 Urgency

Council has been granted funding under the National Disaster Resilience Program (NDRP) for the delivery of this work. In order to claim the full funding amount, the project must be complete by 30 June 2020.

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3.6 Assumptions

The following assumptions have been made in the development of this project plan;

- A multi-disciplinary approach will be employed throughout the project with appropriate input from the necessary areas within Council.

- Council officers undertaking tasks that contribute to delivery of the project will have the capacity to do so within the required time frames.

- All necessary data and resources are available and adequate, and will be provided by internal partners as required within the timings allowed (noting that internal partners have had input into the project scope and schedule).

- The project Steering Committee will provide governance and oversight of the project.

4 Business Process

4.1 Project Management Principles

This Complex Project Management Plan is based on the PMBOK project management principles (A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Ed. (5th ed.).) As such, the following five phases have been used to structure, define and manage this project.

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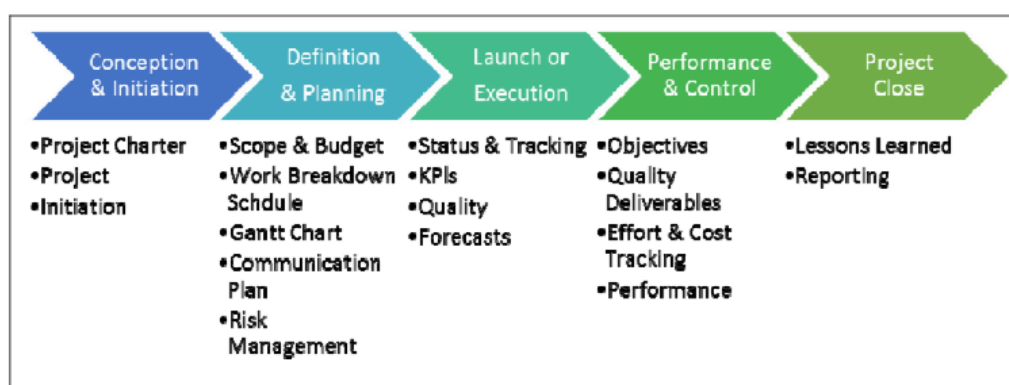
5 Governance

5.1 Key roles

The key project management roles are;

Project Customer	Council
Project Sponsor	Sport, Recreation and Natural Resources Manager
Project Director/Concept Manager	Principal Officer (Natural Resources)
Project Manager	Waterway Health Officer
Steering Committee	Sport, Recreation and Natural Resources Manager, Infrastructure and Environment Department Principal Officer (Natural Resources), Infrastructure and Environment Department General Manager, Planning and Regulatory Services General Manager, Infrastructure and Environment Elected Representative (Relevant portfolio holder) State Government Representatives and Queensland Reconstruction Authority (non voting – consultative role).
Technical Working Group	Principal Officer (Natural Resources), Infrastructure and Environment Department Strategic Planning Manager, Planning and Regulatory Services Senior Planning Officer (Strategic), Planning and Regulatory Services Waterway Health Officer, Infrastructure and Environment Department Engineer (Floodplain Management), Infrastructure and Environment Department Principal Officer (Emergency Management), Infrastructure and Environment Department Communication and Community Engagement Officer, Infrastructure and Environment Department

Ipswich Integrated Catchment Plan

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5.2 Project Organisation Structure

The project governance and organisation structure is shown in the diagram below.
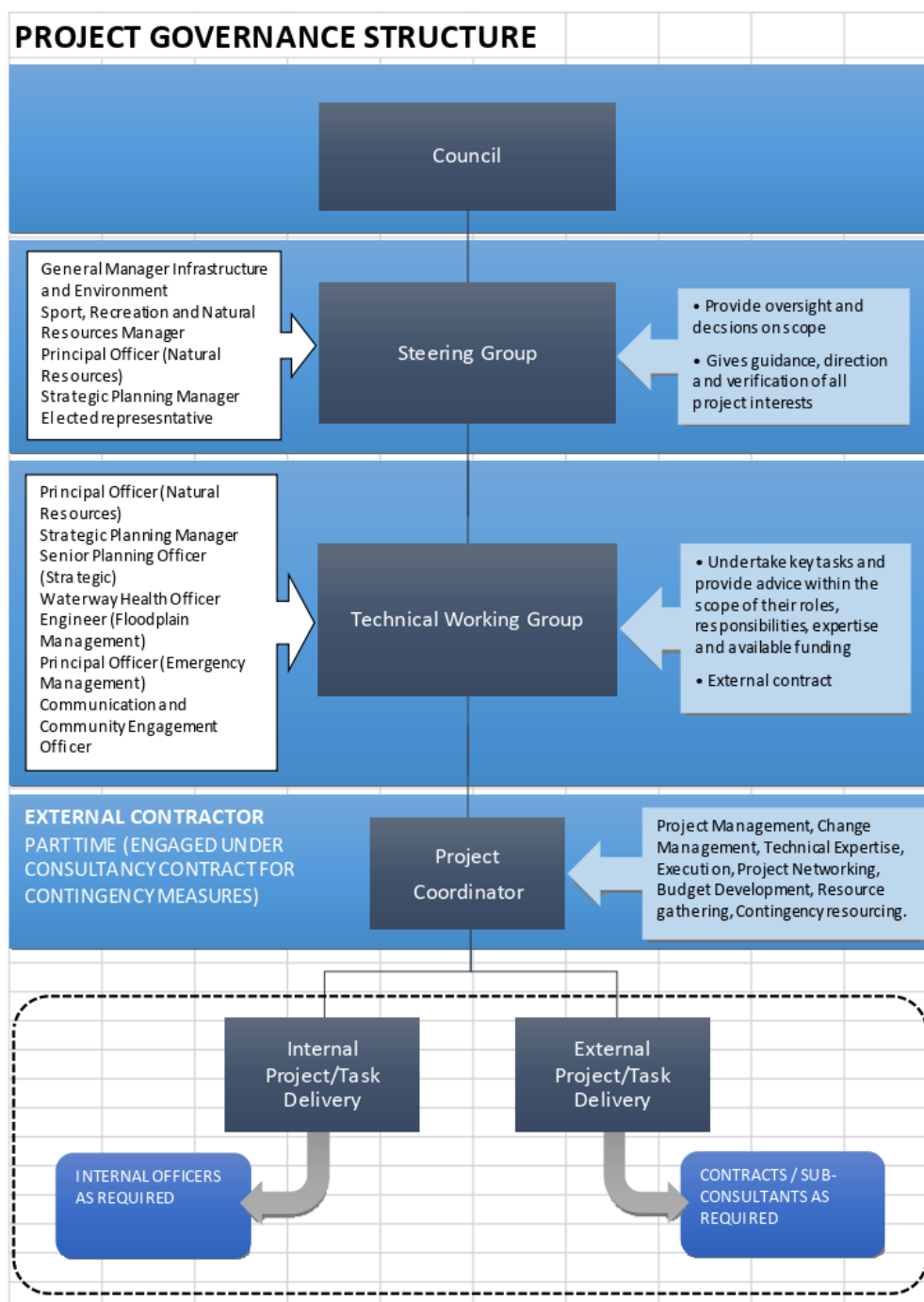
6   Stakeholder Impacts and Influence

The following stakeholders have been identified for the Ipswich Integrated Catchment Plan.

Stakeholder Category	Specific stakeholders	Impact of and Influence on the project
Internal	Ipswich City Council and Committee	Ultimate approval/decision making
	Ipswich Integrated Catchment Plan Steering Committee	Oversight and guidance of the project
	Ipswich Integrated Catchment Plan Technical Working Group	Undertake key tasks
	Council's Communications and Media, Community, Cultural and Economic Development	Provide advice and assistance to the project when required
	Coordination and Performance department	
	Government departments, Government owned corporations, Government agencies	State Government Departments will;
	Department of Natural Resources and Mines and Energy (DNRME)	- Produce material that will be used by the project (e.g. guidance material, regional assessments etc.).
	Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP)	- Set any relevant State requirements.
	Department of Local Government, Racing and Multicultural Affairs (DLGRMA)	- Require reporting of actions from Flood Commission of Enquiry and Brisbane River Strategic Floodplain Management Plan.
	Department of Environment and Science (DES)	- Administer NDRP funding (QRA)
	Department of Housing and Public Works (HPW)	- Department of Defence will have an interest in any proposed measures that impact Amberly Air Base.
	Department of Transport and Main Roads (DTMR)	Whilst the outcomes will be relevant and dependant upon the above the impact of these agencies, and their influence on the delivery of the project plan are considered to be low.
	Queensland Fire and Emergency Services (QFES)	
	Queensland Police Service (QPS)	Local Government Agencies will;
	Department of Communities, Disability Services and Seniors (DCDSS)	- Share established material or processes that could be of benefit to the project.
		- Seek regional consistency maintained

Stakeholder Category	Specific stakeholders	Impact of and Influence on the project
	Department of Defence (DoD) Queensland Reconstruction Authority (QRA) Brisbane City Council (BCC) Lockyer Valley Regional Council (LVRC) Somerset Regional Council (SRC) Scenic Rim Regional Council (SRRC) The Bureau of Meteorology Seqwater LGAQ Queensland Urban Utilities Council of Mayors (SEQ) **Sensitive Stakeholders** Property owners who have experienced flooding, or who are at risk of flooding Property owners within riparian corridors **Elected Representatives** Federal Elected Representatives State Representatives Local Council Representatives **Local Community** The community within the ICC Local Government Area. This will include both Engaged Public Members (those impacted by flood) and Complacent Public Members (those who are unaware of the impacts). **Waterway and Catchment Groups** Healthy Land and Water Ipswich Rivers Improvement Trust Scenic Rim Rivers Improvement Trust Bremer River Network	and no adverse impacts beyond LGA boundaries. BoM – supply if forecast information for use in emergency management. Seqwater – information and measures that could potentially affect dam operations. Utilities providers - information and measures related to their infrastructure. SEQ Council of Mayors - project integration with Catchment Action plans. Both the impact of the project on the above organisations and their influence on the project are considered to be very low. Property owners and the community; - Input to the project (engagement to determine awareness and resilience and opinions on possible types of new infrastructure). - Potential use of project outputs/information to increase awareness and resilience. Elected representatives will seek to ensure the views/interests of their constituents are heard and taken into account. Property owners, the community and elected representatives have the potential to have considerable influence on the project. The impact could be both positive and negative depending on the effectiveness of engagement. The impact of the project could also be high, but this should be a positive impact. Waterway catchment groups - project integration with Catchment Action plans and other waterway strategies/plans.

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Stakeholder Category	Specific stakeholders	Impact of and Influence on the project
	Brisbane Catchments Network **Industry, Commercial and Business groups** ARTC Planning Institute of Australia Urban Development Institute of Australia Property Council of Australia Australian Property Institute Australian Institute of Architects Engineers Australia Insurance Council of Australia Ipswich Chamber of Commerce	Both the impact of the project on other the above organisations and their influence on the project are considered to be very low. Other industry, commercial and business groups may use outputs/information produced by the project and may provide useful information to the project. Both the impact of the project on other the above organisations and their influence on the project are considered to be very low.
Media	Ipswich First Courier Mail The Queensland Times (Ipswich) The Advertiser River 949 Moreton Border News ABC Local Radio	Local media has the potential to have considerable influence on the project. If properly engaged, this will be a positive impact.

7   Scope

A detailed project scope is provided in Attachment A.

8   Risks

8.1   Level Assessment

For a project of this nature, risk management needs to integrated into the life of this project and regularly monitored and updated.

A risk assessment has been carried out in accordance with Council's Enterprise Risk Management Framework.

8.2   Key Risks

The main project risks to Council are related to time delays and internal and external stakeholder support. The highest residual risk level is M-12. This level of risk is tolerable if all reasonably practicable steps are taken to reduce it. The escalation point for medium risks is to Officer, Supervisor/Team Leader or Manager.

The following table identifies the major risks or uncertainties that may be encountered during the project.

Risk	Initial Risk Level	Controls and Treatments	Revised Risk Level
Not receiving timely Steering Committee and Council approvals	M-9	Establish agreed Terms of Reference (ToR) for the Steering Committee Formalised agreement milestones such as meeting minutes Early Council approval (submit committee reports and or briefings to the steering committee)	L-5
Supplier unable to meet required timeframes	M-13	Due diligence in procurement process Effective contract management – Monitor and control project schedules and milestones Identify and raise issues around time slips early	M-12
Relevant or required outputs or findings not meeting with the timing/milestones of the planning scheme.	M-12	Continually monitoring and align where possible. Regular meetings and updates between planning representatives of working groups and prioritisation of work related to or required for the planning scheme early in the project.	M-9
Project team unable to meet required timeframes	M-15	Established multi-disciplinary team Utilisation of external expertise Monitor and control project schedules and milestones Identify and raise issues around time slip and scope creep early	M-11
Sub-optimal community input into the project	M-13	Early internal engagement. Input/advice from community engagement experts Thorough and appropriate community engagement strategy	M-11
Internal disagreement	M-15	Early internal engagement. Input/advice from community	M-11

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recommendations/outcomes of project		engagement experts. ToR to include agreed decision making process. Escalation of issues for resolution.	
Project team fatigue/burn out	M-14	Business planning and succession planning Recruitment, knowledge sharing. Established multi-disciplinary team Procure external resources including Project manager and working team	M-11

9   Program

9.1   PROPOSED DELIVERY

Task	Proposed Start/End Date
Initial project approval	30 June 2018
NDRP Funding Approval	26 June 2018
Committee approval of Project Management Plan and scope	18 June 2019
Procurement	1 June – 31 July 2019
Project Execution and Control	1 August 2019 – 30 June 2020
Project Close Finalisation reports and acquittal	1 July – 31 August 2020
Committee Approval of Plan	September 2020

10   Cost

The table below provides an estimate of budget for each project phase. The project costs will be finalised following receipt of contract tenders for elements of the work that are to be out-sourced.

Project Phase	Total ($) ex. GST
Internal project management and co-ordination	$180,000
Technical analysis and reporting by expert consultants	$460,000
Sub Total	$640,000
Contingency	$100,000
Total Project Cost	$740,000
Amount of any funding/contributions approved to date	$190,000 (NDRP approved

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	June 2018)

11   Human Resources

The human resources required by Council to deliver this project are listed in the table below, along with the means of obtaining these resources.

ICC Internal Project HR Requirements	Means of Obtaining Resources
Project Co-ordinator	Contractor/Contingent Worker
Project Manager	Internal Staff
Manager	Internal Staff
Principal	Internal Staff
Flood Engineer	Internal Staff
Waterway Health Officer	Internal Staff
Emergency Management Officer	Internal Staff
Strategic Planner/s	Internal Staff
Communications and Engagement Officer	Internal Staff

12   Communication Strategy

12.1   External to the Project

External project communication will be managed as per the project communication and engagement table below.

A full external project communication plan will be produced in conjunction with the Communications and Engagement Officer and relevant branches within Council.

12.2   Internal to the Project

Internal project communication will be managed as per the project communication and engagement table below.

A full internal project communication plan will be produced in conjunction with the Communications and Engagement Officer and relevant branches within Council.

12.3   Communication and Engagement Template

The table below has been developed in line with the Sport, Recreation and Natural Resources Branch Communication and Engagement Toolkit, which is designed to identify a project's individual communication and engagement needs.

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This information will be used to inform the more detailed project communication plans.

Stakeholder Type	Stakeholder	Engagement type	Methods	Evaluation data
Internal				
Ipswich City Council and Committee		Collaborate	Committee Reports	Stakeholder Feedback
Ipswich Integrated Catchment Plan Steering Committee		Collaborate	Steering Committee Meetings	
Ipswich Integrated Catchment Plan Technical Working Group		Collaborate	Project Meetings	
Communications and Media Branch		Collaborate	Working /Task and Finish Groups	
Marketing and Events Branch		Collaborate	Working Groups/Task and Finish Groups	
Community Engagement Branch		Collaborate	Working Groups/Task and Finish Groups	
External				
State and Federal Government Departments and Authorities	DNRME	Consult	Consultative workshops, one-on-one meetings as required, correspondence including as a consultative member of the steering committee	Stakeholder Feedback
	DSDMIP	Consult		
	DLGRMA	Consult		
	DES	Consult		
	HPW	Consult		
	DTMR	Consult		
	QFES	Consult		
	QPS	Consult		
	DCDSS	Consult		
	QRA	Collaborate	Working groups & partnerships as required, correspondence including as a consultative member of the steering committee	
	DoD	Consult	One-on-one meetings	
Local Government Agencies	BCC	Consult	Consultative workshops, one-on-one meetings	Stakeholder
	LVRC	Consult		
	SRC	Consult		

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	SRRC	Consult	as required, correspondence	Feedback
Other Government Organisations	BoM	Consult	Consultative workshops, one-on-one meetings as required, correspondence	Stakeholder Feedback
	Seqwater	Consult		
	SEQ CoM	Consult		
	Utilities providers	Consult		
	LGAQ	Share	Email updates	
Waterway and Catchment Groups	Healthy Land and Water	Consult	Consultative workshops	Stakeholder Feedback
	Ipswich Rivers Improvement Trust	Consult		
	Scenic Rim Rivers Improvement Trust	Consult		
	Bremer River Network	Consult		
	Brisbane Catchments Network	Consult		
Community	Property Owners	Consult	Surveys/polls, Community engagement platform, Information sessions (community events)	Survey Responses
	General community	Consult		
	Federal Members	Consult	Correspondence as required	Stakeholder Feedback
	Local Members	Consult		
	Councillors	Consult		
Industry, Commercial and Business groups	Planning Institute of Australia	Share	Email updates	Stakeholder Feedback
	Urban Development Institute of Australia	Share		
	Property Council of Australia	Share		
	Australian Property Institute	Share		
	Australian	Share		

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	Institute of Architects			
	Engineers Australia	Share		
	ARTC	Consult	One-on-one meetings as required, correspondence	
	Insurance Council of Australia	Consult		
	Ipswich Chamber of Commerce	Consult		
Media	Ipswich First	Share	Media Releases	Survey responses and stakeholder feedback
	Courier Mail	Share		
	The Queensland Times (Ipswich)	Share		
	The Advertiser	Share		
	River 949	Share		
	Moreton Border News	Share		
	ABC Local Radio	Share		

13   Procurement Management

Recruitment through the vendor panel is proposed as per the project plan and in line with anticipated value of over $200,000 and in line with a requirement for innovation and the specific skills required. Partnering within organisations is encouraged to ensure the best mix of diverse skills.

Procurement will be in accordance with ICC procurement policy and procedures. A detailed procurement plan will be produced upon approval of the project plan.

A full procurement plan will be developed in conjunction with the Procurement Team.

14   Quality

The quality of the project will be ensured through management and ongoing appraisal against the objectives and points outlined this plan and supported by regular project meetings and reporting, and diligent project controls. With specific attention paid to the delivery of the project requirements in line with the scope, the schedules and budgeted costs.

Progress will be assessed when presented to the Technical working group and by the project manager who are experienced and qualified in is area. If deemed to be required there may be room for peer review

15   Integration

The requirements of all knowledge areas within Council have been taken into account in the preparation of this project management plan. It provides a means of integrating these requirements, allowing them to be progressed with cohesive inter-relationships. Ongoing integration will be

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ensured through management against this plan and supported by regular project meetings and reporting, and diligent project controls.

16 Swot Analysis

A SWOT analysis was undertaken to identify the project's strengths, weaknesses, opportunities and threats.

The strengths are areas of high performance, which will be maintained and used to take advantage of identified opportunities, and minimise the threats.

By identifying weaknesses before inception through the below assessment, the project can target these areas for improvement or put in place mitigation options. Focussing on these areas for improvement also helps to avoid or counteract threats to the project. By highlighting the opportunities presented by the project and the organisation.

The results of the SWOT analysis undertaken for this project are provided below.

Strengths	Weaknesses
Extensive local knowledge	Limited capacity within the organisation to deliver additional projects
Desire and ability to innovate and implement change	Stability/certainty of Council and organisational structure and future resourcing as a result
Holistic approach to catchment planning	Unsurely about the level of executive level buy-in/support
Dynamic/Agile	Lack of redundancy/succession planning within the project team
Diverse range of capability	Documented processes and data management
Capability	Competing priorities
	Capacity and commitments of internal staff and consultants

Opportunities	Threats
Community support and interest in the area of flood and catchment management	Political uncertainty
Momentum/structure/learnings/best practice from regional studies.	Growth, development and associated pressures
Freedom to innovate	Climate uncertainty
Cost efficiency through synergy	Financial/budgetary uncertainty in the face of operational budget cuts
Integrated, multi-benefit outcomes	Lack of buy-in across jurisdictions and different levels of government
Improve integration internally and across	Lack of engagement and support from other

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jurisdictions and different levels of government	external stakeholders (e.g. Seqwater, Urban Utilities,
Challenge industry and lead best practice	Lack of support for the delivery of specific measures.
Implementation through industry investment (growth and development)	

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Attachment 1: Project Scope

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Project Scope

General

The project will be overseen and guided by a local Steering Committee with representation from relevant sections of council, such as engineering, land use planning, natural resources, emergency management and community disaster resilience. Consideration will also be given to allow periodic input from other relevant stakeholders.

Community consultation and engagement is an important part of the project. Without community input, there is the potential that risk may not be adequately identified and described, that management measures and opportunities may be missed, and that preferred options may not be supported by the community.

The project will be developed cognisant of all appropriate frameworks, legislation, standards, strategies, policies etc. These will include, but will not be limited to;
- All relevant legislation, standards and guidelines
- Brisbane River Flood Study and Strategic Floodplain Management Plan (BRSFMP)
- Queensland Flood Commission of Enquiry
- ICC Floodplain Management Strategy
- ICC Waterway Health Strategy
- Ipswich Integrated Water Strategy
- Lower-Brisbane and Mid-Brisbane Catchment Action Plans
- Local Corridor Plans
- Local flood studies

The plan is required to support, but not be limited to, the vision of regional consistency established in the BRSFMP, and maintain consistency with BRSFMP outcomes while including other inundation mechanisms (local catchments and overland flow).

Location

Bremer and Brisbane Catchments and sub-catchments within the Ipswich Local Government Area.

External Supplier/s

The successful tenderer will be required to assemble a multi-disciplinary team with demonstrated specialist knowledge and experience across the following areas.
- Integrated Catchment Planning
- Waterway Health
- Floodplain management
- Flood Engineering
- Natural Resource Science including;
  - Environmental science
  - catchment rehabilitation
  - Ecology
  - River/corridor management
- Integrated stormwater management incorporating water sensitive urban design
- Strategic/land use planning

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- Emergency Management – in particular data analysis and flood intelligence and planning
- Community disaster resilience
- Community engagement
- Geographical Information Systems
- Cultural heritage
- Economics

Technical Tasks

The following technical tasks will be in scope for the successful tenderer. All work will be required to be undertaken in consultation with the internal Technical Working Group and Steering Committee.

Current and Future Flood Risk and Flood Damages
- Data analysis to include potential hydraulic risk, exposure, vulnerability, isolation and relative time to inundation.
- Floor levels to be determined from liDAR and algorithms.
- Analysis and mapping of current flood studies data for rates of rise and relative travel time between reporting locations.
- Mapping of current flood studies data covering hydraulic hazard at designated likelihoods and flood risk.
- Vulnerability Analysis/Community profiling.
- Link to the Community Awareness and Resilience work package to undertake engagement with the community and consultation with relevant stakeholders to confirm local 'tolerability' to flood risk, and test acceptability of possible flood risk mitigation options, including the broad range of option types covering infrastructure, land use planning, disaster management, community awareness and property-specific measures.
- Mapping of flood exposure and community vulnerability.
- Shrinking island, isolation and evacuation route closure mapping for the selected likelihood conditions.
- Run climate change and future development sensitivity scenarios.
- Assess the impact of climate change and future development scenarios through difference mapping.
- Populate full property database – update existing BRSFMP database with additional property floor levels and more refined information on local sensitive institutions, local critical infrastructure etc. in all relevant areas.
- Estimate flood damages for current and future conditions using the BRSFMP methodology.

New or Improved Infrastructure
- Identify physical options that can be implemented at the local scale to address local catchment management issues. Draw on suggestions from local communities and relevant stakeholders, other Council studies/plans/strategies.
- Develop Multi Criteria Analysis (MCA) system criteria and weighting.
- Undertake multi-criteria analysis. This is to be modified from the BRSFMP MCA to include Integrated Stormwater Management and Ecosystem Health in the evaluation criteria and recognise the integrated catchment management focus of the IICP.
- Determine options to undergo further analysis.
- Where relevant to do so, test suites of options, e.g undertake a hydraulic assessment to understand the combined impact of options.
- High level concept design and costing for options to be analysed.
- Hydraulic modelling of options to be analysed (current and future).
- Flood damage calculations for modelled options.

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- Cost benefit analysis (including tangible and intangible costs) using the updated property damage database along with hydraulic impact modelling. Benefits to be extended to include environmental, social and cultural benefits of IICP measures. It is noted that some options will be difficult or impossible to cost for the purposes of a benefit cost analysis, and therefore need particular attention in the MCA process.
- Review MCA to include results of the cost benefit analysis and issues highlighted in the production of concept designs/feasibility stage when prioritising actions.
- Include preferred regional infrastructure solutions (identified in BRSFMP including SO3, SO5 and SO7) in MCA and prioritise against other local options.
- When examining potential options review and produce more detailed feasibility assessment/preliminary design of potentially viable options, including optioneering with stakeholders, to optimise design for maximum benefit / least cost.

Property Specific Actions

- Economic assessment of property-specific options for mitigating existing flood risk, residential property buyback / voluntary purchase, retrofitting/grants, voluntary house raising, and flood-proofing for a range of AEPs where flood risks are high and other alternative options are not feasible. This should include, but not be limited to;
    o Benefit cost analysis to establish the financial merits of property specific actions.
    o Assessment of property specific options using the same MCA process and criteria as per the physical options.
    o Examine existing models and learnings and cost benefit.
- Make recommendations related to property specific measures.

Land Use Planning

- Define vulnerability
- Peer review of Council prepared overlay codes (to check integration with LFMP/IICP and provide feedback)

Emergency Management

- DM 3.1 - Identify (rainfall and stream) gauges to be included in the Bureau's forecast network based on the Queensland Flood Gauge Network Review.
- DM3.2 Review stream gauge classifications and amend where necessary
    o Review provided gauge reference areas to determine if these polygons require modification to better suit local conditions and evacuation policies, or to address multiple sources of flooding. New gauges may have the effect of reducing the size of adjacent areas, and subsequently improving the strength of the relationship between flood behaviour at the gauge and within the reference area.
    o Produce new forecast location diagrams for any additional forecast gauge locations.
    o Update time to inundation mapping for new/revised gauges.
- Use results of regional and local scale assessments to identify regions of similar risk and develop/revise emergency alert polygons for these locations (GIS work only) in line with QFES Emergency Alert Manual.
- Assess critical infrastructure within the Study Area and evaluate the interconnectedness of the infrastructure? Identify options for improving the resilience of critical infrastructure and evacuation routes
- Develop draft material for inclusion in updates of local disaster management plans/relevant documents. To including creation of GIS layers from latest data that can be queried and accessed for DM/other Council purposes.

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- Consider options for combining data from separate sources (e.g. separate models) to provide a single source of truth for EM.
- Using the AIDR Evacuation Planning handbook, undertake evacuation capability assessments to identify constraints taking into account population, road/route capacity, the timeframe for route utilisation, local factors such as local flooding, culvert capacity etc., alternative route availability, route destinations, flood warning, warning dissemination, active evacuation and shelter. Particular focus on Goodna and Karalee.
- Use outputs from evacuation capability assessment to inform isolation assessment and consider options to manage isolation risk, including pre-emptive evacuation. See also point above.
- Identify regions which may require pre-emptive or early warning and / or evacuation. Tools may include relative time to inundation mapping, road inundation data, local knowledge and Council's existing WaterRIDE system.
- Allowance to assess outputs of regional evacuation capability assessment when available and highlight additional/updated local work if required.
- Develop draft material for inclusion in updates of local scale evacuation plans. To including creation of GIS layers from latest data that can be queried and accessed for DM/other Council purposes.
- Review of best practice in the area of fast-onset flooding and flood warning systems. Where assessments indicate the potential for fast-onset flooding, consider and make recommendations related to flash flood warning systems in consultation with Council.
- Review and make recommendations for development/update of flood intelligence utilising new information including (at least) information on inundation, isolation and disruption to community services.
- Identify and review recent/new BoM products and services and make recommendations for ICC utilisation of these new inputs.
- In undertaking the items above consider;
  - all sources of flooding, and the potential for concurrent flooding from multiple flood sources (including joint probability analysis);
  - Consider the types of response triggered by the various flood sources (and potential overlaps); and
  - Consider the likely scale / extent of impacts caused by each of the flood sources.
- Provide documented processes for all analysis/work undertaken to enable replication in future as necessary.
- Integrate with all hazards approach.

Community Awareness and Resilience

- Maintain consistence with State wide Get Ready Campaign.
- Extend the regional approach to Community Resilience in Local strategies.
- Catalogue current awareness and resilience activities being undertaken within the local area, and state / regional scale activities which affect the local area.
- Refine demographic data identified through the regional-scale vulnerability assessment to develop sub-local area community profiles. These refinements may be informed by local knowledge of relevant stakeholders engaged with the community.
- Review BRSFMP market research and identify any additional research required.
- Prepare specific questions and undertake market research to establish baseline level of awareness and resilience and establish community appetite for strategy and activities developed.
- Reviewing market research results to determine baseline level awareness and community appetite for identified (local-scale) community awareness and resilience activities. Incorporate results into strategy/plan.

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- Informed by the above and outputs of earlier work packages, undertake a gap analysis to identify regions, communities, types of flood risks etc. where additional community awareness and resilience building is required/recommended.
- Undertake case study for the suburb of Goodna and establish suburb specific recommendations on how to build community resilience. Consider how this integrates with QERMF.
- Prepare material for community activities (e.g. Information sessions) to discuss regional flood management options and allow for one officer to attend these with Council.
- Expand on BRSFMP review of industry best-practice and current activities to identify local scale effective approaches that can be enacted improve community awareness and resilience.
- Develop objectives for a regional community resilience and awareness strategy/plan
- Prepare stakeholder and community engagement plans (sub regional/based on communities). These plans should determine and implement tasks required to;
  - Support, identify and up-skill community leaders as part of a community led program to assist with disseminating information, resilience planning and activities, and communication of local conditions;
  - Continue implementation of a suite of activities targeting vulnerable communities at the local Level;
  - Investigate options for enhancing volunteer connection and coordination strategies at a regional level;
  - Utilise existing community events/networks to support community resilience;
  - Investigate options for sharing flood histories through place-based installations and regional/local community events;
  - Support community-led initiatives using community development approaches and community development training;
  - Build on existing continuity planning resources with a local program assisting businesses, organisations and community groups.
- Review work of other Councils (e.g. BCC) in relation to disaster messaging with a view to maintaining regional consistency in messaging facilitated by regional resilience and disaster management groups. Consider and document agreements for shared use.
- Identify opportunities for presenting material/information/online data in collaboration with other local/State Government stakeholders may be investigated. Ensure consistency with existing resources available through LGAs or other stakeholders.

Integrated Stormwater Management

- Summary/assessment of traditional stormwater management approaches.
- Investigate options for alternative, integrated stormwater management approaches (in line with foundation principles of water sensitive urban design).
- Evaluate these options for ICC and make recommendations for implementation.
- Modelling as required.
- Include in MCA/structural options analysis.

Ecosystem Health

- Identification and evaluation of landscape management/catchment management/ecosystem health activities, including actions/recommendations from existing documents/strategies/plans.
- Analysis, monitoring and evaluation of landscape managed activities (if required).
- Investigation (audit/assessment) of current water diversion/water use and the impacts on water quality (and flooding).

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- Investigation/analysis of alternative methodologies that promote waterway health. For example, hydraulic impacts on sediment load transport, the impacts of tidal constrictions, residency time – how does the way the water moves effect the water quality?
- Investigate/identify a suite of measures to improve ecosystem health (consider flora/fauna, cultural heritage, social connection) including, but not limited to, revegetation, habitat connections etc.
- Damage assessment of soil erosion.
- Modelling as required.
- Include in MCA/ options analysis.
- Consider catchment scale impacts of land use changes and landscape management.

Input Data Required

The following information will be provided to the successful tenderer by Council.

- Flood models and model outputs.
- Full BRSFMP Data pack.
- Relevant information from draft Local Planning Scheme.
- Potential hydraulic risk matrix from planning scheme.
- Building footprints, liDAR and algorithms to estimate floor levels.
- Regional Cumulative Impact Assessment (when available).
- Road network/Evacuation routes and network data.
- Specific design requirements (size, extent, configuration, design life etc.) that may be relevant for the selected infrastructure options.
- Regional Evacuation capability assessment (when available).
- Critical and sensitive infrastructure information (note that some of this is sensitive and can only be accessed from Council offices)
- State BRSFMP actions
- HLW model of waterway health for SEQ – stability of waterways
- GIS layers from catchment condition assessment
- Stream Power (from Flood Models)

Project Management

The following workshops and meetings will be required from the successful tenderer at a minimum.

- Workshops: six workshops to be facilitated and minuted at a Council venue in Ipswich. Agenda, pre reading material and workshop notes to be prepared by consultant.
- Meetings:
  - Two-hour project meetings to be held fortnightly – chaired by Council, minuted by consultant.
  - Five two-hour meetings with other jurisdictions to review activities for potential application in ICC/integrate with ICC activities.
- Project Reporting: At each project meeting, provide a project status report covering for each task;
  - percentage complete;
  - projected completion date (with comparison to baseline);
  - planned spend, actual spend, projected spend;
  - budget spent to date, delays, variations, risks and issues; and
  - general update on resourcing, quality, scope, risks and issues.

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Project Outputs

The following project outputs will be required from the successful tenderer at a minimum.

- For each discreet task or sub project or work package within the scope, present a report/chapter for the work undertaken and outputs.
- Consideration should be given to minimum review periods for Council of 2-4 weeks.
- Complete and final evidence report comprised of all work package chapters.
- Graphic designed Integrated Catchment Plan (digital and hard copy with GIS/Spatial data if and when required?
- Clear summary of the LFMP output
- Investment strategy/Prioritised implementation plan to be detachable from IICP including viable funding options and detailed method (annex).
- All data, models, algorithms/scripts etc. produced by the project.

Doc ID No: A5558753

ITEM: 4

SUBJECT: DISASTER MANAGEMENT ACT 2003 DELEGATION

AUTHOR: PRINCIPAL OFFICER (EMERGENCY MANAGEMENT)

DATE: 31 MAY 2019

EXECUTIVE SUMMARY

This is a report concerning the delegation of Council's powers under the *Disaster Management Act 2003 and Disaster Management Regulation 2014.*

RECOMMENDATION/S

That pursuant to section 257(1) of the *Local Government Act 2009*, Council delegate to the Chief Executive Officer, Council's powers in its capacity as a local government under the *Disaster Management Act 2003 and Disaster Management Regulation 2014.*

This delegation is subject to the following conditions:

Whenever this power is exercised, a record of the exercise of the power shall be made in writing at the time of exercising such power, and a copy thereof shall be kept in such format as determined from time to time by the CEO.

RELATED PARTIES

There are no identified related parties.

ADVANCE IPSWICH THEME LINKAGE

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The *Disaster Management Act 2003* and *Disaster Management Regulation 2014* exist to help communities mitigate the potential adverse impacts of a disaster event; prepare for the management of an event and effectively respond to, and recover from, a disaster or emergency situation.

Section 4A of the *Disaster Management Act 2003* provides that *local governments should primarily be responsible for managing events in their local government area.*   The requirement to achieve this are set out in the Act, regulations and subordinate instruments.

In light of Council's renewed focus on governance it is determined that a formal delegation be sought to allow effective and efficient administration of the disaster management arrangements and discharge of legislated functions.   Under section 257(1) of the *Local Government Act 2009*, a local government may, by resolution, delegate powers under the Local Government Act or another Act or to the Chief Executive Officer.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial or resource implications

RISK MANAGEMENT IMPLICATIONS

Risks associated with not approving the recommendation include Council being unlikely to meet the legislated obligations in a timely and meaningful manner.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Disaster Management Act 2003
Disaster Management Regulation 2014

COMMUNITY AND OTHER CONSULTATION

Community consultation has not been undertaken.

CONCLUSION

For reasons of operational efficiency, Council should delegate to the CEO the powers under *Disaster Management Act 2003 and Disaster Management Regulation 2014*. It is recommended that Council consider and adopt the delegation to the CEO outlined in the recommendation.

Matthew Pinder
PRINCIPAL OFFICER (EMERGENCY MANAGEMENT)

I concur with the recommendations contained in this report.

Kaye Cavanagh
PRINCIPAL OFFICER (NATURAL RESOURCES)

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"

Doc ID No: A5560409

ITEM: 5

SUBJECT: ANNUAL REVIEW OF THE LOCAL DISASTER MANAGEMENT PLAN

AUTHOR: PRINCIPAL OFFICER (EMERGENCY MANAGEMENT)

DATE: 31 MAY 2019

EXECUTIVE SUMMARY

This is a report concerning the legislated annual review of the City of Ipswich Local Disaster Management Plan (LDMP).

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolves:

A.   **That the Local Disaster Management Plan for the City of Ipswich, as detailed in Attachment 1 of the report by the Principal Officer (Emergency Management) dated 31 May 2019, be approved.**

B.   **That the Local Disaster Coordinator, in consultation with the Interim Administrator and General Manager (Infrastructure and Environment), be authorised to make amendments deemed necessary on the basis of further comment received from members of the Local Disaster Management Group, who form part of the governance arrangements for the adoption of this plan.**

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME LINKAGE

Caring for the environment

PURPOSE OF REPORT/BACKGROUND

In accordance with section 57 of the *Disaster Management Act 2003*, "a local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area", while section 59 requires local government to "review the effectiveness of the plan at least once a year". The updated LDMP (**Attachment 1**) fulfils these requirements and is submitted for consideration and approval.

On 15 September 2017, the June 2017 version of the LDMP was endorsed by the LDMG. In view of the anticipated release of the redrafted Queensland State Disaster Management

Plan (SDMP), a cursory review of the LDMP was conducted in 2018. Consequently, no significant updates were identified that necessitated a full review of the LDMP and, therefore, the 2017 LDMP has remained the primary plan for the City of Ipswich's disaster management. It should be noted that all relevant parties, including the Ipswich District Disaster Coordinator, were advised of this outcome.

The updated LDMP (**Attachment 1**) aligns with the SDMP. It incorporates the roles, responsibilities and functions of each agency (State, Federal, non-government and Government Owned Corporations) that is either a member of the City of Ipswich LDMG or contributes to disaster management in the Ipswich local government area. Other amendments in the updated LDMP include:

- Reference to other relevant Ipswich City Council plans and strategies

- Current statistical information (Australian Bureau of Statistics) in Part 6, Community Context

- Rewording of Risk Management section to better suit the general public

- Demonstration of mitigation and resilience initiatives, particularly floodplain management and structural flood mitigation projects

- Reference to the Disaster Recovery Funding Arrangements which replaced the Natural Disaster Relief and Recovery Arrangements in November 2018

- Alignment of Part 11, Recovery, with the Queensland Recovery Plan 2017 which was released in early 2018.

Through the process undertaken to update the LDMP and in preparation for the incoming council in March 2020 a comprehensive review of the plan will occur. It is proposed that this further review and rewrite of the LDMP will commence in late 2019, with the final draft completed in early 2020 and approval by June 2020.

FINANCIAL/RESOURCE IMPLICATIONS

Additional human resourcing support to undertake the 2019-2020 comprehensive review of the Local Disaster Management Plan may be required. This has not yet be quantified and has been included as early advice.

RISK MANAGEMENT IMPLICATIONS

In the event that the LDMP is not approved, there are potential risks regarding the failure to complete a legislated requirement under the *Disaster Management Act 2003*. There are also potential reputational risks should a disaster occur and the LDMP is not current nor in alignment with the SDMP.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the legislative provisions of the *Disaster Management Act 2003*.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation. In addition to internal consultation, members of the City of Ipswich LDMG and partner agencies from government and non-government entities were given the opportunity to contribute to the update of the LDMP. Key external contributors include, but are not limited to:

- Queensland Police Service (Ipswich District Executive Officer, Disaster Management)

- Department of Communities, Disability Services and Seniors

- Queensland Fire and Emergency Services

- Department of Transport and Main Roads

- Australian Red Cross

- Australian Defence Force (RAAF Amberley)

- Salvation Army

- GIVIT

- State Emergency Service.

CONCLUSION

The updated City of Ipswich Local Disaster Management Plan fulfils the requirement of the *Disaster Management Act 2003* and ensures that Council's approach is aligned with the Queensland State Disaster Management Plan.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Local Disaster Management Plan ⇩ 📄

Matthew Pinder
PRINCIPAL OFFICER (EMERGENCY MANAGEMENT)

I concur with the recommendations contained in this report.

Kaye Cavanagh
PRINCIPAL OFFICER (NATURAL RESOURCES)

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"

Ipswich City Council
Local Disaster Management Plan

June 2019

Ipswich.qld.gov.au Ipswich
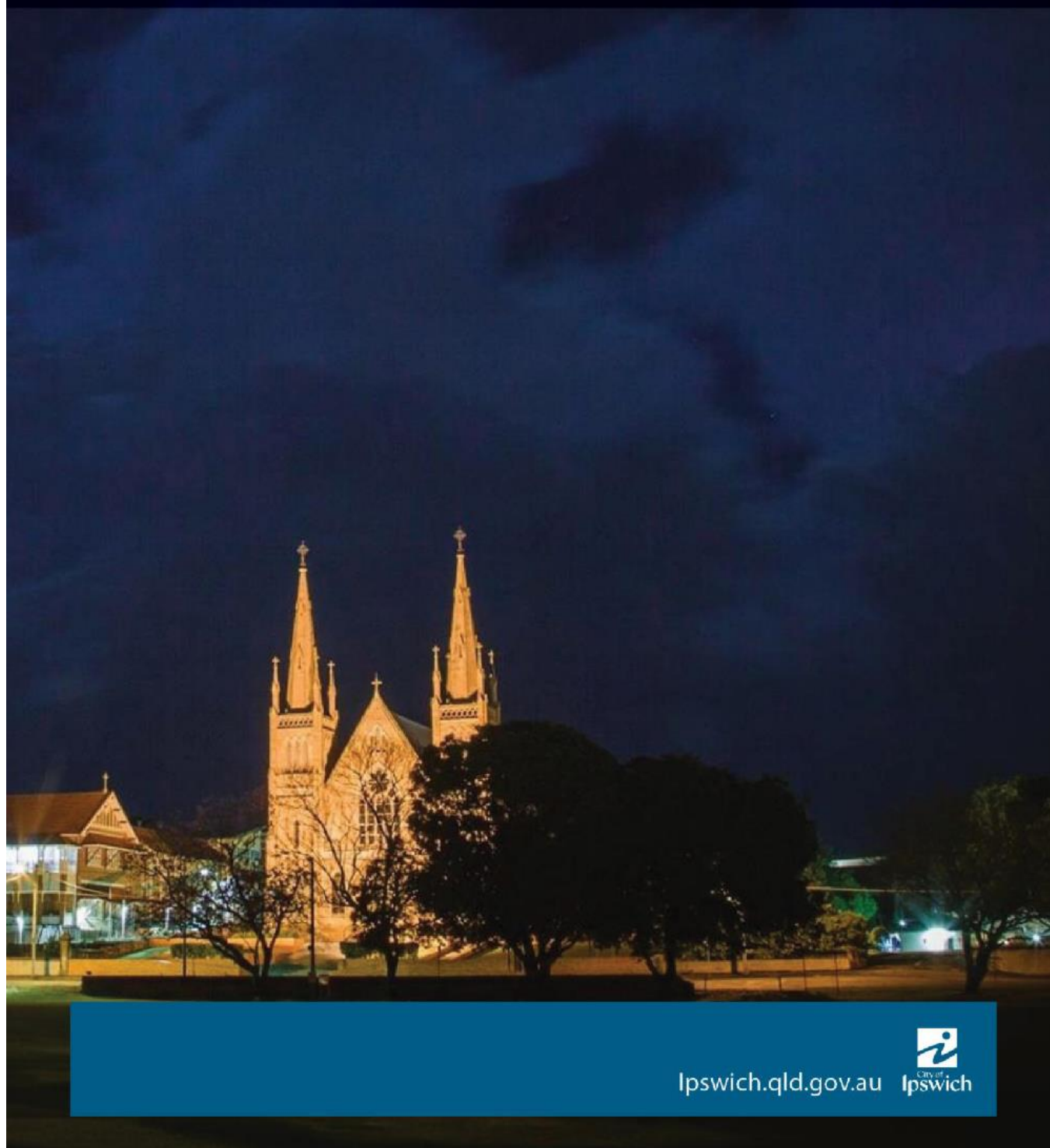
Foreword

The City of Ipswich is a dynamic and growing part of South East Queensland. It covers more than 1,090 km², including urban, rural and agricultural areas. It has a wide range of topography and industry, and is home to a constantly changing and increasing population. Occasionally, the City of Ipswich is affected by disasters – some natural and some not.

This local disaster management plan guides Ipswich City Council in preparing for disasters and dealing with them and their aftermath. The plan also informs our community of the disaster management arrangements for Ipswich, the roles and responsibilities of council and our disaster management partners before, during and after an event, our identified risks and how residents can be better prepared for disasters.

The plan has been developed in conjunction with partner agencies – government and non-government, their contribution is acknowledged and appreciated.

While we may not be able to prevent disasters or serious events, we can prepare ourselves and improve how we respond to them. This plan is an important tool for helping us to do just that.

This plan integrates with the Queensland's disaster management arrangements and should a major event occur, disaster management groups at the local, district and state level would become involved. If these groups were not able to deal effectively with an event, the Australian Government would provide assistance.

This plan is our commitment to ensuring the safety and wellbeing of the Ipswich community prior to, during and after a disaster. I am confident that it provides an appropriate disaster management framework for our community. The people that make up our local disaster management group are experienced, capable and dedicated professionals. Our residents, and visitors to our city, are in safe hands.

_____

Greg Chemello
Interim Administrator
Chairperson, City of Ipswich Local Disaster Management Group

Approval of plan

Ipswich City Council

This plan has been developed and approved by Ipswich City Council pursuant to Sections 57 and 58 of the *Disaster Management Act 2003*.

Section 80(1)(b) requires Council to approve its Local Disaster Management Plan (LDMP).

This plan was approved by the Ipswich City Council on [Insert Date].

City of Ipswich Local Disaster Management Group (LDMG)

The plan was endorsed by the City of Ipswich Local Disaster Management Group on [Insert Date].

_____
[Insert Date]
Greg Chemello
Chairperson, City of Ipswich Local Disaster
Management Group

_____
[Insert Date]
Bryce Hines
Local Disaster Coordinator

TABLE OF CONTENTS

PART 1: DOCUMENT CONTROL

1.1 Amendments and Version Control

The Ipswich City Council Local Disaster Management Plan (LDMP) is a controlled document and the controller is the Local Disaster Coordinator. Minor amendments that do not materially affect the plan can be authorised by the Principal Officer (Emergency Management).

1.2 Amendment Register

Vers	Date	Comment
2.00	July 2012	Plan reviewed after 'Wild Fire Exercise' conducted
3.00	February 2016	Complete review and revision incorporating 2015 Queensland State Disaster Management Plan (SDMP). Complete change to formatting, style and layout.
4.00	June 2017	Annual review conducted. Plan updated for 2016 Strategic Policy Framework, 2016 Queensland State Disaster Management Plan and 2016 Interim Recovery Plan
5.00	[Insert Date, 2019]	Annual review conducted. Amendments related to release of the 2018 Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines and the Queensland State Disaster Management Plan.

Table 1 – Amendment Register

1.3 Consultation

In addition to Council, various organisations and stakeholders were afforded the opportunity to provide feedback, suggest alterations or identify omissions in relation to the development and/or maintenance of this document. Their involvement and expertise is greatly appreciated and acknowledged.

1.4 Continuous Improvement

This document will be reviewed at least annually[1] with relevant amendments made and distributed as needed.

It is acknowledged that feedback from stakeholders and members of the community, is essential. Proposals for amendments or inclusions can be addressed in writing to:

Post   Chief Executive Officer
                 Attention: Emergency Management Unit
                 Ipswich City Council
                 PO Box 191, Ipswich QLD 4305

Email   council@ipswich.qld.gov.au

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[1] Section 59, *Disaster Management Act 2003*, Reviewing and Renewing (the) Plan

1.5 Distribution[2]

The Local Disaster Management Plan, excluding confidential information is available for viewing online at Ipswich.qld.gov.au/emergency in a PDF format. The Plan can be viewed or a printed copy purchased by contacting the Customer Service Call Centre on 07 3810 6666.

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[2] Section 60, *Disaster Management Act 2003*, Plan to be available for inspection etc.

PART 2:   INTRODUCTION

2.1   Authorising Environment

This plan is prepared by Ipswich City Council for the local government area of Ipswich pursuant to the provisions of Section 57(1) of the *Disaster Management Act 2003* (*the Act).*
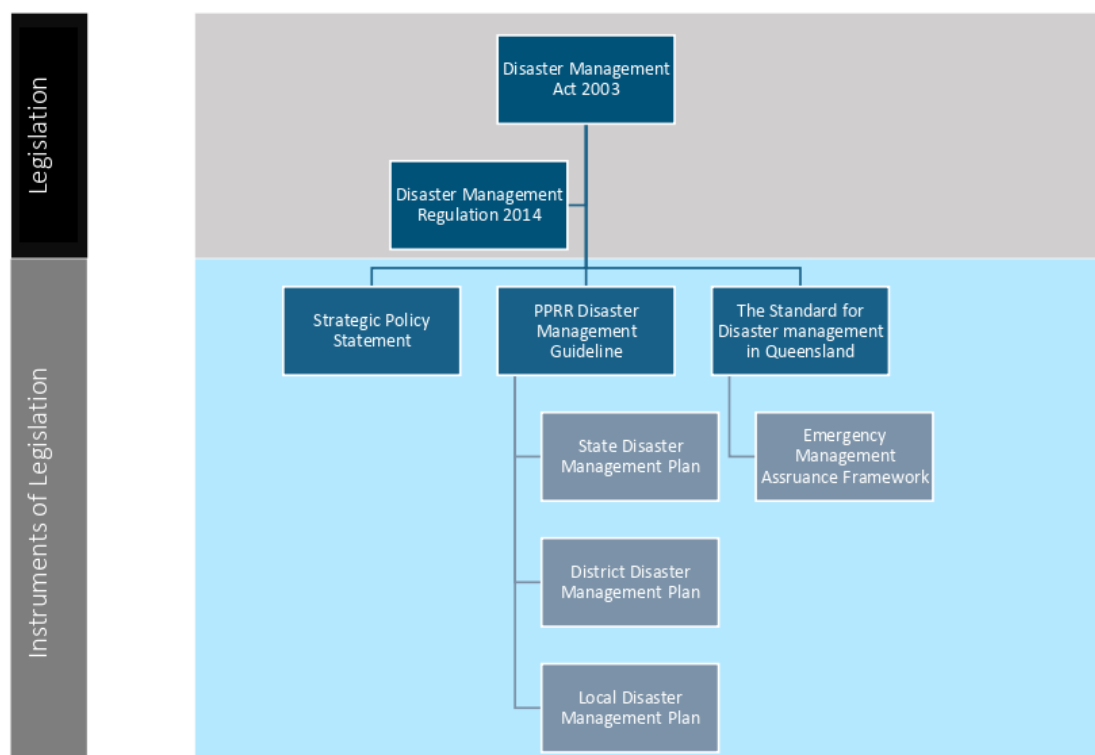
Figure 1 – Authorising Environment

2.2   Scope of Application

This plan applies to the local government area of the City of Ipswich. This area is bordered by the City of Brisbane to the north and north-east, the City of Logan to the south-east, the Scenic Rim Region to the south, the Lockyer Valley Region to the west and Somerset Region to the west and north-west.
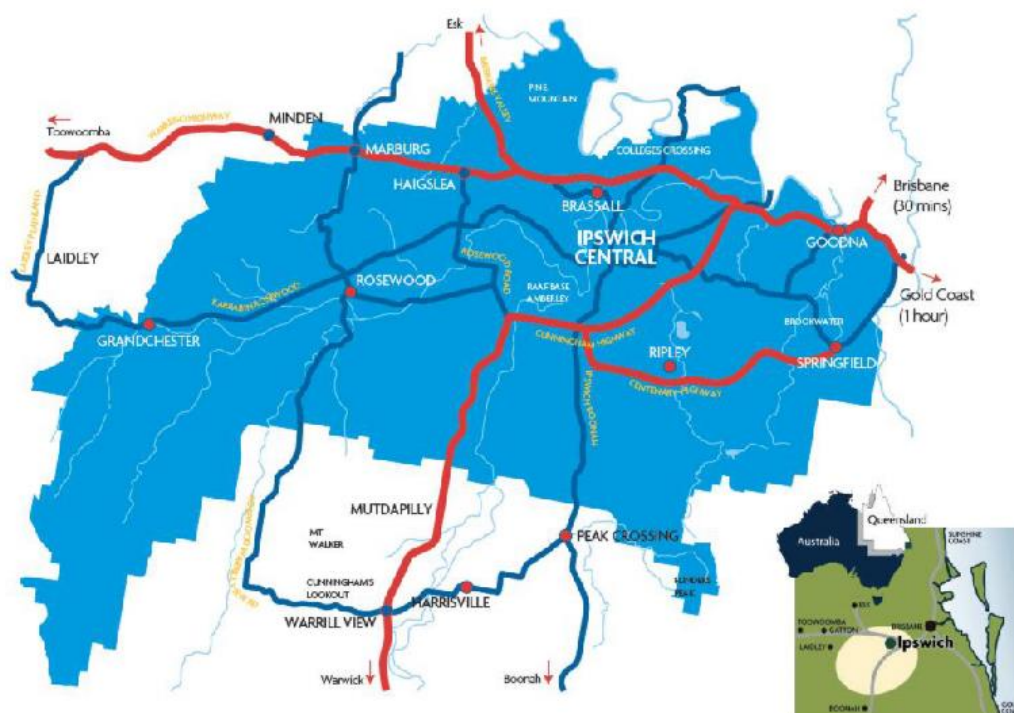
Figure 2—Ipswich Local Government Area

2.3 Purpose

As legislated in Section 57 of *the Act*, the purpose of the LDMP is to:

a) Embed the State group's strategic policy framework for disaster management for the State, and detail Council's policies for disaster management.

b) Define the roles and responsibilities of entities involved in disaster management.

c) Detail arrangements for the coordination of disaster operations and activities relating to disaster management performed by the entities involved in disaster management.

d) Identify the events that are likely to happen in the area.

e) Identify the strategies and priorities for disaster management for the area.

The plan provides a comprehensive, all-hazards*, all-agencies approach to disaster management.

*An 'all-hazards' approach means that the plan addresses all threat types in a holistic manner.

This plan and its annexures do not include:

▪ Documents which detail how member organisations (including Council) will manage their own resources and the way in which they will implement their agreed roles and functions.

▪ Business documents of the Local Disaster Management Group (LDMG) such as contact lists, agendas and minutes.

▪ LDMG member organisations' documented standard operating procedures (or similar).

2.4 Guiding Principles

This plan and disaster management within Queensland follows the four guiding principles outlined in *the Act*:

a) *Disaster management should be planned across the following four phases — of prevention, preparedness, response and recovery*

b) *All events, whether natural or caused by human acts or omissions, should be managed in accordance with the strategic policy statement,[3] the state disaster management plan and any other disaster management guidelines*

c) *Local governments should primarily be responsible for managing events in their local government area*

d) *District groups and the state disaster management group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations.[4]*

2.5 Approach to Disaster Management

Consistent with *the Act*, disaster management is planned across the four phases of disaster management.

❖ Prevention
  ▪ Investigate and coordinate strategies to reduce the impact of disaster events on the community.
❖ Preparedness
  ▪ Increase community resilience by increasing knowledge and education.
  ▪ Encourage shared responsibility and an all-hazards approach to disaster management – including for the resources and arrangements used to support response and recovery.
  ▪ Enhance local capability by encouraging participation in training and exercises, contributing to equipment acquisition programs, and building relationships.
❖ Response
  ▪ Provide effective and efficient coordination of disaster response and relief/short-term recovery in order to safeguard people, property and the environment.
  ▪ Provide support to communities outside of the city who may be affected by a disaster.
❖ Recovery
  ▪ Ensure that the recovery priorities of the City of Ipswich community are identified and met across the functional areas.[5]
  ▪ Ensure that recovery operations help to build whole of community resilience.

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[3] The Queensland Disaster Management 2016 Strategic Policy Statement
[4] Section 4A, *Disaster Management Act 2003*, Guiding principles
[5] More information on functional areas can be found in Functions of recovery section of this plan.

PART 3: ADMINISTRATION AND GOVERNANCE

3.1 Queensland's Arrangements

The LDMG forms part of the Queensland Disaster Management Arrangements (QDMA). The arrangements include local, district and state tiers, as shown in Figure 3 – Queensland Disaster Management Arrangements. These arrangements enable a progressive escalation of support and assistance through each tier as required, and are focused towards providing support and coordination to the local level.

The Australian Government is also included in the arrangements as a fourth level, in recognition that Queensland may need to seek federal support in times of disaster.
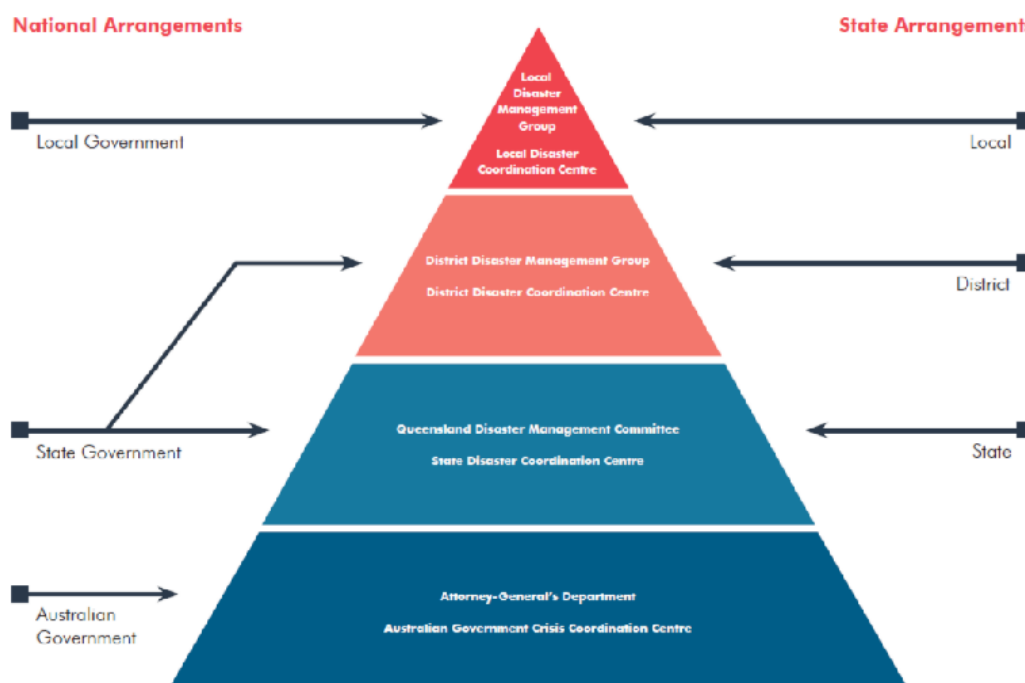
Figure 3 – Queensland Disaster Management Arrangements

> *i* For detailed information on the arrangements, please refer to the QDMA Participant Guide, available online at:
> https://www.disaster.qld.gov.au/dmp/Documents/Queensland-Disaster-Management-Arrangements-Participant-Guide.pdf

3.2 Confidence in Queensland's Arrangements

The Inspector-General Emergency Management (IGEM) is charged with marshalling excellence and enabling confidence in the QDMA. This is achieved by the Office of the Inspector-General

Emergency Management undertaking the functions prescribed in section 16C of *the Act*. To view publications and reports by the Inspector-General visit Igem.qld.gov.au.

3.2.1 Emergency Management Assurance Framework

In a general sense, assurance is defined as *'a positive declaration intended to give confidence; a promise and certainty about something.[6]'* The Emergency Management Assurance Framework (EMAF) is the overarching enabler for the community, the Office of the Inspector-General Emergency Management and stakeholders to support accountability and build consistency across all levels of the disaster management arrangements. The four key principles are identified in Figure 4 below.

Leadership
- A shared culture of excellence
- Strategic planning, within the context of resources and risk, underpins clear decision-making and priorities to achieve positive outcomes for, and to enable, the community.

Public Safety
- Keeping the community safe is the primary driver for the continuous improvement
- a focus on the safety of the community, engaging stakeholders and sharing the responsibility

Performance
- performance drives the productivity and effectiveness of disaster management.
- efectiveness are measured by a combination of quality, quantity, cost, time and human relationships.

Partnership
- Every Queenslander has a role to ensure our State is resilient, risks are managed
- Work well when they are well governed, have clear roles and responsibilities, and promote true collaboration

Figure 4 – Key Principles of Effective Disaster Management in Queensland

3.2.2 Standard for Disaster Management

The Standard for Disaster Management (the Standard) in Queensland establishes the performance requirements of all entities involved in disaster management in order to achieve the best outcomes for the community and is issued pursuant to the provisions of Section 16N(1) of *the Act*.

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[6] Oxford Living Dictionaries (2019). Definition of *assurance* in English [online] available at: https://en.oxforddictionaries.com/definition/assurance [Accessed 27 March 2019]

The Standard focuses on outcomes and accountabilities of shared responsibilities in disaster management. The shared responsibilities include:

- Managing risk
- Planning and plans
- Community engagement
- Capability integration
- Operations
- Collaboration and coordination.

3.2.3   Queensland Disaster Management Lexicon

The Queensland Disaster Management Lexicon is the second standard issued by IGEM pursuant to the provisions of section 16N(1) of *the Act*. Its primary purpose is to provide consistent and contextualised sector terminology to increase interoperability and understanding. This plan is consistent with the Lexicon, with all relevant terms and definitions presented in Annexure 4.

3.3   Ipswich City Council policy for Disaster Management

The City of the Ipswich's long-term community plan – *Advance Ipswich* informs and reflects Council's vision, strategies and community programs. In *Advance Ipswich*, the community identified a need to commit to managing disasters and enhancing community resilience.

This plan also aligns with the following Ipswich City Council plans and strategies:
- Corporate Plan 2017-2022
- Arts and Cultural Strategy 2018-2023
- Floodplain Management Strategy
- Integrated Water Strategy 2015-2031
- Ipswich Planning Scheme
- Ipswich Nature Conservation Strategy, 2015
- Operational Plan 2018-2019
- Sustainable Ipswich

This plan is a vital component to achieving the community identified outcomes. *Advance Ipswich* and other Ipswich City Council corporate planning documents are available online at Ipswich.qld.gov.au/.

PART 4: CITY OF IPSWICH LDMG

4.1 Establishment and Terms of Reference

Council has established the City of Ipswich Local Disaster Management Group,[7] referred to in the plan as the LDMG.

The terms of reference which outline overall functions; appointment processes; membership roles and responsibilities related to the LDMG itself; and administrative arrangements are available at Ipswich.qld.gov.au/emergency under disaster management plans.

4.2 Responsibilities

In accordance with section 30(1)(f) of *the Act*, the LDMG is responsible for managing disaster operations in the local government area. It does so under policies and procedures defined by the Queensland Disaster Management Committee (QDMC), which is the State disaster management group chaired by the Premier of Queensland.

In the event of a disaster, the LDMG is the decision-making authority for disaster management in the local government area.[8] The Chairperson is responsible for managing the business of the group.[9]

The Local Disaster Coordinator (LDC) is responsible for managing the coordination of disaster operations and activities performed by disaster response and recovery agencies.[10]

4.3 Membership

The membership of the LDMG is broken down into the following categories:

LDMG Membership Category	LDMG Position	Appointee [Role/Individual]
Statutory Positions (Ipswich City Council)	Chairperson	Greg Chemello Interim Administrator
	Local Disaster Coordinator	Bryce Hines Manager, Sports Recreation and Natural Resources
	Deputy Local Disaster Coordinator	1. Principal Officer (Emergency Management) 2. City Planner
	Local Recovery Coordinator	General Manager, Coordination and Performance

Table 2 – City of Ipswich LDMG Statutory Membership

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[7] Section 29, the *Disaster Management Act 2003*, Establishment

[8] Section 30, *Disaster Management Act 2003*, Functions

[9] Section 34A, *Disaster Management Act 2003*, Functions of chairperson of a local group

[10] Section 35, *Disaster Management Act 2003*, Local disaster coordinator

LDMG Membership Category	LDMG Position
Member and Deputy Members	APA Group
	Australian Red Cross
	Department of Communities, Disability Services and Seniors
	Department of Transport and Main Roads
	Energy Queensland
	Queensland Ambulance Service
	Queensland Fire and Emergency Services
	Queensland Police Service
	Queensland Urban Utilities
	RAAF – Australian Defence Force
	Telstra
	West Moreton Hospital and Health Service
Advisors	Department of Education
	Ipswich City Council (Technical Officer; Engineer Floodplain Management; Community Development Officer)
	Queensland Rail
	Queensland Reconstruction Authority
	Seqwater

Table 3 – City of Ipswich LDMG Members and Advisors

4.4   LDMG Activation

The LDMG is activated by the Chairperson or Deputy Chairperson on receipt of specific warnings, requests or advice.

In the case of a fast breaking event or potential event with significant community consequences for the city, the LDC may activate the Local Disaster Coordination Centre (LDCC) to respond without activating the LDMG.

4.4.1   Business-as-usual arrangements

Council and other member organisations, as primary (hazard/threat-specific) and lead agencies (functional), may also activate their own business-as-usual arrangements without the activation of the LDMG or the LDCC.

PART 5:   ROLES AND RESPONSIBILITIES

Effective coordination of disaster management relies on roles and responsibilities being clearly defined, communicated and understood. Outlined below are the indicative disaster management roles and responsibilities of LDMG member organisations and other stakeholders. State government departmental and organisational roles and responsibilities are adapted from the Queensland State Disaster Management Plan (SDMP) or relevant legislation.

Organisation	Indicative Roles and Responsibilities
Residents, Businesses and Community Organisations	**Residents** 1. Understand your local risks and develop a household emergency plan 2. Develop household emergency and evacuation kits 3. Prepare emergency and evacuation kit 4. Prepare your home 5. Tune into warnings 6. Check on your family, friends and neighbours 7. Think of your pets View additional information and download factsheets by visiting Council's website at Ipswich.qld.gov.au/emergency. **Businesses and Community Organisations** Understand and manage your risks through business continuity planning. To get started visit Ipswich.qld.gov.au/emergency and click on business continuity planning.
City of Ipswich LDMG	Disaster coordination and support to agencies, include: • ***Situation assessment*** The collection, collation, evaluation and dissemination of information relating to the current and predicted status of the disaster. • ***Event priority determination*** The establishment of priorities among the many distinct incidents that may make up a disaster event. • ***Essential resource acquisition and allocation*** The acquisition of resources from the agencies involved or from external sources to support the disaster response. • ***Policy level support of interagency activities*** The making of local policy level decisions, where required, if existing arrangements are not sufficient to support the disaster response. • ***Coordination with other groups*** Coordination with other groups such as the District Disaster Management Group (DDMG) and cross-border coordination bodies. • ***Coordination with elected and appointed officials*** The briefing of elected and appointed officials on disaster-related issues in the local area. • ***Coordination of summary information*** Coordination of summary information such as impact assessments.

Organisation	Indicative Roles and Responsibilities
	• **_Coordination of public information_** Coordination of information among agencies and other groups to ensure consistency in messages to the public. The Chair of the LDMG approves and delivers the media statements and public announcements to ensure consistent messaging.

City of Ipswich
 	
Ipswich City Council
 	
LDMG Member and Secretariat
	<u>Our Purpose</u>
	To proudly enhance the quality of life for our community
	
	<u>SDMP Defined Responsibilities (Section 1.3.3)</u>
	• Local governments should be primarily responsible for managing events in their local government area (drawn from Section 4A, _the Act)_
	
	<u>Locally Defined Responsibilities</u>
	• Ensure the business continuity of essential local government services including, (but not limited to):
	    o public health, including refuse disposal,
	    o maintenance (including debris clearance) of parks, city-controlled roads and bridges,
	    o animal management, and
	    o environmental protection.
	
	• Conduct and implement prevention and preparedness arrangements, including community education.
	
	• Maintain flood telemetry (measurement) and warning systems within the Ipswich local government area.
	
	• Collect, analyse and disseminate information from telemetry systems in conjunction with the Bureau of Meteorology.
	
	• Coordinate immediate welfare and recovery needs in conjunction with partner organisations.
	
	• Act as a member and secretariat of the City of Ipswich LDMG pursuant to the terms of reference.
	
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Australian Defence Force LDMG Member	<u>Role</u> To provide Air Power in support of National objectives and priorities. Support agency for LDMG/DDMG during disaster response as requested by Defence Aid to the Civil Community (DACC) tasking. <u>Responsibilities</u> • Consider DACC when requested through the appropriate channels. • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Organisation	Indicative Roles and Responsibilities
LDMG Member	Role Red Cross works with communities and stakeholders to build capacity and strength in preparing for, responding to, and recovering from disasters. Red Cross is an Auxiliary to Government in the Humanitarian space. Overarching Responsibilities • Development and provision of best practice guidance and information on disaster management and recovery related practice. • Administration of the National Registration and Enquiry Service – 'Register.Find.Reunite.' • Provision of psychosocial supports to disaster affected communities. • Delivery of recovery supports and services in evacuation centres, recovery hubs, and through outreach. Locally Defined Responsibilities • Support the management and operations of evacuation centres upon request from Council. • Provide psychosocial supports and psychological first aid in evacuation centres, recovery hubs, and through outreach. • Operate the Register. Find. Reunite. Service under the auspices of the Queensland Police Service (QPS). • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Australian Government **Bureau of Meteorology** Access through local arrangements and State Disaster Coordination Centre (SDCC)	Role Provide forecasts, warnings and long-term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians. State Defined Responsibilities (SDMP Appendix C) • Collect, coordinate and distribute environmental data in support of advices, warnings and briefings • Provide seasonal climate outlooks for planning.

Organisation	Indicative Roles and Responsibilities
Department of Agriculture and Fisheries Access through DDMG	**Role** Lead agency for containment and eradication of animal and plant diseases and pets. The Department of Agriculture and Fisheries (DAF) also provides advice on agriculture, fisheries and forestry in a disaster event. **State Defined Responsibilities (SDMP Appendix C)** • Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals. • Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on the agriculture, fisheries and forestry industries and the issues that individuals and businesses are facing in responding to and recovering from a disaster event. • Administer Disaster Recovery Funding Arrangements (DRFA) relief measures including agriculture industry recovery operations as required. • Report on the possible impact seasonal conditions and climate events will have on the agricultural sector. **Locally Defined Responsibilities (extracted from SDMP)** • Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community. • Provide advice in relation to agriculture, fisheries and forestry disaster impacts. • Provide advice on livestock welfare. • Coordinate destruction of stock or crops in an emergency pest / disease situation. • Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery. • Engage with industry on preparedness for climate risks and aid with economic recovery. • Assist agriculture industries in prevention and preparedness though normal business operations and service provision to industry and the communities. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Department of Communities, Disability Services and Seniors LDMG Member	**Role** Functional lead agency for planning, coordination and implementation of human and social recovery in Queensland. **State Defined Responsibilities (SDMP Appendix C)** • Coordinate and/or provide human and social recovery information and/or resources to support Local and District Disaster Management Groups. • Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:

Organisation	Indicative Roles and Responsibilities
	o promotion and/or referral to local community services,
	o 1800 Recovery Hotline,
	o grants portal,
	o multi-agency recovery hubs,
	o community recovery information & referral centres,
	o case coordination of vulnerable persons, and
	o outreach teams.
	• Purchase extraordinary human and social recovery services when local capacity is exhausted.
	• Facilitate matching and enabling of EV CREW registered volunteers.
	• Enable the matching of donated goods and offers of assistance.
	• Enable access to emergency and temporary accommodation assistance.
	• Administer State Disaster Recovery Arrangements (SDRA) and DRFA measures for eligible individuals.
	• Manage the Queensland Government's Community Recovery "Ready Reserve".
	<u>Locally Defined Responsibilities</u>
	• Act as a member of the City of Ipswich LDMG pursuant to the terms of reference.
	• Provide advice to the City of Ipswich LDMG and action requests during disaster operations, as appropriate.
Queensland Government **Department of Education** **LDMG Advisor**	<u>Role</u> Lead, manage and coordinate the department's planning, preparation, response and recovery from disasters and emergencies. <u>State Defined Responsibilities (SDMP Appendix C)</u> • Maintain the safety and wellbeing of students, staff and volunteers who work or participate in Department of Education (DoE) schools, institutions and workplaces. • Ensure that all state schools, regional offices and other workplaces have a documented emergency response plan. • Ensure that all DoE regional offices and key workplaces have a tested business continuity plan. • Ensure that DoE is prepared to respond to and recover from, disasters and emergencies. • Contribute to the state-wide response to disasters and emergencies, as required. • Provide workplace health and safety advice, information and awareness about electrical, chemical, asbestos and general safety matters in the lead up to, during and following cyclones, storms, floods and other disasters <u>Locally Defined Responsibilities (extracted from SDMP)</u> • Facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event.

Organisation	Indicative Roles and Responsibilities
	• Facilitate the transition of DoE facilities to cyclone shelters, places of refuge and evacuation centres, as required or directed. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Queensland Government
 	
Department of Environment and Science
 	
Access through DDMG
	<u>Role</u>
	Functional lead agency for planning, coordination and implementation of environmental recovery in Queensland.
	
	<u>State Defined Responsibilities (SDMP Appendix C)</u>
	• Provide technical advice to response activities, regulatory support to affected stakeholders, coordination of environmental recovery initiatives, and the development of climate change adaptation strategies as well as ensure the safety of national park, conservation park and state forest users and manage impacts from natural disasters on these community assets.
	
	• Liaise with key stakeholders regarding an imminent disaster event and the status of their operations to understand pressing issues.
	
	• Provide expert assessment and advice on:
	    ○ impacts and potential harm of incidents on environmental values,
	    ○ priorities for protection of environmental values,
	    ○ contaminant and treatment measures,
	    ○ environmental harm mitigation measures,
	    ○ clean up measures for environments and wildlife, and
	    ○ transport and disposal of wastes and contaminated materials.
	
	• Monitor and coordinate any actions relating to heritage buildings pursuant to the *Queensland Heritage Act 1992*.
	
	• Provide environmental management advice, assistance and direction during incident response and recovery phases as required under the SDMP, State Chemical, Biological and Radiological Plans, Queensland Coastal Contingency Action Plan, National Plan for Maritime Emergencies, related memorandum of understandings (MoU) and agreements.
	
	• Establish mechanisms for industry, landowners and local governments to receive necessary environmental approvals for recovery (e.g. temporary landfills, beach replenishment, replacement of coastal infrastructure, fill extraction for road repairs, port facility dredge, spoil disposal, retrieval of hazardous materials, repairs to heritage listed places and dispensation to nature refuge holders).
	
	• Conduct investigations pursuant to the *Environmental Protection Act 1994* and other environment and conservation legislation.
	
	• Maintain relationships and cooperative arrangements with other relevant state and Commonwealth departments and entities through regular review of agreed roles and responsibilities.
	
	• Closing affected national parks, conservation parks, and state forests.
	
	• Provide storm tide and wave information, expertise and advice in accordance with the 12th edition of the Tropical Cyclone Storm Tide Warning Response

Organisation	Indicative Roles and Responsibilities
	System Handbook (2016). • Undertake post event coastal field investigations to assess coastal impacts and storm tide inundation levels following a significant storm tide event. • Provide assistance with satellite imagery processing and distribution activities from cross-agency coordination with Department of Natural Resources Mines and Energy, Land and Spatial Unit, and Geoscience Australia's Disaster Assistance Team. • Provide information about land use mapping and supporting services and activities to key government agencies and industry groups. Locally Defined Responsibilities (extracted from SDMP) • Provide situational monitoring of local government infrastructure including landfills, sewage treatment plants and sewage pump stations, and the provision of expert advice. • Provide environmental risk assessment of events and incidents affecting infrastructure, mining and industrial sites and, where necessary, authorise emergency actions and releases. • Monitor and advise on management of impacted native wildlife outside the national park estate, and reduce conflict and risks to the community due to their displacement. • Coordinating evacuations of national parks, conservation parks, state forests and department owned areas with the QPS. • Lead firefighting on national parks, conservation parks and state forests where there is no threat to life or property. • Manage impacts on national parks, conservation parks, state forests, and reopen facilities to the public. • Provide water quality monitoring through Catchment Monitoring Programs to provide data on nitrogenous and phosphorous contaminants, suspended sediments and selected pesticides that may impact the natural environment. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Government Department of Housing and Public Works Access through DDMG	Role Functional lead agency for planning, coordination and implementation of building recovery in Queensland. Functional lead agency for coordination of ICT and telecommunications advice and back-end financial transaction processing on behalf of response and recovery lead agencies. Ensure the safety of recreation centre users and manage impacts from natural disasters on these community assets. State Defined Responsibilities (SDMP Appendix C) • Coordinate technical advice on structural suitability of buildings to use as

Organisation	Indicative Roles and Responsibilities
	evacuation centres, places of refuge or cyclone shelters.
	• Coordinate temporary office accommodation for use by state agencies, where occupied.
	• Coordinate structural assistance grant assessments on behalf of the Department of Communities, Disability Services and Seniors (DCDSS).
	• Coordinate emergency fleet vehicles for state agencies.
	• Maintain contact registers of professional service providers, specialist building contractors, building services and trades.
	• Provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies.
	• Actively manage whole-of-Government ICT infrastructure, data centres and networks.
	• Liaise with the telecommunications industry in relation to the impact of disaster related outages on the functioning of response agencies and the wider community.
	• Collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical.
	• Provide whole-of-Government and agency specific services that contribute to the government's frontline service delivery priorities such as the processing of disaster related grants payments and other financial transactions, and processing extraordinary payroll transactions on behalf of frontline agencies
	• Government website publishing of public information about major events and/or disasters (in partnership with relevant content/franchise owners).
	• Provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – facilitating reactive and tailored communication.
	Locally Defined Responsibilities (extracted from SDMP)
	• Advise on, and provide temporary emergency accommodation solutions for people displaced by disaster events and for government agency response and/or recovery workers.
	• Coordinate technical advice on structural suitability of buildings to use as evacuation centres, places of refuge or cyclone shelters.
	• Coordinate evacuations, closures and restoration of damaged infrastructure of recreation centres and department owned areas.
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Organisation	Indicative Roles and Responsibilities

Queensland Government
 	
Department of Innovation, Tourism and Industry Development
 	
Access through DDMG
	Role
	Assist the Queensland Government to help Queensland prepare for, respond to and recover from a disaster through the Department of Innovation, Tourism and Industry Development (DITID) Emergency Management Plan (EMP). The EMP complements the SDMP and is enacted in line with *the Act*, Disaster Management Strategic Policy Statement and Queensland Recovery Plan.
	
	Coordinate activities following a disaster to support tourism throughout Queensland through the Economic Recovery Group and actively engage with key partners to ensure a coordinated approach to economic recovery efforts, including:
	
	   o Regional Services, Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP),
	   o Tourism and Events Queensland (TEQ),
	   o Queensland Tourism Industry Council.
	
	State Defined Responsibilities (SDMP Appendix C)
	• Compile and provide situation reports on impacts to tourism zones and tourism infrastructure.
	• Resilience and recovery strategies for the tourism industry.
	
	Locally Defined Responsibilities (extracted from SDMP)
	• Support resilience and recovery strategies for the tourism industry.
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Queensland Government Department of Local Government, Racing and Multicultural Affairs Access through local arrangements and DDMG	**Role** Support disaster mitigation considerations in development planning, built environment and infrastructure design. Manage appropriate funding programs to local governments for disaster resilience and preparedness. **State Defined Responsibilities (SDMP Appendix C)** • Manage the development and implementation of funding programs that provide funding for works that protect existing essential public infrastructure and/or build resilience to future natural disaster events. • Fund and manage the implementation of the Bundaberg 10-year Action Plan. • Multicultural Affairs Queensland to advise emergency management and recovery agents on the best ways to reach multicultural and ethnic community organisations and groups. **Locally Defined Responsibilities (extracted from SDMP)** • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Organisation	Indicative Roles and Responsibilities

Queensland Government
 	
Department of Natural Resources, Mines and Energy
 	
Access through DDMG
	Role
	Contribute to disaster management responses across those areas where the department has responsibilities or special expertise that include:
	
	○ Manage impacts on unallocated state land and other land managed by the Department of Natural Resources, Mines and Energy (DNRME),
	
	○ Maintain DNRME stream gauges that provide stream height, flow and rainfall data used the Bureau of Meteorology (BoM),
	
	○ Provide assistance during a disaster to Queensland Fire and Emergency Services (QFES) and the Public Safety Business Agency (PSBA) in the capture of spatial imagery and spatial information analysis and product production as necessary,
	
	○ Manage impacts on and from Queensland abandoned mines, and
	
	○ Provide updates on the closure and opening status of current mining operations.
	
	State Defined Responsibilities (SDMP Appendix C)
	Energy
	• Act as a conduit of information between all relevant parties, including advice on, action and implement the use of any emergency powers.
	
	• Develop capability to facilitate emergency actions and responses to an actual or potential energy supply emergency event.
	
	• Maintain a watching brief and facilitate information transfer in an emergency that may impact at the local, district, state or national level for an electricity, reticulated gas supply and liquid fuels.
	
	• Maintain contact registers for Queensland's:
	
	   ○ major electricity supply (generators, transmission, distribution), Australian Energy Market Operator (AEMO) and designated responsible officers (within Powerlink), national forum jurisdictional representatives including Department of the Environment and Energy, Minister's office and DNRME communication and media.
	
	   ○ major reticulated gas supply (transmission and distribution service providers), Australian Energy Market Operator (AEMO), national forum jurisdictional representatives including Department of the Environment and Energy, Minister's office and DNRME communication and media.
	
	   ○ liquid fuel supply wholesale providers (major wholesalers, national forum jurisdictional representatives including Department of the Environment and Energy, Ministers office and DNRME communication and media.
	
	• Advise the Minister if emergency powers are required to maintain supply security.
	
	• Where appropriate, undertake process to enable the Minister to invoke emergency powers.
	
	Water
	• Provide information and advice on the issues of dam safety and drinking water supply (continuity and/or safety), as required.

Organisation	Indicative Roles and Responsibilities
	Dam Safety • Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in the event of incidents or failures of the dams. • Collate information from dam owners on event impacts. • Exercise dam safety emergency powers if needed to minimise the risk of failure or consequences of a dam failure. **Drinking Water** • Ensure drinking water quality management plans are in place by registered drinking water service providers (this does not include private or unregistered providers). • Collate information from service providers and operators of drinking water supply schemes. • Work in partnership with Public Health Units (Queensland Health) regarding drinking water quality issues. • Act as a conduit of information between all relevant parties, including the support and enactment of emergency powers. <u>Indicative Locally Defined Responsibilities</u> • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Government Department of the Premier and Cabinet Access through DDMG	<u>Role</u> Coordinate disaster management policy and arrangements with the Commonwealth. <u>State Defined Responsibilities (SDMP Appendix C)</u> • Support the Premier as Chair of the Queensland Disaster Management Committee. • Represent Queensland at the National Crisis Committee. • Represent Queensland at the Australia-New Zealand Emergency Management Committee, Australia-New Zealand Counter Terrorism Committee and the Council of Australian Governments. • Coordinate whole of government disaster management policy. • Manage and activate the Crisis Communication Network. • Act as lead agency for public information and coordinate media. • Coordinate disaster relief appeal management. • Coordinate Australian Government assistance. <u>Locally Defined Responsibilities</u> • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Organisation	Indicative Roles and Responsibilities
Queensland Government Department of State Development, Manufacturing, Infrastructure and Planning Access through DDMG	**Role** Functional lead agency for planning, coordination and implementation of economic recovery in Queensland, playing a key role in assisting local government, business and industry in resilience and recovery strategies. **State Defined Responsibilities (SDMP Appendix C)** • Initial situation report on economic impacts on jobs, business and industry in disaster affected areas. • Provide support to relevant authorities restoring power, water and communications in the affected communities for the resumption of economic activity. • Ongoing coordination and reporting on the economic recovery tasks for the life of a long-term recovery plan. • Support the implementation of the State Planning Policy (SPP) which outlines 17 state interests to be considered in development assessment and in every planning scheme across Queensland, and includes the state interest of natural hazards, risk and resilience. • Prepare and implement regional plans that identify and interpret relevant matters of state interests for a particular region, including natural hazards, risk and resilience, to achieve desired outcomes. • Work collaboratively with the Department of Housing and Public Works (DHPW) on the development and implementation of the Queensland Digital Infrastructure Plan, which forms part of the State Infrastructure Plan. **Indicative Locally Defined Responsibilities (extracted from SDMP)** • Initial situation reporting on economic impacts of local government areas. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Government Department of Transport and Main Roads LDMG Member	**Role** Functional lead agency for planning, coordination and implementation of roads and transport recovery in Queensland. Coordinate the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities. **State Defined Responsibilities (SDMP Appendix C)** • Provide information and advice regarding the impact of an event on road, rail, aviation and maritime infrastructure. • Assist with the safe movement of people resulting from mass evacuation. • Enable an accessible transport system through reinstating road, rail and maritime infrastructure. • Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities. **Locally Defined Responsibilities** • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference.

Organisation	Indicative Roles and Responsibilities
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Energy Queensland **LDMG Member**	**Role** Energy Queensland is a Government Owned Corporation which delivers electricity through its 'poles and wires' business (distribution network) in Queensland, with Energex in the south east. Energy Queensland and Powerlink have developed protocols for response to disasters or significant incidents where the assets of one or both organisations are impacted. **State Defined Responsibilities (SDMP Appendix C)** • Restore any supply interruptions to the electricity distribution network across Queensland. • Work with State, District and Local disaster management groups where required to manage the consequences of disruption to Energy Queensland's networks and provide timely and accurate information. **Locally Defined Responsibilities (extracted from SDMP)** • Develop an Electricity Restoration Plan to maintain and/or restore electrical power supply, based upon impact assessments in affected locations that align with business operational plans. • Energy Queensland has a combined field workforce of 4,400 (including design, construction, maintenance, inspection and vegetation workers) who can be deployed as necessary for disaster response operations. • Energy Queensland has a variety of mobile generators and support equipment that can be deployed into impacted communities to deliver temporary supply while the network is restored following a natural disaster event. Field crews, vehicles, generators, and equipment are mobilised prior to cyclones to support the rapid restoration of electricity supply to impacted communities. • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Powerlink **LDMG Adviser**	**Role** Powerlink is a State Government Owned Corporation (GOC), which owns, develops, operates and maintains the high voltage electricity transmission network that extends 1700km from north of Cairns to the New South Wales border. Its network comprises 15,500 circuit kilometres of transmission lines and 141 substations. **State Defined Responsibilities (SDMP Appendix C)** • Operate the electricity transmission network in accordance with the *Electricity Act 1994*, the National Electricity Rules and Law, the conditions of Powerlink's transmission licence and other relevant state legislation. • Work with DNRME, Energy Queensland and AEMO to ensure that electricity demand and electricity supply in Queensland (and any shortfalls) are managed appropriately as part of the National Electricity Market (NEM), including acting as the Queensland jurisdictional contact for the NEM power system emergency

Organisation	Indicative Roles and Responsibilities
	management procedures overseen by AEMO for very significant disruptions. • Inform on timelines for restoration on the transmission network. • Manage emergencies under an all hazards approach such that the safety of the public, employees and contractors and the minimisation of potential environmental harm and damage to assets is prioritised. • Work with State, District and Local disaster management groups where required to manage the consequences of a disruption to Powerlink's transmission network and provide timely and accurate information. Locally Defined Responsibilities (extracted from SDMP) • Powerlink has its own field staff in South East Queensland and contracts Energy Queensland to provide field response in the rest of state, with all operations directed from Powerlink's office in Brisbane. Powerlink has a range of equipment to support rapid restoration of the network, including temporary transmission towers and has agreements with aerial service providers to deploy equipment and personnel at short notice across the state for damage assessment and event response. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Government Inspector-General Emergency Management **Access through local arrangements**	Role Enable confidence in Queensland's emergency management arrangements. State Defined Responsibilities (SDMP Appendix C) • Regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation. • Regularly review and assess cooperation between the entities responsible for disaster management in the state, including whether the systems and procedures used by those entities are compatible and consistent. • Make disaster management standards. • Regularly review and assess disaster management standards. • Review, assess and report on performance by entities responsible for disaster management in the state against disaster management standards. • Work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteers' capabilities. • Monitor compliance by departments with their disaster management responsibilities. • Identify opportunities for cooperative partnerships to improve disaster management outcomes. Locally Defined Responsibilities (extracted from SDMP) • Regularly review and assess the effectiveness of disaster management by district and local groups, including District and Local Disaster Management Plans. • Provide advice to the City of Ipswich LDMG and action reasonable requests

Organisation	Indicative Roles and Responsibilities
	during disaster operations, as required.

Public Safety Business Agency
 	
Access through local arrangements
	<u>Role</u>
	The Public Safety Business Agency (PSBA) was established in 2014 to provide high quality corporate services to Queensland's public safety agencies to support them to deliver quality community services.
	
	<u>State Defined Responsibilities (SDMP Appendix C)</u>
	• Provide aircraft assets to the whole of government disaster response via the Queensland Government Air Service including:
	   o helicopter asset control to Retrieval Services Queensland (Queensland Health)
	   o supplying coordinators to the State Disaster Coordination Centre (SDCC) aviation cell to support all aircraft deployments
	   o deployment of fixed wing assets via aviation cell.
	
	• Provide human resources to support the functional operations of the SDCC.
	
	• Provide enhanced logistical, procurement, financial, asset management, information technology and human resource management services to support PSBA agency responses.
	
	• Provide mapping services to the SDCC during operations to support the SDCC and QDMC decision making.
	
	<u>Locally Defined Responsibilities</u>
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Queensland Ambulance Service LDMG Member	<u>Role</u> Provide, operate and maintain ambulance services and service delivery during rescue and other related activities. This includes protecting persons from injury or death, whether or not the individuals are sick or injured. Provide transport for persons requiring attention at medical or health care facilities, to participate with other emergency services in counter disaster planning and to coordinate all volunteer first aid groups during the disaster. <u>State Defined Responsibilities (SDMP Appendix C)</u> • Provide, operate and maintain ambulance services. • Coordinate all volunteer first aid groups during major emergencies and disasters. • Provide and support temporary health infrastructure where required. • Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations. • Collaborate with Queensland Health in mass casualty management systems. • Provide disaster, urban search & rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics. <u>Locally Defined Responsibilities (extracted from SDMP)</u>

Organisation	Indicative Roles and Responsibilities
	• Access, assess, treat and transport sick and injured persons.
	• Protect persons from injury or death, during rescue and other related activities.
	• Participate in search and rescue, evacuation and victim reception operations.
	• Participate in health facility evacuations.
	• Act as a member of the City of Ipswich LDMG in accordance with the terms of reference.
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Corrective Services Access through the DDMG	**Role** Contributes to a fair, safe and just Queensland by managing government and privately operated custodial facilities and supporting the rehabilitation of offenders within and outside these facilities. It assists with crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres and the community. **State Defined Responsibilities** • Upon request from Council, activate staff to operate, manage and subsequently close evacuation centres as agreed. **Locally Defined Responsibilities** • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Fire and Emergency Services (QFES) LDMG Member QFES Services include; FIRE & RESCUE	**Role** Ensure the safety of people and property in Queensland through the provision of effective prevention, preparation, response and recovery activities across a range of emergency situations through the capabilities of Fire and Rescue, Rural Fire Service (RFS) and State Emergency Service (SES). **State Defined Responsibilities (SDMP Appendix C)** • Primary response agency for structural, bushfire and hazmat incidents. • Provide advice, chemical analysis and atmospheric monitoring at relevant incidents. • Provide mass and technical decontamination capability. • Provide rescue and search functions and perform other operations to help and protect injured persons from danger or potential danger. • Distribute and develop (where primary agency) warnings to disaster management stakeholders and communities. • Facilitate and authorise Emergency Alert campaigns to provide advice and warnings to communities affected by disasters and emergency situations. • Prepare guidelines to inform local governments, district and state groups of

Organisation	Indicative Roles and Responsibilities
A jointly-funded service of Ipswich City Council and Queensland Fire and Emergency Services	disaster management related matters. • Establish and maintain arrangements between the state and the Commonwealth about matters relating to effective disaster management. • Ensure disaster management and disaster operations are consistent between plans, policies, standards and guidelines. • Ensure that persons performing functions under *the Act* in relation to disaster operations are appropriately trained. • Provide advice and support to the state group, local and district groups in relation to disaster management and disaster operations. • Ensure the collaborative development of the Queensland Emergency Risk Management Framework and the state-wide risk assessment. • Ensure the SDCC is maintained to a state of operational readiness. • Maintain situational awareness and reporting capability and capacity through the SDCC Watch Desk. • Lead the planning and logistics capabilities in the SDCC and support the staffing models of other capabilities. • Emergency supply acquisition and management of supplies and services in support of disaster operations. • Resupply of essential goods (food and basic commodities) to temporarily isolated communities, properties and individuals. • Ensure the capability and capacity of Disaster Assistance Response Teams (DART) to assist communities affected by disasters or emergency situations. • Undertake damage assessment function (residential and commercial structures) Locally Defined Responsibilities • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required. **Queensland Fire and Emergency Services** • Carry out primary (hazard) and/or lead (functional) agency roles as nominated in this plan. • Contribute to prevention and preparedness activities, including community education. • Provide impact assessment and intelligence-gathering capabilities at the request of Council. • Provide situational monitoring. • Coordinate, support and manage the deployment of SES resources as required. In consultation with local government, appoint a suitably experienced and/or qualified officer as SES Coordinator to support the coordination of SES

Organisation	Indicative Roles and Responsibilities
	operations.

- Coordinate and manage resupply (food and other essentials) and emergency supply operations.

- Coordinate and manage the deployment of air assets including fixed wing and rotary aircraft.

- Coordinate disaster management training in accordance with the Queensland Disaster Management Training Framework.

Fire and Rescue Service

- Provide control, management and pre-incident planning of fires (structural, landscape and transportation).

- Support QPS, when requested, in the coordination of search and/or rescue events as defined in the inter-governmental agreement.

- Provide rescue capability for people trapped in any vehicle, vessel, by height or in confined space.

- Carry out rescues of people isolated or trapped in swift-water / floodwater events.

- Provide advice, chemical analysis and atmospheric monitoring at hazmat incidents.

- Provide mass and technical decontamination capabilities under the State Biological Disaster and State Radiological Disaster response.

- Provide urban search and rescue capability for building collapse events.

- Support the Queensland Hazardous Materials Incident Recovery Plan.

- Provide impact assessment and intelligence-gathering capabilities.

Rural Fire Service – West Moreton Area Fire Management Group

- Respond to the outbreak of fires within the Ipswich LGA.

- Undertake a range of planning and preparation activities, including hazard reduction burns.

- Community education on fire behaviour and prevention.

- Manage permits to light fires.

- Assist other emergency service agencies during disasters.

State Emergency Service

- Search and/or rescue missing, trapped or other people under the direction of a SAR Authority (QPS in the State of Queensland), in line with the inter-governmental agreement.

- Provide emergency repair and protection of damaged or vulnerable critical infrastructure.

- Provide emergency repair and protection of damaged essential living areas (for example, a room for sleeping, meal preparation and personal hygiene).

Organisation	Indicative Roles and Responsibilities
Queensland Health – West Moreton Hospital and Health Service LDMG Member	**Role** Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health. State Defined Responsibilities (SDMP Appendix C) • Lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with QPS) and emergency medical retrieval. • Provide health emergency incident information. • Primary agency for heatwave, pandemic influenza, biological and radiological incidents. • State representation at Australian Health Protection Principal Committee and associated sub-committees including Communicable Diseases Network Australia (CDNA), Public Health Laboratory Network (PHLN) and the National Health Emergency Management Standing Committee. • Department of Health participation in appropriate and relevant state level groups and committees. • Hospital and Health Service participation in LDMG and DDMG activities. • Develop health-focused disaster and emergency preparedness, response and recovery plans. • Develop and maintain disaster and emergency health response capability and capacity. • Implement business continuity plans and arrangements to maintain health services during disasters and emergencies. • Work across the health sector including aged care facilities, private facilities, primary health and community care providers to ensure 'whole of health' arrangements are in place. • Coordinate the state level health response through maintenance and activation of the State Health Emergency Coordination Centre. • Clinically coordinate aeromedical transport and emergency medical retrieval (with QAS) and provide membership to the SDCC aviation cell when activated. • Forensic and scientific health services to mass fatality management and terrorism (with QPS). • Communicable disease surveillance and response arrangements. Locally Defined Responsibilities (extracted from SDMP) • Provide health disaster and emergency incident information to the public and disaster management stakeholders. • Clinical response to mass casualty management (with QAS).

Organisation	Indicative Roles and Responsibilities
	• Recovery mental health support to affected communities (with DCDSS). • Public health and environmental health advice and support to local governments and affected communities and industries. • Environmental health risk assessment advice to other agencies, local government and industries. • Messaging on public health risks to affected communities. • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
Queensland Police Service LDMG Member	**Role** To enhance the safety of the community by assisting them to prepare for, respond to and recover from disaster events by providing support and guidance to disaster management groups at all levels. State Defined Responsibilities (SDMP Appendix C) • Preserve peace and good order. • Operational responsibility for first response to terrorism. • Providing executive support to the QDMC. • Coordinating disaster response operations for the QDMC through the State Disaster Coordinator. • Provide the Chair and executive support to the State Disaster Coordination Group. • Provide the Chair (District Disaster Coordinator) and executive support to DDMGs. • Managing and coordinating the business of DDMGs. • Develop and facilitate a program of disaster management themed exercises. • State Search and Rescue authority and responsible for the coordination of search and rescue operations. • Activate and coordinate the operation of the SDCC. • Conduct coronial investigations. • Coordinate the review of the SDMP. • Provide a Disaster Victim Identification capability. Locally Defined Responsibilities (extracted from SDMP) • Provide support to LDMGs. • Manage the registration of evacuees and inquiries in partnership with Red Cross. • Provide traffic management, including assistance with road closures and

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Organisation	Indicative Roles and Responsibilities
	maintenance of road blocks.
	• Act as a member of the City of Ipswich LDMG pursuant to the terms of reference
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Telstra
 	
 LDMG Member
	Role
	 Telstra's purpose is to create a brilliant connected future for everyone.
	
	 State Defined Responsibilities (SDMP Appendix C)
	 • Telstra operates as a mobile phone / data provider and provides fixed lines services for its customers. It also provides this capability to other resellers.
	 • Telstra has an extensive data network that covers Queensland.
	 • Telstra is a reseller of NBN services.
	 • Telstra has a variety of mobile facilities that it can deploy into impacted communities to deliver limited / partial service restoration subsequent to service disruption driven through the impacts of a natural disaster event. These facilities are pre-deployed into locations that the carrier determines to be the most logistically practical placement to support rapid deployment into impacted communities. Common terms include:
	     o Satellite Communications on Wheels (COWS) – used to create temporary mobile phone coverage.
	     o Mobile Exchange on Wheels (MEOWS) – portable land line exchange to supplement inoperable facilities.
	     o Wifi Mobile Customer Office – a van where customers can connect to wifi to do their business and to charge their phones / tablets.
	
	 Locally Defined Responsibilities
	 • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference.
	 • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Queensland Reconstruction Authority **LDMG Advisor**	**Role** Lead agency for disaster recovery, resilience and mitigation policy in Queensland. Manage and coordinate the state government's program of infrastructure reconstruction within disaster-affected communities. The Queensland Reconstruction Authority (QRA) focuses on working with state and local government partners to deliver value for money and best practice expenditure and acquittal of public reconstruction funds. **State Defined Responsibilities (SDMP Appendix C)** • Drive and coordinate enhancement of resilience throughout Queensland. • Plan and coordinate Queensland and Australian Government assistance under the Disaster Recovery Funding Arrangements (DRFA). • Maintain the Queensland Recovery Plan and develop state level event-specific

Organisation	Indicative Roles and Responsibilities
	plans as required.
	• Implement the Queensland Strategy for Disaster Resilience 2017.
	• Maintain the State Recovery Coordinator (SRC) Guide and Register, including induction of SRCs, when appointed.
	• Monitor damage of public infrastructure and private properties.
	• Administer DRFA and SDRA.
	• The Chief Executive Officer, QRA is appointed by the Premier as the State Recovery, Policy and Planning Coordinator.
	<u>Locally Defined Responsibilities</u>
	• Monitor reconstruction activities in affected communities.
	• Act as a member of the City of Ipswich LDMG in accordance with the terms of reference.
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

QueenslandRail
 	
LDMG Advisor
	<u>Role</u>
	Queensland Rail's purpose is to provide a safe, reliable, on-time, value for money and customer focussed rail service that benefits the community, supports industry and is integrated with the public transport system.
	
	<u>State Defined Responsibilities</u>
	• Queensland Rail's network extends more than 6,600 kilometres across the state.The business operates the following three core services across multiple customer markets:
	    ○ Citytrain
	    ○ Travel and Tourism
	    ○ Regional Network and Freight.
	
	• Queensland Rail has a comprehensive Emergency Management Framework in place and regularly tests its processes and procedures for emergency situations across the state. It regularly partners with external agencies as part of these emergency preparedness exercises.
	
	<u>Locally Defined Responsibilities</u>
	• Act as a member of the City of Ipswich LDMG in accordance with the terms of reference.
	
	• Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Organisation	Indicative Roles and Responsibilities
Queensland Urban Utilities **LDMG Member**	**Role** Queensland Urban Utilities were established on 1 July 2010 as a statutory body to be a distributor-retailer under the provision of the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009* and as a service provider under the *Water Supply (Safety and Reliability) Act 2008*. **State Defined Responsibilities** • Queensland Urban Utilities services the Brisbane, Ipswich, Somerset, Lockyer Valley and Scenic Rim regions. Supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million in South East Queensland. **Locally Defined Responsibilities** • Deliver drinking water, recycled water and sewerage services within the city. • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
seqwater WATER FOR LIFE **LDMG Adviser**	**Role** Seqwater is a statutory authority of the Queensland Government that provides bulk water storage, transport and treatment, water grid management and planning, catchment management and flood mitigation services to South East Queensland (SEQ). Seqwater provides bulk water for the operation of the SEQ Water Grid including dams, weirs, conventional water treatment plants and climate resilient sources of water through the Gold Coast Desalination Plant and the Western Corridor Recycled Water Scheme. It manages 26 dams across the region and operates Wivenhoe and Somerset and North Pine as dams to provide flood mitigation for Ipswich and Greater Brisbane. **State Defined Responsibilities (SDMP Appendix C)** • Seqwater is the key liaison for the State, Local government and emergency services for all water related emergencies or incidents in SEQ. • The SEQ Water Grid provides Seqwater with the ability to move drinking water across the region if its assets are impacted by weather or emergency events. • Develop Emergency Action Plans (EAPs) for all of their referable dams as per legislative requirements. • Develop the Flood Mitigation Manual for Wivenhoe, Somerset and North Pine flood mitigation dams. **Locally Defined Responsibilities** • Provide notifications and warnings to populations at risk immediately downstream of their referable dams, as per actions contained within their approved EAPs. • Seqwater provides a free dam release notification service and associated App to provide the community with up to date information on dam releases, water supply and recreation during emergencies or incidents.

Organisation	Indicative Roles and Responsibilities
	• Work with and provide timely and accurate information to the LDMGs where required to manage the consequences of a water supply or dam safety incident. • Seqwater operates two purpose built Emergency Operations Centres (Brisbane and Ipswich) to host its flood operations team, network control and its incident and management teams. The centre provides updated situation reports (SITREPS) during emergencies and incidents for the State, Local government and emergency services and will have senior management and media resources at the SDCC as required. • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
apa **LDMG Member**	Role APA Group is a company in Australia which owns and operates natural gas and electricity assets. APA plays a key role in enabling Australian consumers and businesses to have access to affordable, reliable and sustainable energy. State Defined Responsibilities • Nil defined. Locally Defined Responsibilities • Monitor the gas transmission and distribution networks. • Maintain and/or restore the gas supply. • Provide advice in relation to gas supply, including safety advice to customers. • Act as a member of the City of Ipswich LDMG pursuant to the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
St John **Access through local arrangements**	Role St John Ambulance Australia is a self-funding, charitable organisation active in all states and territories, dedicated to helping people in sickness, distress, suffering or danger. It provides event health services at public events and emergencies. State Defined Responsibilities • Nil defined. Locally Defined Responsibilities • Assist with evacuation centres (and elsewhere as required) by providing first aid and personal care. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Item 5 / Attachment 1.

Organisation	Indicative Roles and Responsibilities
THE SALVATION ARMY EMERGENCY Services Access through local arrangements	**Role** To provide physical, emotional and spiritual support to all members of the Australian community, meeting them at their point of need. **State Defined Responsibilities** • Upon request from Council, activate staff to operate, manage and subsequently close evacuation centres, as agreed. **Locally Defined Responsibilities** • Support disaster-affected people and emergency services workers during times of crisis by providing emergency catering through Salvation Army Emergency Services. • Support communities through the recovery process by providing holistic support that will promote the recovery of those communities. Following community consultation and identification of community needs The Salvation Army could support the local community with identified physical, emotional and spiritual support. Examples of this support may include personal support, coordination of immediate needs, provision of gift cards, network building, referral and connection to local services and partnerships. • Act as a member of the City of Ipswich LDMG in accordance with the terms of reference. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.
GIVIT Access through local arrangements	**Role** GIVIT manages offers of goods and services in response to disasters and emergency incidents as defined by *the Act*. GIVIT also procures goods with monies donated by the public in response to such events. **State Defined Responsibilities (through Service Agreement with the Queensland Government)** • In partnership with the Queensland Government, manage offers of donated goods and services, including corporate offers of assistance, following Queensland disasters. **Locally Defined Responsibilities** • Allocate offers of donated goods and services, including corporate offers of assistance in response to urgent requests received from local government, local services and community groups. • Connect and inspire an online network of givers to support the community as it manages the immediate and long-term needs of affected residents. • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

Item 5 / Attachment 1.

Organisation	Indicative Roles and Responsibilities

Access through local arrangements	**Role**
	 Volunteering Queensland is the peak body for volunteering in Queensland and as such is solely dedicated to specialising in all aspects of volunteering.
	
	 State Defined Responsibilities (SDMP Appendix C)
	 • Manage Emergency Volunteering – Community Response to Extreme Weather (EV CREW).
	
	 • Activate the State Emergency Volunteering Coordination Centre for the recruitment and distribution of volunteers. The coordination centre uses the EV CREW system and is the central coordinating point for requests from organisations seeking volunteers, as well as and individuals offering their time and assistance.
	
	 • Act as an information provider and a gateway to disseminate information to the general public and registered emergency volunteers about progress and areas where assistance may be needed.
	
	 Locally Defined Responsibilities
	 • Connect volunteer offers to help from individuals, groups and corporates with requests for assistance from organisations who are seeking volunteers.
	
	 • Work closely with organisations across the course of their volunteer operations.
	
	 • Volunteering Queensland may also be able to provide additional services including:
	   o 'good practice' advice and assistance to local government authorities to have appropriate local arrangements in place
	   o local place-based planning to identify opportunities to use volunteers in each phase of emergency management
	   o training to local government authorities and local volunteers involving organisations for the management and coordination of spontaneous volunteers.
	
	 • Provide advice to the City of Ipswich LDMG and action reasonable requests during disaster operations, as required.

PART 6:   COMMUNITY CONTEXT

6.1   Community Context

To tailor this LDMP to the needs of Ipswich, Council takes into account the population, infrastructure, industry, climate, geography, assets, challenges and hazards of the area.

6.1.1   Geography and Topography

The local government area (LGA) of the City of Ipswich covers an area of 1,090 km². It is bordered by a series of vegetated hills and mountain ranges including the Little Liverpool Range and the Proctor Range to the west, Pine Mountain and the D'Aguilar Range to the north-east, the Bluff to the north-west, and Flinders Peak and the Grampian Hills to the south (Figure 5 below).
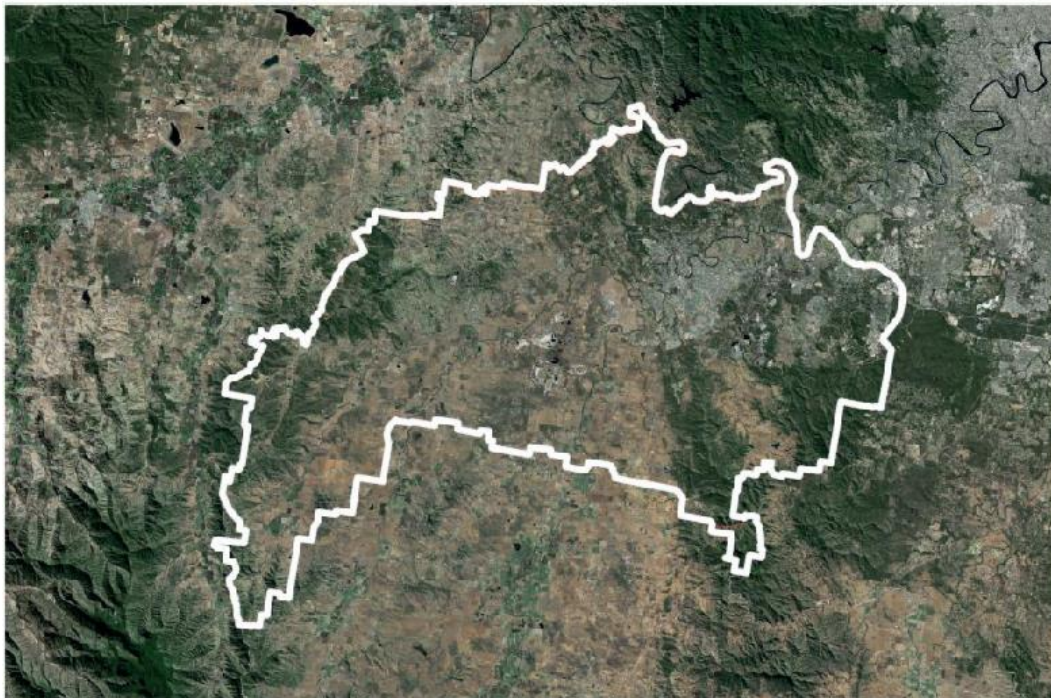
Figure 5 – Ipswich Local Government Area

Many of the region's rivers and waterways converge in the Ipswich LGA, including the Brisbane and Bremer rivers and the Western, Warrill, Purga, Bundamba, Six Mile, Opossum, Goodna and Woogaroo creeks.

Natural vegetation types in the area are the most diverse in South East Queensland and include rainforest, dry vine forest, soft forest, open forest, heathland, wetlands and grasslands.

6.1.2   Climate and Weather

The climate is described as moist sub-tropical with a seasonal rainfall pattern. The heaviest rainfall occurs in the summer months and is often associated with cyclones and severe storms. The

average rainfall is 877 mm per annum,[11] the yearly average maximum temperature is 27.3°C and the yearly average minimum temperature is 13.9°C.[12]

Storm season and bushfire threats occur during the spring and summer months of September to April.

6.1.3   Population

The population of the area includes all people, residents, visitors and tourists within the City of Ipswich LGA at a given point in time. As at 9 August 2016 (2016 Census day), the total population of the area was 193,733,[13] with 49.4% male and 50.6% female. The Australian Bureau of Statistics (ABS) Estimated Residential Population, as at 30 June 2018, was 213,638.[14] Based on a growth rate of 16.1% over the period 2011 – 2016, the population is predicted to increase to 450,827 by 2031.[15]

Figure 6 provides a snap shot of the Ipswich population, if Ipswich was a group of 100 people.

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[11] Bureau of Meteorology, Bom.gov.au/climate/averages/tables/cw_040101.shtml
[12] Bureau of Meteorology, Bom.gov.au/climate/averages/tables/cw_040101.shtml
[13] Australian Bureau of Statistics, 2016 – Quick Stats
[14] Australian Bureau of Statistics, (.id profile)
[15] Queensland Government population projections, 2018 edition; Australian Bureau of Statistics, Population by age and sex, regions of Australia, 2016 (Cat no. 3235.0).

Figure 6 – Summary of Ipswich Population

6.1.4   Our Age[16]

Ipswich continues to defy state and national trends with its notably younger population, with a median age of 32 years. This compares with Queensland's median age of 37 years and Australia's of 38 years (Figure 7).
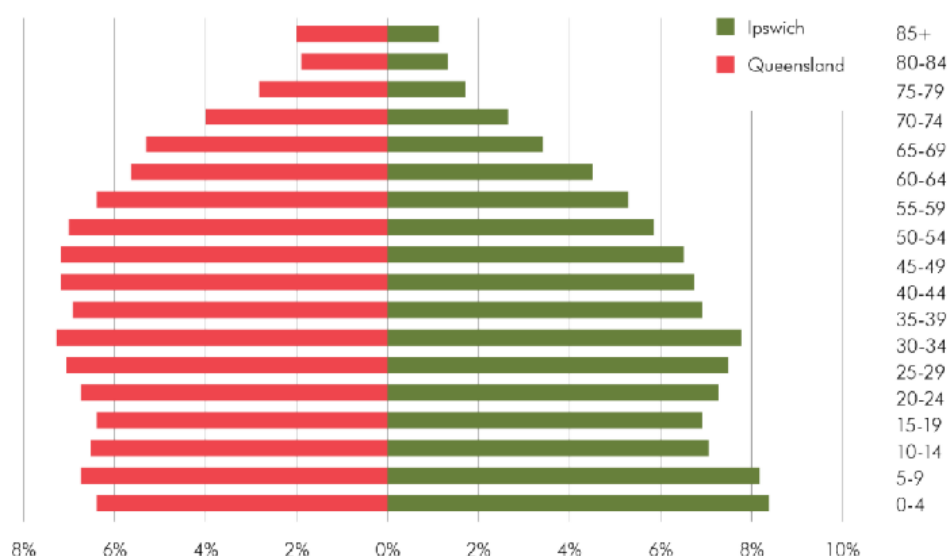
Figure 7 – Age Profile Comparison for Queensland and Ipswich, 2016

6.1.5   Where we come from

The majority of Ipswich residents (78.4%) were born in Australia, however the proportion of residents who were born overseas has increased from 20% in 2011 to 21.6% in 2016. New Zealand is the top country of birth outside of Australia for Ipswich residents, followed by England, Samoa, India and Philippines. Figure 8 summarises the top 15 Ipswich resident's countries of birth in 2016.

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[16] Australian Bureau of Statistics, 2016 – Quick Stats

Item 5 / Attachment 1.

Malaysia — 463
U.S.A — 471
South Sudan — 481
Germany — 607
China — 616
Netherlands — 624
Fiji — 743
Scotland — 784
South Africa — 967
Vietnam — 1,144
Philippines — 1,769
India — 1,858
Samoa — 1,924
England — 6,029
New Zealand — 10,914

New Zealand is the top country of birth outside of Australia for Ipswich residents, with 10,914 residents born there, followed by England, Samoa, India and Philippines. See Figure 23 for the list of the Top 15 Countries of birth.

Figure 8 – Ipswich residents' Countries of Birth, 2016 (Number of Residents)

Ipswich is home to 8,428 residents identifying as Aboriginal and/or Torres Strait Islander (4.6% of the population). This is slightly higher than the Queensland proportion of 4.2% (Figure 9).

Townsville	7.5%
Ipswich	4.6%
Toowoomba	4.3%
Queensland	4.2%
Logan	3.4%
Moreton Bay	3.1%
Australia	3.0%
Brisbane	1.6%
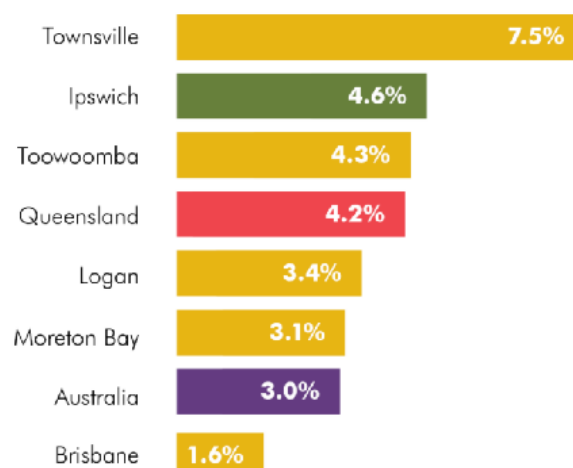
Figure 9 – Proportion of residents Identifying as Aboriginal and/or Torres Strait Islander for Queensland, Ipswich and Benchmark LGAs in 2016 (%)

6.1.6   Our Education

The 2016 Census revealed a continuing trend for Ipswich residents to attain qualifications, with 45% of Ipswich residents aged over 15 years stating they had a qualification (inclusive of certificates, diplomas, bachelor degrees and post-graduate qualifications). The highest number of residents (46.1%) possess Certificate III & IV level qualifications, however there has been strong growth since 2011 in the number of residents who possess Bachelor and higher degrees and Diplomas (see Figure 10). Over a quarter (26.6%) of Ipswich residents with qualifications, hold a Bachelor or higher degree, while 19.2% have a Diploma and 8.1% possess a Certificate I or II.

	Bachelor and higher	Diploma	Certi. III & IV	Certi. I & II
Queensland 2016	37.9%	18.1%	37.6%	6.5%
Queensland 2011	36.7%	17.4%	39.4%	6.5%
Queensland 2006	34.9%	17.5%	40.5%	7.1%
Ipswich 2016	26.6%	19.2%	46.1%	8.1%
Ipswich 2011	25.6%	17.6%	48.2%	8.7%
Ipswich 2006	23.5%	16.9%	50.6%	9.0%

*Excluding not stated or not applicable.
Note respondents are aged 15-85+ years
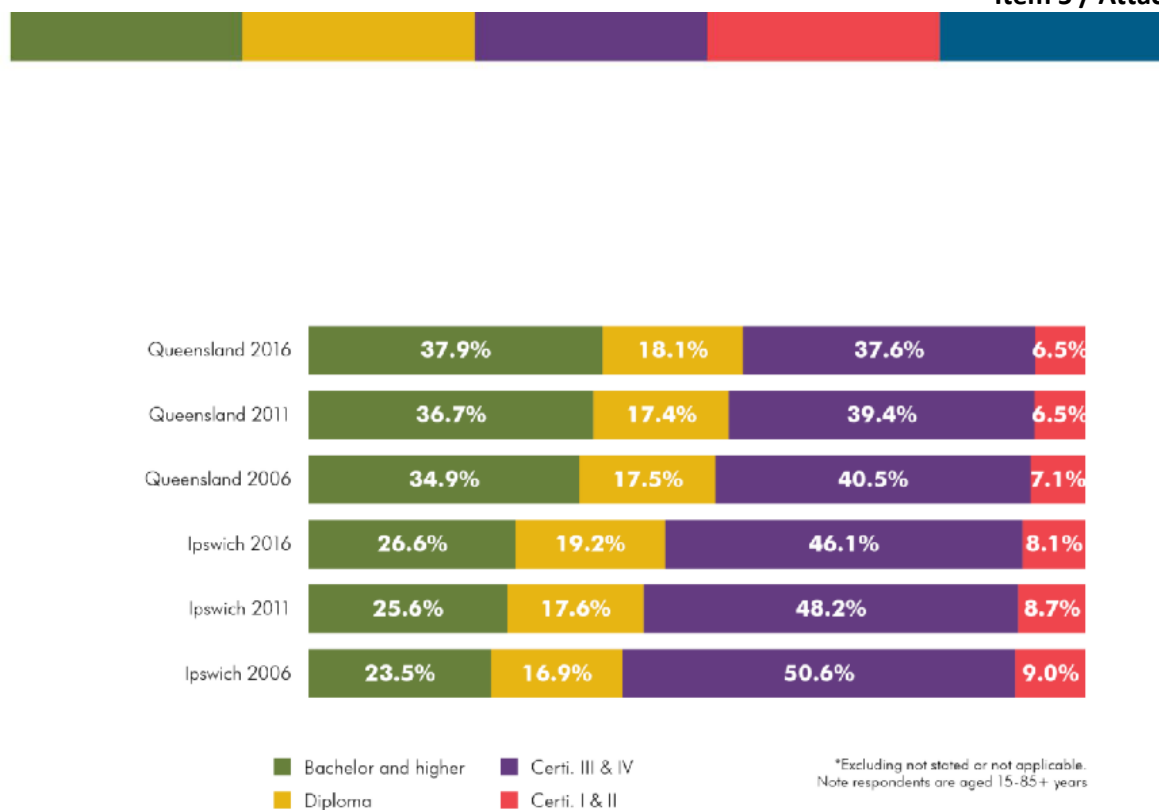
Figure 10 – Our Education

6.1.7 Disability

There were 11,044 people (or 5.7% of the city's population) in 2016 that reported needing help in their day-to-day lives due to disability. There were also 17,162 carers (11.6%) providing unpaid assistance to a person with a disability, long term illness or old age in 2016.[17]

6.1.8 Linguistic Diversity

In the City of Ipswich, 11.6% of people spoke a language other than English in the home in 2016. In Ipswich, 152 languages other than English are spoken at home, with the most prevalent languages used at home being Samoan, followed by Vietnamese, Filipino/Tagalog, Spanish, Hindi and Mandarin (Figures 11 and 12 refer).

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[17] Australian Bureau of Statistics - 2016

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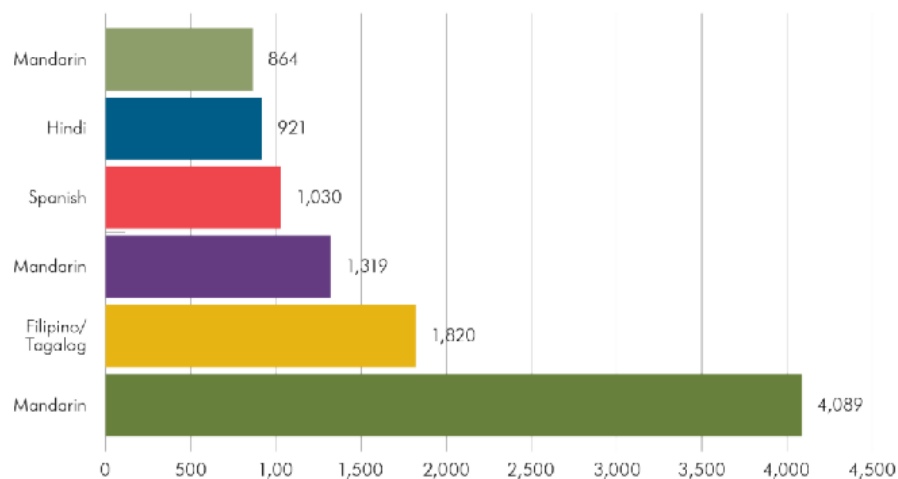
Figure 11 – Top Six Spoken non-English Languages[18]
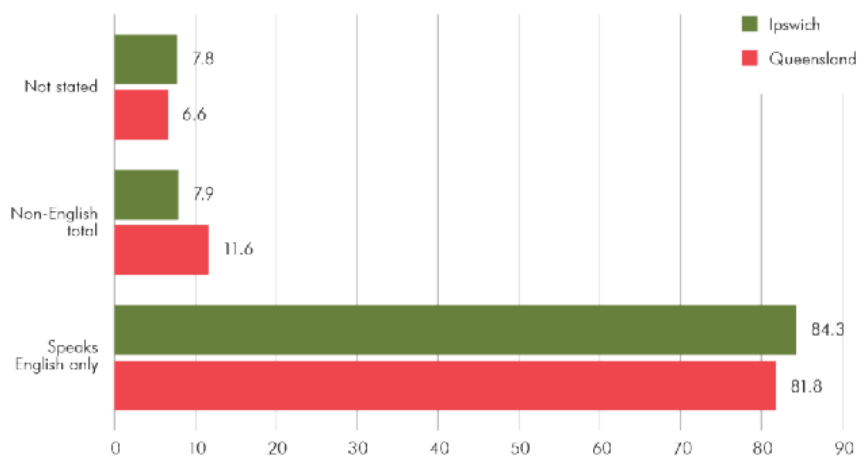
Figure 12 – Languages Spoken at Home[19]

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[18] Australian Bureau of Statistics, Census, 2016

6.1.9   What we do

The population of Ipswich is a diverse mix of people who contribute through employment, volunteering, home duties and the provision of unpaid child care and/or unpaid care of another. Major employment industries in Ipswich are Health Care and Social Assistance (13.8%), Retail (11%), Manufacturing (10.5%), Public Administration and Safety (9.5%), Construction (8.8%) and Education and Training (8.5%). These top six industries account for 62.1% of Ipswich residents' employment in 2016, compared to 55.8% of the Queensland population (Figure 13).
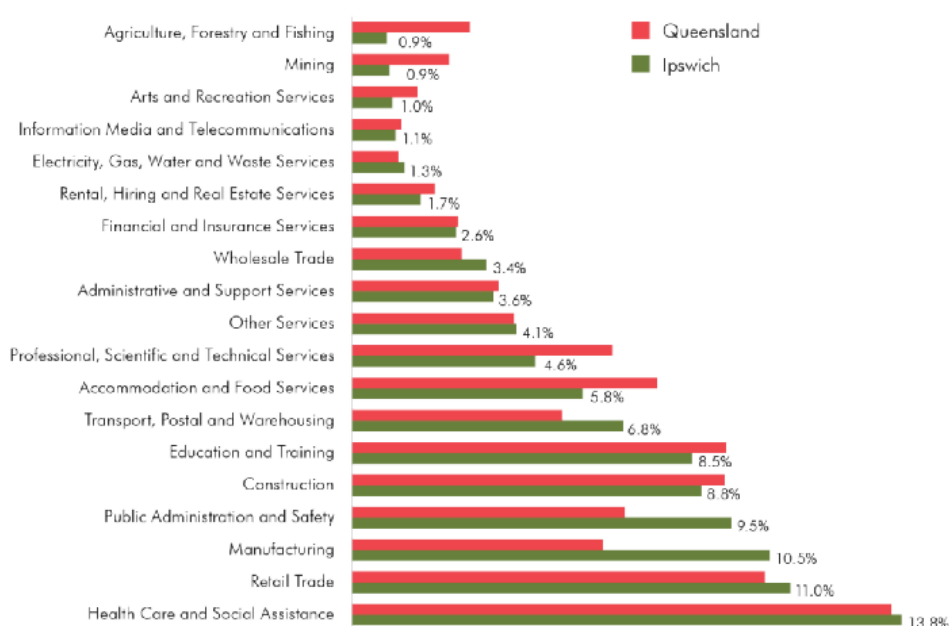
Figure 13 – Employment by industry comparison for Queensland and Ipswich in 2016

At the time of the 2016 Census, 63% of Ipswich population aged 15 years and over was in the labour force. Of the residents in the labour force, 91% were employed (59.2% full-time, 26.9% part-time and 1.7% casually) and 3.3% reported that they were employed but did not state hours worked (Figure 14).

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[19] Australian Bureau of Statistics, Census, 2016

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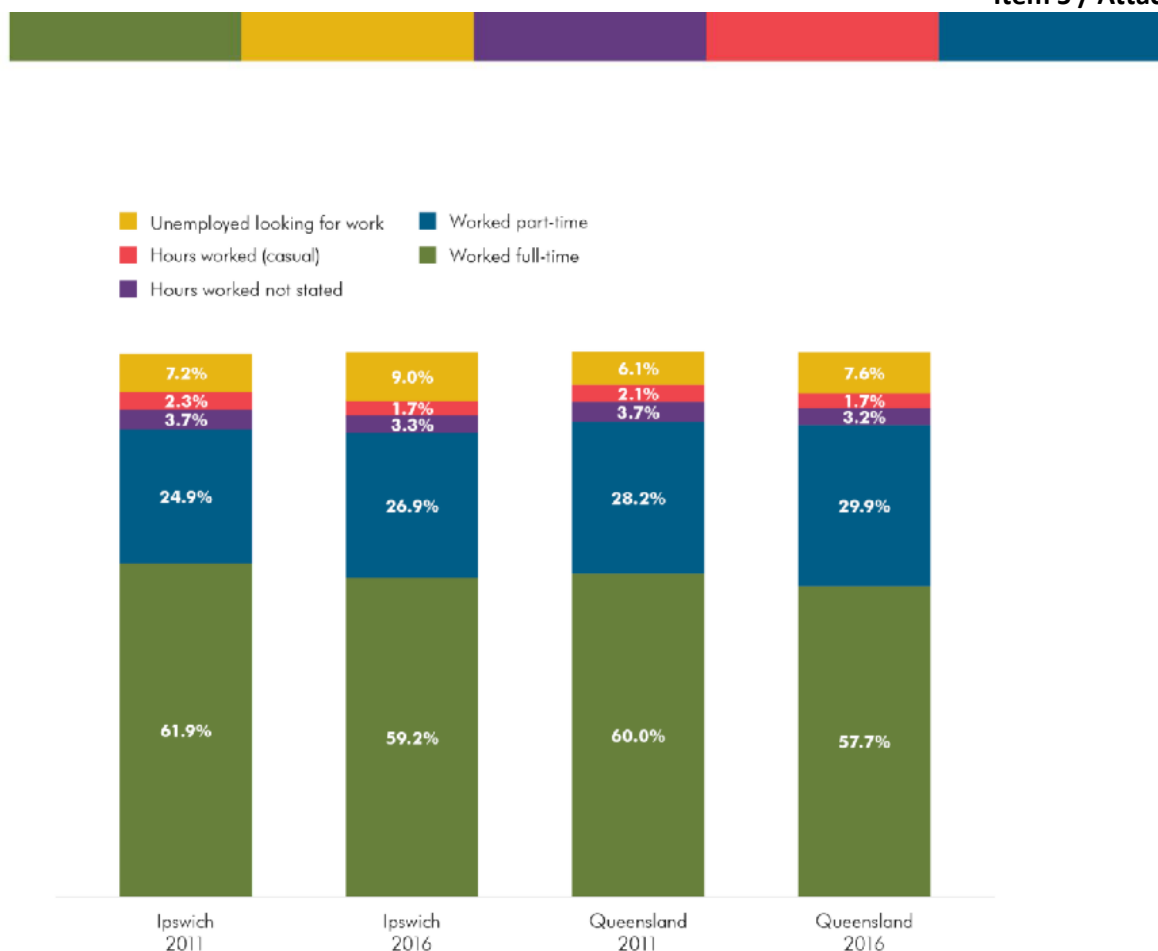
Figure 14 – Labour force status of Queensland and Ipswich residents for 2011 and 2016

6.1.10 Community Capacity

The community is well supported by agencies, organisations, service and sporting clubs, and a myriad of special interest and hobby groups.

6.1.11 Vulnerable Populations

Ipswich residents face a level of risk when a disaster impacts the community, however protective factors such as strong family and social connections enable many people to be better prepared and able to adapt to the effects of a disaster. The plan recognises that some people and communities do not have this support and that they are more likely to succumb to higher levels of risk, injury, loss, or severe and longer-term impacts than others.

The city has a number of vulnerable populations. These include (but are not limited to) those in aged care facilities, seniors residing in their homes, people with a disability, people with chronic medical conditions, and those who have difficulty communicating in the English language.

To reduce the impact of disasters on people with vulnerabilities, or people who may become vulnerable, this plan uses the *People with vulnerabilities in disaster – A framework for effective local response*. Developed by DCDDS, this framework outlines a state-wide approach to assist local governments and communities identify people who are, or who may be, highly susceptible to

the impacts of disasters and plan activities to mitigate or increase their resilience and/or recovery.[20]

6.1.12 Public Buildings, Spaces and Events

The Ipswich LGA is well serviced through public buildings including Council offices and facilities (such as the Civic Hall, Art Gallery and the Court House), Queensland Government department regional offices, swimming complexes, a racecourse, showgrounds, sporting facilities, a motor sport precinct, primary and secondary schools, vocational education facilities and universities, and places of worship.

Ipswich is well known for its cultural and social events, which include the Jacaranda Festival, Ipswich Festival, Ipswich Cup, Winternational drag races, V8 Supercar races and the Ipswich Show.

6.1.13 Critical Infrastructure and Service Localities

Critical infrastructure is given a high priority in the recovery stages of an extreme event. Table 4 shows the categories of critical infrastructure for the City of Ipswich. Some facilities located outside of the LGA have responsibility for response areas within the Ipswich LGA.

Category	Name of Facility or Establishment
Health Facilities	Ipswich General Hospital, St Andrews Private Hospital, Mater Private Hospital Springfield
Police Establishments	Ipswich, Yamanto, Karana Downs, Rosewood, Marburg, Booval, Goodna, Springfield
Ambulance Establishments	Ipswich, Rosewood, Redbank, Springfield
Fire and Rescue Stations	Ripley, Brassall, Rosewood, Marburg, Booval, Camira, Karana Downs
SES Depots	Ipswich, Goodna, Marburg, Rosewood
Major Roads	Brisbane Valley Highway Centenary Highway Cunningham Highway Ipswich Motorway Logan Motorway Warrego Highway
Rail Lines	Main Western Rail Line (Gailes to Grandchester) Springfield Rail Line (Springfield to Darra)
Rural Fire Brigades	Ripley, Pine Mountain, Mount Forbes, Lower Mount Walker, Mount Mort, Grandchester, Marburg
Power Supply	Swanbank Power Station Energy Queensland substations and transformers
Gas Supply	Roma to Brisbane Pipeline
Telephone Exchanges	Ipswich, Flinders View, Booval, Brassall

Table 4 – Summary of critical infrastructure

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[20] DCDDS 2016, People with vulnerabilities in disasters

6.1.14 Potable Water Distribution Network

Potable (drinkable) water is available from multiple sources including Seqwater's Camerons Hill (Mount Crosby) water treatment plant. Water is also sourced from the Gold Coast through the Southern Regional Water Pipeline.

Water is distributed to 26 service reservoirs and towers owned and operated by Queensland Urban Utilities (QUU). A network of trunk and distribution mains, together with pump stations owned and operated by QUU, disperse the water to properties within the area. QUU also operates a small water treatment plant on Warrill Creek that serves some of the southern suburbs.

6.1.15 Waste Water Network

The majority of the residential areas of the city are serviced by the sewerage network. The network consists of asbestos cement pipes, polyvinyl chloride pipes, vitreous clay pipes and 62 pump stations. Sewerage is treated by QUU at four treatment plants located at Bundamba, Carole Park, Goodna and Rosewood.

6.1.16 Electricity Network

Bulk power is sourced from the Queensland electricity grid (operated by Powerlink) and fed to the Blackwall Switching Station via a series of high voltage transmission lines. Energy Queensland operates the distribution network, which consists of 15 substations and approximately 200 km of high and low voltage lines. The bulk of this network is located above ground however, new housing estates may have their electricity distribution networks underground.

6.1.17 Gas Supply

The Ipswich LGA is traversed by the Moonie Oil Pipeline (decommissioned) and the Roma to Brisbane Gas Pipeline (owned and operated by the APA Group). Several regulation / monitoring stations are located on these lines within the area. Gas is distributed to homes across the Ipswich area.

6.1.18 Telecommunications

NBN Co, Telstra, Optus and Vodafone maintain telecommunications networks within the city. These include the public switched telephone network (PSTN), broadband (including NBN) and mobile services.

6.2 Essential Infrastructure

6.2.1 Emergency services

The city is serviced by the following emergency services:
- Queensland Fire and Emergency Service – Fire and Rescue stations
- Queensland Fire and Emergency Service – Rural Fire Service brigades
- Queensland Ambulance Service – Ambulance establishments
- Queensland Police Service – Police establishments
- State Emergency Service – SES depots.

6.2.2 Medical and health facilities

The city is serviced by the following medical facilities:
- Ipswich General Hospital, operated by Queensland Health
- St Andrews Private Hospital, operated by Ramsay Health
- Mater Private Hospital Springfield
- an extensive network of medical centres and general practitioners.

6.2.3 Railway

Ipswich is connected to the Brisbane central business district by Queensland Rail's passenger network.

Within the Ipswich area, rail stations are located at Grandchester, Rosewood, Thagoona, Walloon, Karrabin, Wulkuraka, Thomas Street, Ipswich, East Ipswich, Booval, Bundamba, Ebbw Vale, Dinmore, Riverview, Redbank, Goodna, Springfield Central and Springfield.

6.2.4 Airports, airfields and helicopter landing pads

RAAF Base Amberley is situated within the City of Ipswich and is a primary staging point for military air operations.

There are several locations across Ipswich that are suitable for use as helicopter landing pads (helipads) and could be used for evacuation purposes.

The helipad used by Ipswich Hospital is located on Griffith Road, Ipswich (-27°37'15", 152°45'57).

6.3 Economic Profile: industrial / manufacturing, tourism, commercial, and agriculture

For the year ending June 2018, Ipswich's Gross Regional Product was $9.42 billion, growing 3.1% since the previous year. Manufacturing was the most productive industry, generating $1,150 million (14.7%) in the 2017/18 financial year, followed by Construction ($1,068 million or 13.6%) and Public Administration and Safety ($991 million or 12.6%).[21]

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[21] National Institute of Economic and Industry Research (NIEIR) ©2018
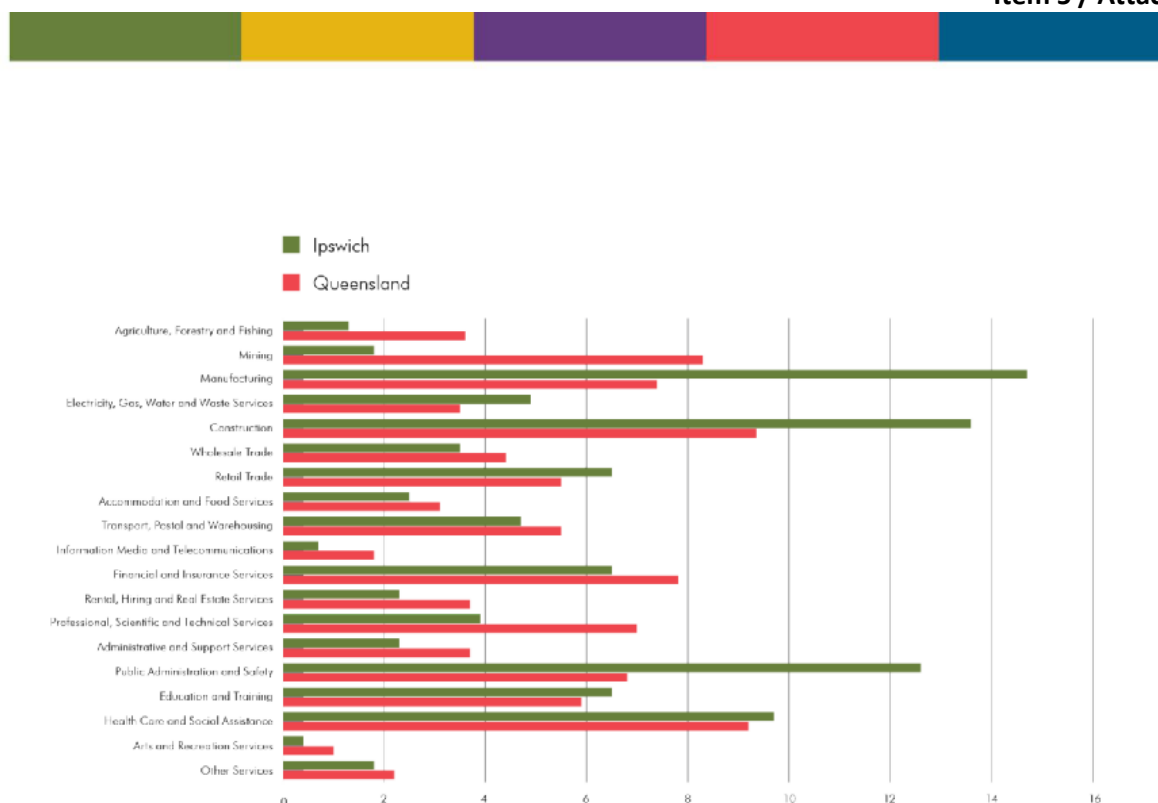
Figure 15 – Value added by industry sector 2017/18[22]

6.3.1   Industrial / manufacturing sector

There is a range of industries in the LGA which contribute to the city's economy and offer substantial employment opportunities. These industries include, but are not limited to, coal extraction, railway workshops, livestock slaughtering, meat processing, aluminium manufacturing, power generation, clay paver production, heavy engineering manufacturing, and defence.

The industrial base serving the area includes many establishments that may be considered to contain hazardous material and/or processes. These include:
- Australian Meat Holdings (Dinmore)
- Carole Park, Karrabin, Redbank and Wulkuraka industrial estates
- Citiswich Industrial Park
- Churchill Abattoir
- RAAF Base Amberley
- Swanbank Enterprise Park
- Waste Management Facilities – New Chum, Riverview and Swanbank

Major shopping centres and other food storage facilities around the city can also be considered hazardous due to the large amounts of ammonia used for refrigeration.

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[22] National Institute of Economic and Industry Research (NIEIR) ©2018

6.3.2   Tourism sector

The Ipswich LGA offers a variety of tourism experiences and sites, ranging from historical homesteads, museums, vineyards, breweries, eclectic cafes, art galleries, as well as stunning parks with trails and tracks for mountaineers and motor enthusiasts. It is a place where the tourist can encounter extraordinary experiences, with attractions for train lovers, theatre goers, aviators and ecologist.

Tourism and hospitality are key industries and major contributors to Ipswich's economy. In 2016/17, the total tourism and hospitality sales in the City of Ipswich was $271.2m. At this time, there were 3,519 people who made up the tourism and hospitality workforce in the Ipswich LGA, of this 36.2% worked full-time and 63.9% worked part-time or were away from work. For 2017/18, there were 517,637 international visitor nights in the City of Ipswich, accounting for 17.7% of the total visitor nights.[23]

| City of Ipswich | 17.7% | 41.6% | 40.6% |
| Queensland | 28.8% | 48.1% | 23.1% |
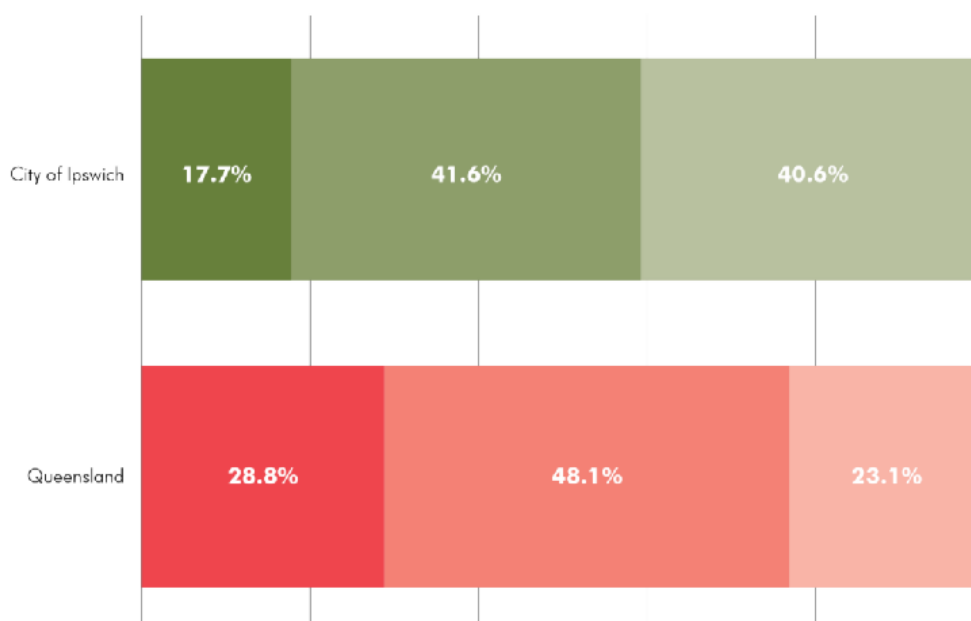
Figure 16 - Visitor nights (%)[24]

In a local disaster management context, tourists pose additional challenges during a disaster because:
- The potential for large numbers of visitors needs to be considered during disaster and evacuation planning.

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[23] Tourism Research Australia, National Visitor Survey and International Visitor Survey 2017/18
[24] Tourism Research Australia , Unpublished data from the National Visitor Survey and International Visitor Survey 2017/18

- Cultural and linguistic diversity (CALD) needs to be considered when communicating in the event of a disaster.
- Visitors' preparedness for any given disaster situation may be limited.

6.3.3 Commercial sector

Ipswich has a number of major commercial (retail and wholesale) business and shopping precincts which include restaurants and several clusters of high-density living. Major shopping centres include Booval, Brassall, Goodna, Karalee, North Ipswich, Redbank, Redbank Plains, Springfield Lakes, Springfield, Yamanto and the Ipswich central business district.

6.3.4 Agricultural sector

In 2015/16, the total value of agricultural output in the City of Ipswich was $14m. The largest commodity produced was through livestock slaughtering, which accounted for 59.6% of the total agricultural output in value terms. Other agricultural commodities produced within the Ipswich LGA include cereal crops, broadacre crops, nurseries and cut flowers, vegetables and milk.[25]

6.3.5 Proposed future development and infrastructure

Ipswich is a fast growing city and major developments are occurring. The rapid growth projected for the city has led to the development of a social infrastructure plan. It identifies requirements for matching community facilities with the changing make-up and needs of our communities over time.

6.4 Education

6.4.1 Schools

The Ipswich area has numerous schools – public, private and independent. In addition, a number of child care centres, kindergartens and early learning centres are located within the LGA.

6.4.2 Higher education

Ipswich is home to two campuses of the University of Southern Queensland. The city also has multiple campuses of TAFE Queensland, in addition to a number of other private providers.

6.5 Sport, Recreation and Major Events

6.5.1 Sport and recreation

Ipswich has a mix of large and small sporting and recreation facilities, these include open sports fields and community centres. The city has an active racing industry and maintains a large racecourse at Bundamba, with significant numbers of horses located within the LGA.

6.5.2 Major events

The city hosts various high profile national and international events, most of which occur during the cyclone, summer storm and bushfire seasons. Major events for the city pose challenges for evacuation and people management during disaster events.

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[25] National Institute of Economic and Industry Research (NIEIR) ©2018

Council's Economic Development Office maintains a calendar of major events, which is available at DiscoverIpswich.com.au/whats-on/

6.6 Hazardous Materials and Sites

6.6.1 Hazardous sites

There are a number of facilities on sites across the Ipswich area that contain flammable and combustible liquids and other hazardous substances of varying quantities.

Work Health and Safety Queensland is responsible for maintaining a register and ensuring the safe handling and storage of a range of hazardous substances as per Schedule 11 of the *Work Health and Safety Regulation 2011*.

Council also registers and monitors a variety of other premises known as 'environmentally relevant activities' under the *Environmental Protection Act 1994*. These premises contain a variety of hazards including chemicals, ignition sources, and wastes.

6.6.2 Hazardous household waste

Some types of household waste require special disposal arrangements because they have properties that are flammable, corrosive, explosive or toxic to humans or the environment. Some chemicals can cause fires or explosions, rapid chemical reactions or immediate health risks such as poisoning.

Asbestos is highly toxic, causing a range of lung diseases that are slow to develop but in many cases deadly. Inhaling the fibres can cause a fibrous stiffening and shrinking of the lung, as well as lung cancer, particularly the incurable, rapidly-growing lung cancer known as mesothelioma.

Council has available on its website relevant information on the safe management, handling and disposal of these waste products.

PART 7:   RISK MANAGEMENT

The risk management process AS/NZ ISO 31000:2009[26] (Risk Management) was used to identify and assess disaster risks in the Ipswich LGA.

Recognising the endorsement of the Queensland Emergency Risk Management Framework (QERMF) by QDMC as Queensland's approach to emergency risk management, further work will be undertaken to consider the QERMF to inform risk based planning through its four steps.[27]

1. Establishing the context
2. Analysing the hazards
3. Assessing risk
4. Risk based planning.

Risk studies for the City of Ipswich have been completed and used to implement appropriate risk treatments.[28] The risk register resulting from these studies is maintained in *All Hazard Risk Assessment.*

7.1   Our Risks

Ipswich City Council and the LDMG have identified several natural and non-natural risks that have the potential to affect the Ipswich community. These are addressed in this section of the LDMP.

7.1.1   Floods

Flooding is defined as:
> *The covering of normally dry land by water that has escaped or been released from the normal confines of: any lake, or any river, creek or other natural watercourse, whether or not altered or modified; or any reservoir, canal, or dam.*[29]

Ipswich has a complex flood story due to its location on the floodplains of both the Bremer and Brisbane Rivers. The Bremer River is an important part of the much larger Brisbane River catchment (13,570 km^2 in size) and its water levels are influenced by tides from Moreton Bay.

Flooding has always been a natural occurrence in the region, with the explorer John Oxley recording a flood event as early as 1824. While riverine floods usually affect a larger area, flooding (including flash flooding) also occurs along the many local creeks, as well as from numerous overland flow paths.

The majority of the Ipswich LGA lies within the lower Bremer River floodplain. The upper catchment areas lie within the Scenic Rim floodplain, and the north-eastern and north-western parts are located directly on the Brisbane River floodplain. The Brisbane River also forms the city's north-eastern boundary.

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[26] Australian/New Zealand Standard under the International Organization for Standardization
[27] Queensland Fire and Emergency Services, 2018. Queensland Emergency Risk Management Framework Handbook
[28] In accordance with ISO 31000:2009 Risk Management
[29] Geo Science Australia, What is a Flood? Ga.gov.au/scientific-topics/hazards/flood/basics/what

The Bremer River catchment has a total size of approximately 2,030 km^2, with a 100 km river length from its source in the Scenic Rim to the Brisbane River. Within Ipswich LGA, a number of major creeks, namely the Western (Franklin Vale), Warrill (Purga), Ironpot, Mi Hi, Deebing and Bundamba Creek flow into the Bremer River.

The Six Mile, Goodna, Woogaroo and Sandy Creeks flow directly into the Brisbane River along Ipswich's north-east boundary. Black Snake Creek, which flows through the township of Marburg, also feeds into the Brisbane River at Fernvale.
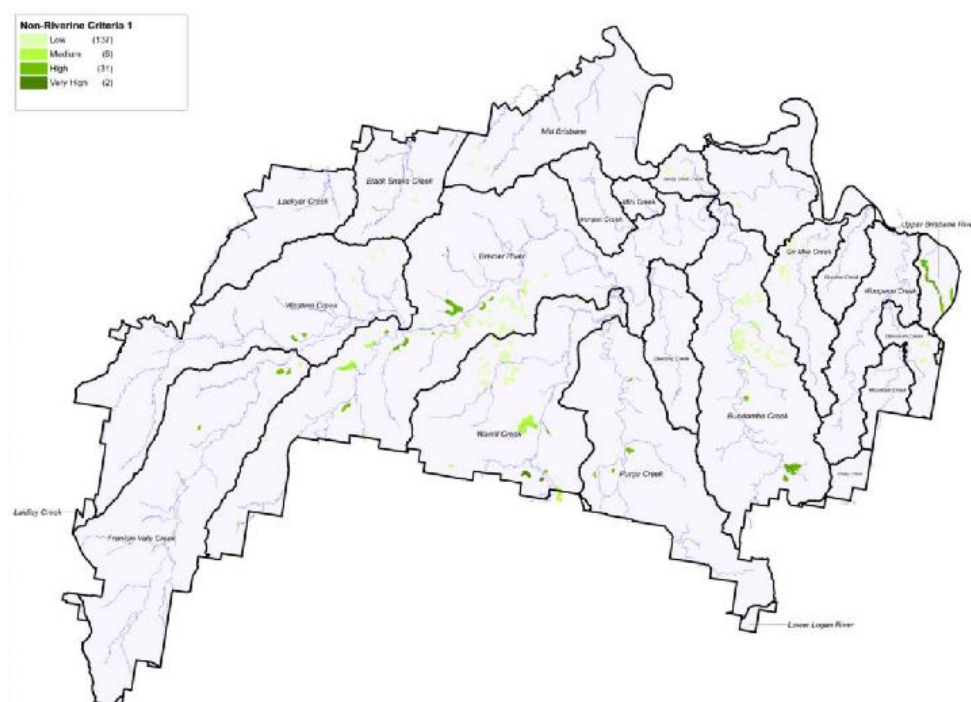
Urban development in Ipswich has historically been concentrated along the Bremer River and the eastern creeks, primarily along the Deebing, Bundamba, Six Mile, Goodna and Woogaroo Creeks. The city is currently experiencing a high level of urban development in the Ripley Valley area (Bundamba Creek), in the Springfield area (Woogaroo Creek), in Redbank Plains and in Collingwood Park (Six Mile Creek).

The largest floods in Ipswich occurred in:

- February 1893 – town gauge reading of 24.50 m Australian Height Datum (AHD)[30]
- January 1974 – town gauge reading of 20.70 m AHD
- January 2011 – town gauge reading of 19.25 m AHD
- January 2013 – town gauge reading of 13.90 m AHD

For reference, the David Trumpy Bridge, which traverses the Bremer River in Ipswich, has a deck height of 24.90 m AHD.

Information on flooding risks for property addresses within the City of Ipswich can be found on the City of Ipswich website, www.ipswich.qld.gov.au/online_services/map_search

7.1.2 Bushfires

Bushfires and grassfires are defined as:

> Bushfires and grassfires are common throughout Australia. Grassfires are fast moving …
> They have a low to medium intensity and primarily damage crops, livestock and farming
> infrastructure, such as fences. Bushfires are generally slower moving, but have a higher
> heat output … Fire in the crown of the tree canopy can move rapidly.[31]

The bushfire danger period extends from mid-late winter through to early summer (August to December). Seasonal conditions can exacerbate potential bushfire situations. This is especially the case if a relatively wet summer/autumn period (which produces good vegetation growth) is followed by a cold, dry winter and warm spring. This can result in abundant quantities of dried vegetation, especially if the cycle occurs over several years.

Natural bushlands in the following areas are prone to bushfire: Camira, Carole Park, Pine Mountain, Kholo, Marburg Range, Ripley Valley, Walloon and Springfield. Grassland fires are possible in most rural areas depending on seasonal conditions.

7.1.3 Major fires

Major fires are defined as:

> Major fires are fires involving or inside a building or structure, including outbuildings, ships,
> tank farms and petrochemical complexes.[32]

The City of Ipswich has a number of potential major fire risk localities. Generally, these are located in industrial and commercial areas such as Amberley, Bundamba, New Chum, Carole Park and Wulkuraka.

7.1.4 Severe thunderstorms

Severe thunderstorms are localised events, they usually do not affect areas as widely as tropical cyclones and floods, therefore, their impacts are often underestimated.

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[30] An Australian standard measure of altitude above sea level
[31] Geoscience Australia, What is a Bushfire? Ga.gov.au/scientific-topics/hazards/bushfire/basics/what
[32] Country Fire Authority of Victoria

Thunderstorms that produce any of the following events are classified as severe in Australia:

- *large hail (2 cm or greater in diameter)*
- *wind gusts (90 km/hr or greater)*
- *tornadoes*
- *heavy rainfall conducive to flash flooding*

Severe thunderstorms are likely to cause damage to property, crops and natural vegetation, and … [have been known to] result in death or injury. [33]

7.1.5 Major transport incidents

Queensland Police Service define major transport incidents as:

Incidents involving transport or passenger vehicles such as rail and road vehicles, aircraft, and marine vessels. [34]

Aircraft Incidents

An aircraft incident is a possibility in the Ipswich LGA, with flight paths of aircraft from the Amberley Air Base, Brisbane Domestic and International Airports, and Archerfield Airport frequently passing over the city. An incident could be caused by either defence or civilian aircraft. The effect of an aircraft coming down, particularly in a built-up area, would likely extend emergency services beyond their capacity.

Road Incidents

The Ipswich LGA contains numerous major road networks which provide critical transport links within the area and to other nearby regions. Daily use of these networks for commercial and passenger purposes are high. For example, in March 2019 it was reported that 85,000 motorists use the Ipswich Motorway every day.[35]

Road incidents of the size or complexity to require the activation of the LDMG would be likely to involve large transport vehicles or buses (as local suburban and school services). The potential for road incidents increases with the number of arterial roads and the type of traffic. Increased commuter, industrial and haulage traffic adds to this probability.

Rail Incidents

Railway lines that pass through the city area service South West Queensland. The line is electrified from Brisbane to Rosewood. A serious rail incident could extend emergency services beyond their capacity.

Marine incidents

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[33] Bureau of Meteorology, Storm Spotters Handbook Bom.gov.au/storm_spotters/handbook/introduction.shtml
[34] Queensland Police Service, Police.qld.gov.au/corporatedocs/OperationalPolicies/Documents/OPM/Chapter17.pdf
[35] Premier Palaszczuk media statement, 22 March 2019

Although unlikely, a major incident could occur on the Bremer or Brisbane Rivers, or on any of the various lakes and dams within the LGA. The Moggill Ferry is located at Riverview, and regular water skiing activities occur on various sections of the river.

7.1.6   Hazardous materials incidents

Hazardous materials are defined as:

> A hazardous material is a 'substance with potential to cause harm to persons, property or the environment because of its chemical, physical, biological or radiological properties'.[36]

There is potential for emergencies and disaster through the storage, transport, use and discharge of toxic and flammable substances and gases. The effects of this type of disaster could cause severe chemical and/or thermal burns to large numbers of people who would require extensive medical treatment. It is likely to expose whole communities to toxic materials, particularly gases and small particles through airborne distribution, necessitating the evacuation of people from within the disaster area, contaminated areas or damaged buildings.

The Ipswich LGA is crossed by the Moonie Oil Pipeline and high pressure gas mains, all of which could cause a disaster should they break or fail. Both low and high pressure gas lines run throughout the older areas of the city.

7.1.7   Epidemics / pandemics (human-related)

A pandemic is defined as:

> A widespread infectious disease that spreads quickly and widely among human or animal populations.[37]

The outbreak of an infectious disease within the human population could cause the normal response systems within the community to be overwhelmed. It could involve isolation and quarantine of large numbers of people for a protracted period. Queensland Health is the lead agency for the coordination and management of infectious diseases within the state (refer to the SDMP for further information).

7.1.8   Dam failures

> A dam is considered to have failed when part or all of it physically collapses, or where there is an uncontrolled release of any of the contents from the dam.[38]

Owners of referable dams, which are dams that could put people at risk if they were to fail, must prepare emergency action plans (EAPs). Public versions of these EAPs are available on the Department of Energy and Water Supply's (DEWS) website at Dews.qld.gov.au/water/dams/safety/eap

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[36] (Queensland) State Chemical/HazMat Plan (2004)
[37] Queensland Government, Business.qld.gov.au/running-business/protecting-business/disaster-resilience/pandemic-risk-management/defined
[38] Queensland Guidelines for Failure Impact Assessment of Dam Waters
Dews.qld.gov.au/__data/assets/pdf_file/0005/78836/guidelines-failure-impact-assessment.pdf

Ipswich City Council prepares and maintains EAPs for a number of managed dams and detention basins. Seqwater provides Council with copies of its EAPs for dams that impact on the City of Ipswich, namely Lake Manchester Dam, Moogerah Dam, Somerset Dam and Wivenhoe Dam.

Other dam operators within the City of Ipswich also prepare and provide a copy of their EAP to Council. Each EAP requires the dam operator to provide advice to the LDMG of impending failure situations and the likely impacts.

7.1.9   Heatwaves

A heatwave is defined as:

> *Any long period of very hot weather. In Australia, heatwaves are usually in the range of 37°C to 42°C.*[39]

The Bureau of Meteorology operates a Heatwave Service between the start of November and the end of March, this covers the entire summer season.[40]

Heatwaves are sometimes described as a "silent killer" and can result in significant health stress on vulnerable people. This stress may result in death during the heat event, but in many cases, death occurs well after the heatwave has passed. Often it can be difficult to determine whether the heatwave caused death, as many of those who die have a pre-existing or contributing health condition.

Intense heatwaves may also affect the reliability of infrastructure, such as power, water and transport services.

7.1.10 Tropical cyclones and east coast lows

A tropic cyclone is defined as:

> *A non-frontal low pressure system of synoptic scale developing over warm waters, having organised convection and a maximum mean wind speed of 34 knots or greater extending more than half-way around near the centre and persisting for at least six hours.*[41]

An east coast low is an intense low-pressure system. East coast lows;

> '*... occur on average several times each year off the eastern coast of Australia, in particular southern Queensland, New South Wales and eastern Victoria'.* [42]

Although east coast lows can occur at any time of the year, they are more common during autumn and winter, with a maximum frequency in June.

The impacts of tropical cyclones and east coast lows are largely similar to flooding and severe storms; these impacts have been defined under the respective headings.

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[39] Queensland Health, Qld.gov.au/emergency/dealing-disasters/heatwave.html
[40] Bureau of Meteorology, Bom.gov.au/australia/heatwave/about.shtml
[41] Bureau of Meteorology, Tropical Cyclones, Bom.gov.au/cyclone/faq/
[42] Bureau of Meteorology, East Coast Low, Bom.gov.au/lam/glossary/epagegl.shtml

7.1.11 Services disruption

Water Supply

Treated water is received in the Ipswich LGA through four major gravity trunk mains from the Mount Crosby Water Treatment Facility (owned and operated by Seqwater). The water is distributed throughout the city and surrounding townships via a complex system of reservoirs, trunk supplies and trunk mains.

A small treatment plant located on Warrill Creek and operated by Queensland Urban Utilities supplies water for irrigation purposes only.

A loss or disruption of the city's water supply may result in the loss of sanitation and hygiene, potentially increasing the transmission of infectious diseases that cause diarrhoea, vomiting and dysentery. Drinking water service providers (DWSPs) are responsible for issuing drinking water advisories in Queensland.[43]

In addition, minor interruptions could occur due to exposure of people to the fracture of a large high pressure water main in a built-up area. Major incidents could overtax the emergency response resources of the city, particularly if they occur in conjunction with other events such as a fire or earthquake.

Sewerage

Ipswich LGA has four major waste water treatment plants located at Bundamba, Rosewood, Goodna and Carole Park treating the domestic and industrial effluent from the city and some surrounding townships. A loss or disruption to the services provided by these treatment plants could result in public health and environmental risks.[44]

Roadways, Bridges and Stormwater Infrastructure

Approximately 1,632 km of roadways and numerous bridges and major culverts service the area.

Disruption of roadways and bridges due to a disaster or emergency would create traffic congestion and may affect the ability of emergency services to respond. Disruption would cause affect to the travelling public, bus and rail networks, and commercial transports.

Refuse Disposal

Domestic and industrial refuse is disposed of as landfill at either the Ti Tree BioEnergy facility at Willowbank or the Remondis facility at Swanbank. Council operates two recycling and refuse centres at Riverview and Rosewood.

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[43] Queensland Health, 2018. Drinking water advisories – Guidelines and templates
[44] Department of Energy and Water Supply, Planning Guidelines for Water Supply and Sewerage April 2010

Council has engaged an appropriate contractor to undertake the disposal of pathological waste in accordance with relevant legislation.

7.1.12 Terrorism

A terrorist act is:

An act, or a threat to commit an act, that is done with the intention to coerce or influence the public or any government by intimidation to advance a political, religious or ideological cause, and the act causes:

- *death, serious harm or endangers a person*
- *serious damage to property*
- *a serious risk to the health or safety of the public, or*
- *seriously interferes with, disrupts or destroys critical infrastructure such as a telecommunications or electricity network.* [45]

The National Terrorism Threat Advisory System has a five-level scale that is intended to provide advice about the likelihood of an act of terrorism occurring in Australia. When the threat level changes, the Australian Government provides advice on what the threat level means, where the threat is coming from, potential targets and how a terrorist act may be carried out. The National Terrorism Threat Level is regularly reviewed in line with the security environment and intelligence.[46]

7.1.13 Exotic animal and plant diseases

In Queensland, an exotic animal and plant disease is considered to be a biosecurity event. Biosecurity Queensland is responsible for leading and coordinating the Queensland Government's biosecurity initiatives.

A biosecurity event is one:

… that is, was or may become a significant problem for human health, social amenity, the economy or the environment, and is, was or may be caused by a pest, disease or contaminant.[47]

Animal and plant diseases could be introduced or spread by the movement of livestock and crops through the LGA. As examples, these diseases could include Foot and Mouth, Anthrax, Brucellosis, Rabies, Newcastle disease, Screw-worm fly, African swine fever, or Avian influenza (strain H5N1) . An outbreak of any exotic animal and plant disease could cause a major health risk and impact the ability to move freely in the area.

Of primary concern are diseases that are naturally transmitted from animals to people (known as zoonotic diseases), such as anthrax, Australian bat lyssavirus and brucellosis.

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[45] Australian Government, Criminal Code Act 1995 (Cth)
Ag.gov.au/NationalSecurity/Counterterrorismlaw/Documents/Australias%20counter%20terrorism%20laws.pdf
[46] Australian Government, National Security, Nationalsecurity.gov.au/Securityandyourcommunity/Pages/National-Terrorism-Threat-Advisory-System.aspx
[47] Biosecurity Act (QLD) 2014

7.1.14 Earthquakes

An earthquake are:

> *the vibrations caused by rocks breaking under stress. The underground surface along which the rock breaks and moves is called a fault plane*[48].

Earthquakes are a possibility in the Ipswich LGA, although historically the risk is not high. The effects of this type of disaster could include personal injury and death (human and animal), building damage, fire, uncontained hazardous materials and chemicals, loss of power and telecommunications and other essential infrastructure, and disruption to transport routes.

The Geoscience Australia website (Ga.gov.au) for recorded seismic activity from 1985–2016 shows the most recent earthquakes in Ipswich: two in 1990 and one in 1992. Other earthquakes have been recorded in South East Queensland over the same time period.

7.1.15 Landslides

A landslide is 'the movement of rock, debris or earth down a slope'. Landslides are driven by gravity and are also known as landslips, slumps or slope failure.[49]

A landslide is unlikely in the Ipswich LGA, but is possible in developed and rural hilly areas. The effects of this type of disaster include damage to buildings and infrastructure.

Landslide damage is most likely to be confined to those areas of the city containing the Marburg formation and Walloon Coal Measures. Minor landslides have been observed along the banks of the Bremer and Brisbane Rivers after floods.

7.2   Risk Evaluation

The highest prioritised risks for the City of Ipswich are those associated with:
1. Flood
2. Severe Thunderstorm
3. Fire

The primary organisation, lead organisation and strategies related to each of these risk sources and other risks are identified in the prevention, preparedness, response, relief, and recovery sections of this LDMP.

7.3   Risk Treatment

7.3.1   Risk treatment options

There are several ways to treat risks, including:
- avoid or remove the risk source
- implement strategies to decrease the consequences of the risk

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[48] GeoScience Australia, Earthquake https://www.ga.gov.au/scientific-topics/hazards/earthquake
[49] Geoscience Australia, Ga.gov.au/scientific-topics/hazards/landslide/basics/what

- implement strategies to decrease the likelihood of the risk
- share the risk (for example, through insurance)
- transfer the risk through the identification of ownership and associated responsibility
- accept and retain the risk through informed decision-making

To ensure that shared risks are appropriately managed, the LDMG must consult with the entities with whom the risk will be shared, and ensure that appropriate agreements are in place and documented.

7.3.2   Residual risk

The LDMG treats risks by using the strategies outlined in Section 7.3.1. There will be instances where the LDMG, following a risk assessment, identifies that the application of treatment options at the local level will not be adequate to remove the risk and that unacceptable residual risk remains. When an unacceptable residual risk remains at the local level, the LDMG will transfer the risk to the Ipswich DDMG, through the QDMA, for consideration and further treatment.

PART 8: PREVENTION

Prevention comprises regulatory and physical measures undertaken to prevent or reduce the likelihood of a disaster event occurring or to decrease (mitigate) the severity of an event should it occur.

Mitigation measures are those activities and initiatives taken in advance of a disaster, aimed at decreasing or eliminating its impacts on society and the environment. Mitigation initiatives should work towards reducing the financial and social costs to communities over time, improving the built environment, and reducing impact on the natural environment.

Examples of mitigation strategies include, but are not limited to:[50]
- land-use planning that recognises the sources of risk
- design improvements to reduce the risk of disaster and to provide more resilient future infrastructure, or updating / hardening existing infrastructure / services
- community education, preparing communities and response agencies
- resilience activities, including establishing partnerships between sectors and the community
- a clear understanding of hazards, their behaviour and associated risks and interaction with vulnerable elements, and communicating these.

The development of mitigation strategies should be informed by analysis of the risk register. There should also be a clear link to the member organisations of the LDMG to ensure that each risk and mitigation strategy is coordinated and managed by the most appropriate entity.

8.1 Queensland Government Prevention Roles and Responsibilities

The state level policy and planning roles and responsibilities for prevention are outlined in the Queensland State Disaster Management Plan. They are as follows:

Lead Prevention Agency	Function
Queensland Reconstruction Authority	• Disaster resilience and mitigation policy and planning, eg. *Queensland Strategy for Disaster Resilience* and the *Queensland Disaster Resilience and Mitigation Investment Framework*
Department of Local Government, Racing and Multicultural Affairs	• Development and implementation of funding programs for works that protect existing essential public infrastructure and/or build resilience to future natural disaster events
Department of State Development, Manufacturing, Infrastructure and Planning	• Land-use planning – support the implementation of the State Planning Scheme • Prepare and implement regional plans that include natural hazards, risk and resilience

Table 5 – Queensland Government prevention policy responsibilities

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[50] Queensland State Disaster Management Plan 2016

8.2 Land-Use Planning

Managing land use is a key strategy in reducing disaster risks to minimise the potential for displacement, damage and disruption to communities.
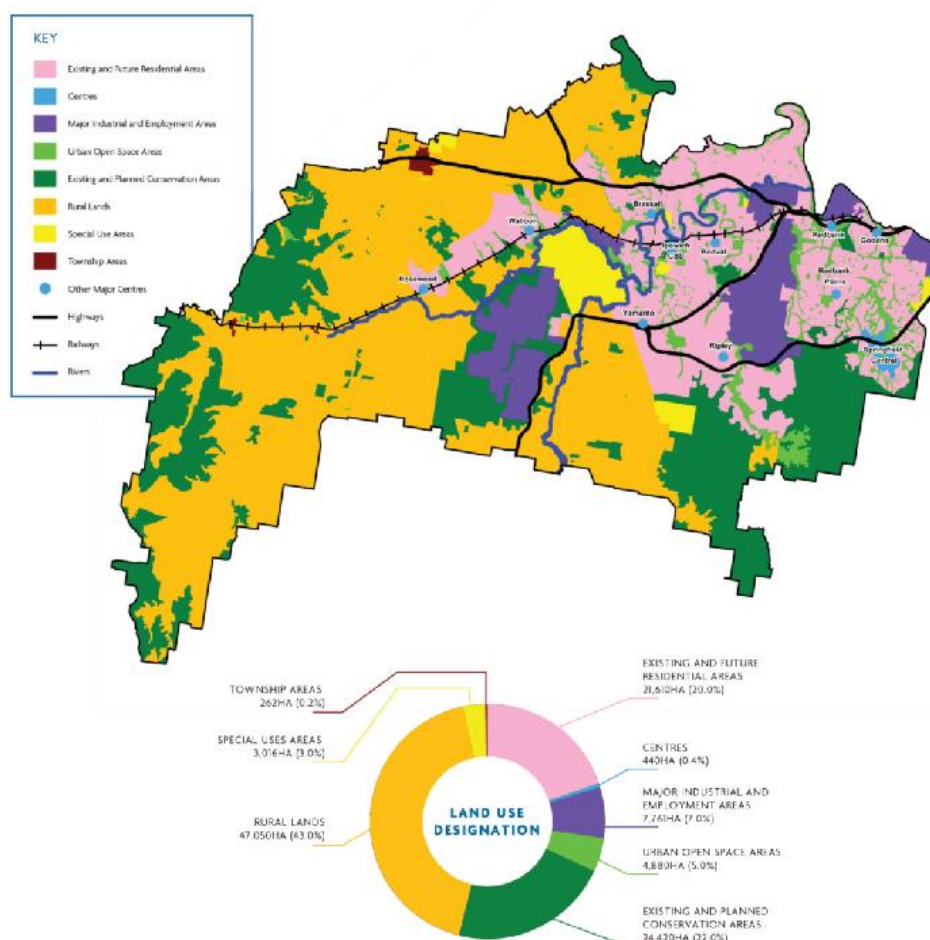
Figure 17 – Land-use designation

Council prepares and maintains the Consolidated Ipswich Planning Scheme. This scheme includes plans, references for land-use management, codes for development, and requirements relating to the assessment of proposed developments.

The Consolidated Ipswich Planning Scheme contributes to disaster risk reduction within identified hazard-prone / constraint areas, in particular:

- potential bushfire hazard areas (this allows for the identification of an appropriate class of building construction)
- waterways (allowing for minimum building setbacks)
- areas of unstable soils and areas of potential landslip hazard

- natural hazard (flood) management areas (this allows for the identification of appropriate development standards so that private and community infrastructure can be sited above recommended flood levels)

8.3 Mitigation and Resilience Initiatives

Ipswich City Council is committed to enhancing the area's resilience and reduce the impacts of future disasters, and has been an active stakeholder across all phases of the Brisbane River Catchment Flood Studies (BRCFS). The BRCFS was the first regional flood study ever done for South East Queensland, across four LGA boundaries (Brisbane City, Ipswich City, Somerset Regional and Lockyer Valley Regional Councils). The study used the latest hydrology modelling techniques including Monte Carlo hydrological modelling, which looked at millions of potential combinations of rain conditions, catchment conditions and dam operation scenarios to determine a best estimate of design floods. The results of this formed the basis of the Brisbane River Strategic Floodplain Management Plan (BRSFMP).

Ipswich City Council is subsequently considering the recommendations of the Brisbane River Strategic Floodplain Management Plan (BRSFMP) - a regional plan covering SEQ, which requires the four councils to undertake Local Floodplain Management Plans. Following consideration, these recommendations will be progressed further by both the state and the four local governments working collaboratively, as appropriate. Ipswich City Council has commenced this work with the near completion of a Bremer catchment scale flood study which integrated with the BRCFS outputs to achieve consistency. This Bremer flood study will be the technical base for the Bremer River Integrated Catchment Plan.

A river catchment management approach is also being implemented with integrated award winning constructed and technological solutions such as a rain on grid forecast model, developed in partnership with the Bureau of Meteorology and contract support. The construction of the Jim Donald and Redbank multi-functional wetlands has also been completed while the rain gauge and telemetry network has been expanded with new gauge stations.

Recent major structural mitigation projects completed in Ipswich include the Barclay Street Detention Basin and associated drainage upgrades to reduce existing flood inundation to properties downstream of Barclay Street Park, as well as the integrated detention basins at Redbank Jim Donald and Limestone Park.

8.4 Community Education

The LDMG member organisations are responsible for ensuring the community is aware of the relevant hazards and risks, and how to prepare for, respond to and recover from them.[51]

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[51] Section 30(f), *Disaster Management Act 2003*, Functions

The LDMG agrees to use the statewide *Get Ready Queensland* campaign as the overriding messaging for disaster awareness within Ipswich. Funding made available to the City of Ipswich through the *Get Ready Queensland* program is used to produce community education and awareness merchandise and undertake disaster preparedness activities at key events, such as the Ipswich Show.

Each LDMG member organisation is responsible for implementing targeted community campaigns relative to its expertise and primary (hazard) and lead (function) agency status.

8.5   Hazard Reduction Programs

The agencies that make up the LDMG are responsible for ensuring risk sources are managed and/or reduced wherever possible. For example, such actions could include:

- Bushfire fuel load reduction through contemporary land management practices – including prescribed burning, maintenance of existing fire breaks and identification of additional fire breaks:
  - Running from April until August, *Operation Cool Burn* is the Rural Fire Service's (RFS) opportunity to prepare for the forthcoming bushfire season by completing a range of mitigation activities to reduce the risk of fire in bushfire prone areas. The RFS, brigades, councils, National Parks and landowners work together to ensure that our communities are well prepared and informed for the future.
- Inspection and maintenance of high risk hazards and structures.
- Public education to reduce disaster risks around the home.
- Catchment management programs (for example, waterway / natural drainage maintenance).

Each organisation undertaking these measures is responsible for implementing and maintaining an appropriate hazard reduction program and reporting progress and outcomes to the LDMG.

8.6   Building Codes, Regulations and Standards

Building codes, regulations and standards are designed to ensure consistent, safe and sustainable development of buildings and infrastructure. Building is regulated by Council under the *Building Act 1974* and the *Building Regulation 2006*. The codes, regulations and standards cover areas including drainage, fire separation, and construction in flood hazard areas.

More information on building standards can be located at Ipswich.qld.gov.au/residents/building/building_standards.

8.7   Insurance

Residents, businesses and other organisations are encouraged to evaluate their risks and consider appropriate levels of insurance.

The 'Understand Insurance' website (developed by the Insurance Council of Australia) provides practical information to help residents, businesses and other organisations find out more about insurance and make decisions to meet their needs. It provides information on what insurers do, how insurance products work and why they might be necessary.

Item 5 / Attachment 1.

It also covers how to understand risks, what to consider when choosing a product and an insurer, how to manage the cost of a premium, and how to lodge a claim.[52]

More information is available at Understandinsurance.com.au.

The Insurance Council of Australia coordinates liaison between government and the insurance industry during the recovery phase of a disaster event. This focuses on:

- providing senior industry representation to each state and federal recovery group,
- providing a 24-hour escalation path for insurance queries from the impacted community,
- providing key insurance data and decision support to the community and government,
- providing clear public communication about the insurance response to the event,
- providing liaison between insurers, assessors, brokers, trades and suppliers at an industry level on issues of collective importance in delivering services to the impacted community.[53]

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[52] Insurance Council of Australia Insurancecouncil.com.au/for-consumers
[53] Insurance Council of Australia Insurancecouncil.com.au/for-consumers/catastrophe-arrangements

PART 9:   PREPAREDNESS

Preparedness activities are designed to increase the capability of communities in order to reduce the impact of disasters. Examples of preparedness activities include:
- developing and implementing community awareness programs
- developing effective information management and collection of historical data events
- developing concise and effective community communications methods
- ensuring that accurate and current plans are in place

The City of Ipswich prepares for disasters through a continuous cycle of risk management, planning, coordinating, training, equipping, exercising, evaluating and taking corrective action to ensure the effective coordination and response during disasters. To ensure effective coordination across the full spectrum of disaster management (prevention, preparedness, response and recovery), plans and arrangements, are developed on a risk basis

The LDMG establishes and maintains relationships with lead and support agencies, local community groups and local volunteer service groups. This helps to build a culture of ownership and partnership with the group members to increase the LDMG's overall disaster management capability.

9.1   Response Capability

Council maintains a response capability[54] through its funding and extensive support of the Ipswich City State Emergency Service (SES) Unit. Council also collects and distributes the Rural Fire Levy and an Emergency Management Levy on behalf of the Queensland Government.

Internally, Council has identified teams with relevant capabilities and expertise to assist in providing a disaster response capability.

9.2   Training

Training is important to ensure that all agencies can seamlessly integrate within the disaster management arrangements and contribute to an effective and coordinated response.

The LDMG has adopted the Queensland Disaster Management Training Framework (QDMTF), developed by QFES. QFES delivers the training and maintains records of it using a learning management system.

9.3   Exercises

An exercise is a controlled activity used to train or assess personnel, evaluate procedures and test the availability and suitability of resources. Exercises are an essential component of disaster preparedness and can be used by the LDMG and member organisations to enhance capacity and

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[54] Section 80(1)(a), *Disaster Management Act 2003*, Functions of local government

contribute to continuous improvement. In most cases, exercises are usually scenario based and focus on achieving specific objectives.

Legislatively, *the Act* requires the effectiveness of the LDMP to be reviewed at least once a year,[55] conducting an exercise is one way in which the LDMG can meet this requirement. In the case where the LDMG have been active during this period (for example, dealing with a disaster), it would also satisfy this legislative requirement.

9.4   Post-Event Review

After disaster events occur, the LDMG will review the operational activities undertaken. This is a key component in ensuring capability development and the continuous improvement of disaster management arrangements. Post-event reviews are conducted to:
- assess disaster operations undertaken, including actions, decisions or processes
- document those processes that worked well and identify a course of action to ensure they are recorded and updated for use in the next operation / event
- assess capability and consider where additional training, community education and/or exercises may be needed.

The LDMG may choose to review its operations following an event through a hot debrief or a post-event debrief. During protracted operations the LDMG may choose to conduct multiple hot debriefs to identify significant issues and provide prompt solutions for immediate implementation.

The post-event debrief could be held days or weeks after an operation, when participants have had an opportunity to form a considered view on the effectiveness of the operation. It may also be conducted using a cooperative panel approach, with panel members drawn from various agencies. This process is designed to look for improvements to the QDMA, it is also designed to identify improvements in relation to the conduct of business between the QDMC, the DDMG and the LDMG.

The report from the post-event analysis may make recommendations regarding how disaster management is delivered within the QDMA. These recommendations can be made to / about any of the three disaster management levels (local, district and state) and/or organisations involved.

9.5   Preparedness Notification and Dissemination

9.5.1   Bureau of Meteorology

Warning products issued by the Bureau of Meteorology (BoM) include severe weather warnings, tropical cyclone advice and tsunami warnings. The community is encouraged to subscribe to these. Monitoring may also occur through Bom.gov.au/ or through the BoM App available from the Google Play Store or Apple Store.

9.5.2   Emergency Management Dashboard

Ipswich City Council's Emergency Management Dashboard provides the Ipswich community with a comprehensive and user-friendly platform for accessing information on the current status of

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[55] Section 59(2), *Disaster Management Act 2003*, Reviewing and renewing plan

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events in Ipswich. It includes emergency news, road conditions, weather warnings, power outages and other information. To view the dashboard visit Emd.ipswich.qld.gov.au.

9.5.3   My Ipswich Alerts

As part of Ipswich City Council's commitment to community safety and wellbeing, it has teamed up with the Early Warning Network (EWN) to provide residents with early warning alerts for potentially dangerous weather and bushfires within the City of Ipswich. Council encourages residents to become familiar with potential hazards and risks and take early action where needed.

The EWN alerts are provided through Council's innovative *My Ipswich Alerts* platform, a free service enabling the community to be instantly updated via email or smartphone app with warnings and information about emergency and disaster events in the greater Ipswich region.

To opt in for this service or find out information, visit Ipswich.qld.gov.au/myipswichalerts or search the Google Play Store or Apple Store for *My Ipswich Alerts.*

9.5.4   Seqwater notification service

Seqwater manages three gated dams (Wivenhoe, Somerset and North Pine dams) in South East Queensland, these dams provide water to 3.1 million people in the region. Seqwater provides information on planned releases of water from the dams in addition to other notices.
For more information visit Seqwater.com.au/dam-release-information-service.

9.5.5   LDMG and member organisation responsibilities

The LDMG has established notification and dissemination processes to allow communication between member organisations. This process takes into account the time restrictions of rapid onset events such as dam failures.

LDMG's secretariat does not use the LDMG notification system to send out any publically available warnings or notifications to member organisations. Member organisations are required to subscribe and manage their subscription to these services themselves.

9.6   Emergency Planning

9.6.1   Local Disaster Management Plan principles

The LDMG recognises the importance of planning for disaster events and actively promotes this to the city's disaster management agencies.

When preparing the Local Disaster Management Plan (LDMP) and sub plans, the LDMG:
- uses risk management principles specified under AS/NZ ISO 31000:2009 and the National Emergency Risk Assessment Guidelines (NERAG)
- adopts a comprehensive, all-agencies approach to disaster management
- considers community preparedness
- consults with agencies and community stakeholders as appropriate

Council is responsible for maintaining the LDMP, in consultation with member agencies. In addition, Council maintains a number of sub plans detailing coordination and support arrangements for the LDMG.

9.6.2   Primary and lead agency plans

The LDMG expects that primary (hazard/threat-specific) and lead (functional) agencies will prepare and maintain written emergency plans to support the LDMP, and associated sub plans to control hazards and manage the delivery of the disaster management functions for which they are responsible.

9.6.3   Community emergency plans

The LDMG encourages community groups, businesses, developers and others to prepare emergency and business continuity plans. The group especially encourages organisations that care for vulnerable sectors of the community (for example, aged care facilities) to prepare emergency plans in consultation with the appropriate organisations.

Any organisations that wish to provide Council with copies of their plans may do so by emailing council@ipswich.qld.gov.au.

9.6.4   Response and recovery equipment programs

While the LDMG recognises that organisations are responsible for raising and maintaining their own equipment, it will:
- Support applications from the city's disaster management organisations for funding through grant programs.
- Advocate for increases in state and federal government funding for local disaster management equipment initiatives.
- Encourage organisations to support each other with equipment needs through strategies such as funding support and memoranda of understanding (MoU).

9.7   Community Awareness and Education

There is an onus on the member agencies that make up the LDMG to ensure the community is aware of the relevant hazards and risks and knows how to prepare for, respond to and recover from them.[56] The lead agencies are responsible for community education related to their specific hazards.

Examples of this operating locally within the City of Ipswich are:
- Council's website and social media sites,
- Emergency management brochures and materials,
- Community education newsletters, articles and presentations by Council's Emergency Management team,
- Community education activities and presentations by the Ipswich City SES Unit,
- QFES's *Prepare, Act, Survive* campaign,
- The Bureau of Meteorology's warnings and website.

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[56] Section 30(f), *Disaster Management Act 2003*, Functions

Hazards and community characteristics may be similar across local governments, and media broadcast areas will often overlap local government boundaries. In recognition of this, the LDMG continuously looks for opportunities to promote and undertake shared messaging and joint programs with the relevant organisation, including neighbouring LDMGs.

The LDMG coordinates community education activities conducted by the appropriate organisations to inform the Ipswich community about some of the following matters:
- local disaster risks
- what is likely to happen during a disaster (for example, power outages and road closures)
- the appropriate actions to take in preparing for a disaster event
- who to contact if assistance is needed during a disaster (and contact details)
- local evacuation arrangements (when to evacuate and where) and information about the service
- specific measures available for groups who require particular assistance (for example, the elderly, those with healthcare needs, and people with disability)
- what to do with household pets when evacuating
- types of warnings that are used in the area, what they mean and what to do when a warning is issued
- where and how to obtain information before, during and after a disaster

LDMG community education activities should be targeted at addressing the specific needs of local communities, and based on the outcomes of *Sub Plan 1.02 All Hazard Risk Assessment*. They should include general information as well as targeted education programs for groups with particular needs.

Community awareness and education strategies currently adopted by the group include:
- publications explaining disaster preparedness and emergency procedures
- media releases explaining disaster preparedness and emergency procedures
- publications prepared by lead agencies detailing the measures that should be taken to prevent, minimise and deal with the effects of emergency and disaster events
- ongoing media campaigns to raise awareness and encourage the community to implement preventative measures and be aware of hazards
- ongoing campaigns to raise awareness of the standard emergency warning signal (SEWS)
- programs that raise awareness of evacuation procedures and the limitations of evacuation centres during a disaster event

PART 10:   RESPONSE

The Act defines disaster response as:

> … *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.*

The principal purpose of emergency response is the preservation of life, property and the environment.

10.1 Emergency Response and the Local Disaster Management Group

The LDMG is informed of the day-to-day incident response undertaken by primary agencies, including emergency services. Once activated, the LDMG's role is to:

- efficiently and effectively coordinate the response to an event
- minimise the impact of a disaster event on the community
- detail the strategic manner in which elements of the LDMG will deal with day-to-day disaster management business
- determine how information will be shared on events that may affect the local government area.

Activation of the LDMG can be authorised by its Chairperson or Deputy Chairperson on receipt of any of the following:

- a warning of an impending threat that would require a coordinated multi-agency response
- a request from:
  - a lead or primary agency for assistance under this plan
  - a support agency for assistance under this plan
  - the Ipswich District Disaster Coordinator (DDC)
  - an affected neighbouring local government (to provide assistance under mutual aid arrangements)
- advice from the state of an impending disaster.

10.2 Activation Levels for Response Arrangements

It is critical that the LDMG and its members maintain awareness of events occurring in the LGA. This will ensure an appropriate and measured activation of the LDMG.

There are four activation levels. They are:

- Alert
- Lean Forward
- Stand Up
- Stand Down

The levels are not sequential, and may be skipped depending on the situation. The activation levels are described in the following table.

	Description	Triggers	Ipswich City Council Actions
Alert	• There is awareness of a hazard that has the potential to affect the LGA. • No further action is required; however, the situation should be monitored by someone capable of assessing the potential risk.	• There is awareness of a risk source (threat) that has the potential to affect the Ipswich LGA to an extent that a coordinated multi-agency response would be required or requested.	• Monitor the risk source through communication with the primary agency. • Maintain situational awareness. • Brief the LDC and key staff. • Provide advice of the LDMG response level to the DDC. • Report, by exception only, to the DDC and/or LDMG. • Undertake emergency response activities through LDMG members' core business arrangements.
Lean Forward	• This is an operational state prior to 'Stand Up', characterised by a heightened level of situational awareness of a disaster event (either current or pending) and a state of operational readiness. • The Local Disaster Coordination Centre (LDCC) is on standby – prepared but not activated.	• There is a likelihood that a threat may affect the Ipswich LGA to an extent that a coordinated multi-agency response would be required or requested. • The threat is quantified but may not yet be imminent. • There is a need for public awareness.	• The LDC places the Chairperson and Deputy Chairperson of LDMG on watching brief. • Establish communication protocols with the primary and warning agencies. • Maintain situational awareness and confirm level and potential of the threat. • Provide advice of the LDMG response level to the DDC. • Issue warning orders to key staff and agencies. • Prepare LDCC but do not activate it. • Determine trigger point for move to stand up. • Conduct initial briefing of LDMG. • Provide ad-hoc reporting by exception only to DDC and/or LDMG. • Initiate public information and warnings.
Stand Up	• This is the operational state following Lean Forward, at which resources are mobilised, personnel are activated and operational activities are commenced. • LDCC is activated.	• The threat is imminent or has occurred • The community will be or has been affected. • Requests for support received by the LDMG. • There is a need for coordination.	• LDC briefs Chairperson and Deputy Chairperson of LDMG. • LDMG meets. • LDCC is activated and operational. • LDMG assumes control of disaster operations in the LGA. • Implement standard operating procedures. • Provide regular reporting to DDC and/or LDMG. • Recovery needs and operations are scoped.

	Description	Triggers	Ipswich City Council Actions
Stand Down	• The transition is made 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.	• There is no requirement for coordinated response. • Community has returned to normal function. • Recovery taking place.	• LDC approves stand down. • Conduct final checks of outstanding tasks. • Make the transition to business as usual and/or recovery. • Debrief staff of the LDCC and LDMG. • Make a final situation report to DDC and/or LDMG. • Through the Local Recovery Group, manage medium to long term recovery operations

Table 6 – LDMG Response activation Levels

10.3 Local Disaster Coordination Centre

The LDCC is responsible for coordinating operations under the direction of the LDC and in line with the LDMG's direction. This includes (but is not limited to) the:
- coordination and planning of disaster operations,
- dissemination of public information and warnings,
- coordination of reporting to the relevant stakeholders.

Council operates and resources the LDCC, liaison officers from relevant organisations also operate from within the LDCC.

10.4 Emergency Warning Notification and Dissemination

The LDMG is responsible for ensuring the community is aware of ways to prevent, prepare for, respond to and recover from a disaster.[57] This involves raising awareness of identified threats and the means by which the public should respond at an individual and/or household level. It may also include warnings and directions, as provided by primary agencies relating to the particular hazard.

The Chairperson of the LDMG (or delegate) is the official source of public and media information for the group's coordination and support activities.

Primary and functional lead agencies provide media liaison for issues relating to their organisational roles. Individual organisations maintain responsibility for internal reporting on their business in accordance with their established procedures.

Community members may receive warnings and information from a number of different sources – some official, some not.

10.4.1 Family, friends and neighbours

Family, friends and neighbours are an extremely powerful source of warning information. However, this information should always be verified by official sources.

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[57] Section 30, *Disaster Management Act 2003*, Functions

All members of the community are encouraged to check on family, friends and neighbours and to share official warnings with them.

10.4.2 Social media, websites and notification services

Facebook and Twitter are the two most common social media platforms used by disaster management organisations in Queensland. A search of each of these platforms by organisation name will assist in obtaining relevant information. Social media feeds are available from Qldalerts.com and Council's Emergency Management Dashboard for those who do not subscribe to social media platforms.

Detailed contact information, including websites is provided in the emergency contact list at the front of this plan.

My Ipswich Alerts, dam release notifications and the Emergency Management Dashboard are explained in the previous section — Part 9: Preparedness.

10.4.3 Emergency Alert

Emergency Alert is the national telephone warning system used by emergency services and Council to send voice messages (to landlines) and text messages (to mobile phones) within a defined area about likely or actual emergencies.

The Emergency Alert system will only be used in dangerous situations where there is likely to be an impact on human life. It relies on telecommunications networks to send messages, and message delivery cannot be guaranteed. [58]

10.4.4 Standard Emergency Warning Signal (SEWS)

When disasters loom or a major emergency happens, residents will be alerted by the sound of the Standard Emergency Warning Signal (SEWS) before critical television or radio broadcasts.

The SEWS is a wailing siren sound used throughout Australia for various emergency events of major significance, such as cyclones, flooding and severe storms. When community members hear the signal, they should pay careful attention to the message that follows and act immediately on the advice given. There are strict rules on the use of this warning signal in Queensland. [59]

10.4.5 Mainstream media (radio, television and newspapers)

The use of mainstream media is essential for the provision of emergency warnings. Mainstream media channels are generally very proactive in the monitoring of official sources.

10.5 Public information and media management

During a disaster, it is critical that the public information provided to the media is consistent across all agencies. To ensure the release of appropriate, reliable and consistent information:
- Joint media conferences should be held at designated times involving key stakeholders, including the Chairperson of the LDMG, where feasible.

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[58] Australian Government, Emergency Alert, Emergencyalert.gov.au/
[59] Queensland Government, Disaster.qld.gov.au/Warnings_and_Alerts/Pages/about_sews.aspx

- Key spokespeople should be senior representatives of the LDMG agencies involved in the event.

Consideration of the following should occur:
- The scheduling of media conferences requires a coordinated approach to ensure there is no conflict between state, district or local announcements.
- Statistics are a potentially contentious issue requiring careful checking with all agencies before release.

> **Each agency is to comment only on its own areas of responsibility and should consult the LDC (or delegate) to ensure consistent messaging to the community**

During an event, the LDMG should develop a flexible media management strategy that:
- identifies key messages to share with the community, including reinforcing the LDMG's role in coordinating support to the affected community,
- identifies preferred spokespeople for factual information (for example, evacuation measures and road closures),
- is consistent with the crisis communication network arrangements outlined in the Queensland Government Arrangements for Coordinating Public Information in a Crisis (further details are located at Disaster.qld.gov.au).

10.6 Coordination and Capability Support

Each organisation is responsible for ensuring that it has appropriate resources to deliver its agreed roles and responsibilities. Where an organisation's local capacity is exceeded, it can request support through the LDMG.

In a multi-agency response, the LDMG coordinates and supports the response capability of individual organisations. Where the LDMG is unable to provide the requested support for the organisation, it will follow the established processes to seek assistance from the Ipswich DDMG.

10.7 Impact Assessment

Impact assessment is the organised process of collecting and analysing data after an emergency or disaster to estimate:
- extent of loss of / injury to human life
- damage to property and infrastructure
- the needs of the affected community in terms of response, recovery and future (prevention and preparedness) assistance.

Impact assessments provide the LDMG with a source of comprehensive, standardised information on the effect an event has had on various elements of the community. This information is then used to identify need, set priorities and make decisions about the response to an emergency or disaster, and to take the initial steps leading to recovery.

There are two basic types of impact assessment:

1. Post-Impact Assessment, which examines the ways in which an event has affected a community.
2. Needs Assessment, which examines the type, amount and priorities of assistance needed.

10.7.1 Post-impact assessment

There are two types of post-impact assessments:

- Rapid Damage Assessment (RDA), and
- Comprehensive Damage Assessment (CDA).

10.7.1.1 Rapid damage assessments (RDA)

RDAs are undertaken immediately after an event to gather a high-level view of consequences and potential consequences. Sources of information include:

- calls for assistance recorded at emergency services communications centres and through the Council's call centre,
- information and assessment data provided by LDMG members, representatives and advisors, and
- media monitoring and reporting.

The RDAs provide initial and often unconfirmed information. The information collected is used to provide a broad assessment of the potential overall impact of the event and to set initial priorities.

10.7.1.2 Comprehensive damage assessment (CDA)

CDAs will commence as soon as possible after an event to accurately establish the impact.

All LDMG members and requested relevant organisations will undertake detailed impact assessments relating to their area of jurisdiction. Depending on need, the LDMG may coordinate the formation and operation of multi-agency damage assessment teams to systematically collect and analyse impact assessment data.

10.7.2 Needs Assessment

Using data from the initial rapid and comprehensive damage assessments, the LDMG will conduct a needs assessment to establish the type, quantity and priorities of assistance required by disaster-affected communities.

10.8 Financial Management

LDMG member organisations will be responsible for their financial management and procurement matters. Council will assume responsibility for financial management of the LDCC during the event.

When an event occurs, each organisation should immediately begin accounting for personnel and equipment costs relating to disaster operations (in accordance with its own policies and procedures) to provide evidence for reimbursement from the various assistance arrangements.

Care and attention to detail must be taken throughout the disaster operations period to maintain logs, formal records and file copies of all expenditure (including personnel timesheets). This will

provide clear and reasonable accountability and justification for future audit and potential reimbursement purposes.

10.9 Disaster Financial Assistance Arrangements

There are two sets of financial arrangements that, if activated, provide financial support to Queensland communities affected by a disaster event.

10.9.1 Disaster Recovery Funding Arrangements (DRFA)

The DRFA is a joint funding initiative of the Australian and State governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland, this program is managed on a whole-of-government basis by the Queensland Reconstruction Authority (QRA).

Eligible disasters under DRFA include cyclones, floods, landslides, meteor strikes, storms, bushfires, terrorist act, tornadoes and earthquakes. Droughts, frosts, heatwaves and epidemic events relating from poor environmental planning, commercial development or personal intervention are not eligible events under NDRRA.

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

To claim for expenditure reimbursement under State Disaster Relief Arrangements (SDRA) or DRFA arrangements:
- the relevant arrangements must be activated,
- the expenditure must meet the eligibility requirements of that measure, and
- the claimant must provide documentary support for all eligible expenditure detailed in the claim.

10.9.2 State Disaster Relief Arrangements (SDRA)

The SDRA is an all hazards relief program that is 100% State funded and covers natural and non-natural disasters. The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the DRFA is unable to be activated. SDRA relief measures for Personal Hardship Assistance Scheme and Counter Disaster Operations are the same relief measures that are activated under the DRFA, as detailed above.

The SDRA is able to be activated when the Department of Communities, Disability Services and Seniors 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.

10.10 Logistics Management

When the LDMG requires logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, it sends a request for assistance to the District Disaster Coordination Centre (DDCC).

At times, administrative boundaries may separate resources from affected communities. In planning, the LDMG considers resources in neighbouring LGAs in addition to those available locally.

10.11 Disaster Declaration

In accordance with *the Act,* and subject to several factors, 'a District Disaster Coordinator for a disaster district may, with the approval of the Minister, declare a disaster situation'[60] for a district or for one or more LGAs within the district in whole or in part.

The declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.[61]

In declaring a disaster situation:

> *A district disaster coordinator for a disaster district may, with the approval of the Minister, declare a disaster situation for the district, or a part of it, if satisfied—*
> a) *a disaster has happened, is happening or is likely to happen in the disaster district; and*
> b) *it is necessary, or reasonably likely to be necessary, for the district disaster coordinator or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following:*
>> i. *loss of life;*
>> ii. *illness or injury to humans;*
>> iii. *property loss or damage;*
>> iv. *damage to the environment.*[62]

Even when a disaster situation is declared, Council is still primarily responsible for managing operations within the City of Ipswich.

10.12 Resupply

The LDMG is responsible for supporting communities in preparing for temporary isolation. It is also responsible for ensuring procedures are in place for resupply of food and other essentials during times of isolation.

Most events that isolate communities occur on a seasonal basis and their effects on roads and transport networks can be predicted with reasonable accuracy. Communities that are likely to be

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[60] Section 64, *Disaster Management Act 2003,* Declaration
[61] Sections 75 and 77, *Disaster Management Act 2003,* Authorisation for disaster situation; General powers
[62] Section 64, *Disaster Management Act 2003,* Declaration

affected by such events are expected to prepare well in advance for both the event and the expected period of isolation.

To help with this, the LDMG conducts community education programs that focus on the community and household preparations to be made prior to the expected time of impact.

Planning for resupply operations takes into account the necessity and urgency of the request. It will need to balance the diversion of limited resources from other activities (such as supporting rescue, evacuation centres or similar) with the needs of the isolated community.

10.13 Emergency Supply

'Emergency Supply' is the acquisition and management of emergency supplies and services in support of disaster operations. Emergency supply can include:

- resource support in the establishment of forward command posts, community recovery centres and/or disease control centres, such as furniture, equipment and materials
- resource support for community evacuation centres, such as furniture, bedding material and health and hygiene products
- bottled water and bulk water supplies
- temporary structures such as marquees and portable ablution facilities
- small plant equipment hire services, such as chainsaws and pressure washers.

Before requesting emergency supply:

- every effort will be made to exhaust local supplies
- attempts will be made to support local economies
- organisations will use their own internal acquisition processes.

QFES is the functional lead agency for emergency supply.

10.14 Accessing Support and Allocating Resources

Requests for support may come from lead agencies, supporting agencies or the community. These requests must be registered and acted on in accordance with the standard operating procedures for Council's LDCC.

The LDC may request assistance from local agencies, businesses and community groups for additional resources.

The LDMG will maintain regular communications with the Ipswich DDMG, to coordinate the actions and resources required to respond and recover from the impact of disaster events. It will also maintain communication with local governments that share a boundary with the area. These are the Brisbane City Council, Somerset Council, Logan City Council, Lockyer Valley Regional Council and Scenic Rim Regional Council.

Any requests for assistance that cannot be met within local resources will be submitted to the District Disaster Coordinator (DDC), the LDMG Chairperson or the LDC must endorse these requests.

If the request for assistance cannot be actioned by the DDC, he or she will request assistance through the Chairperson of the State Disaster Coordination Centre.

10.15 Hazard-Specific Arrangements

10.15.1 Primary (hazard-specific) agency

A primary agency is the organisation in control of the management of a specific threat. 'Control' relates to managing what should be done, when and by whom. Control operates horizontally across agencies that are contributing to the management of the particular hazard.

For example, during a bushfire threat, QFES is the primary agency, t will control all agencies that are contributing to management of the bushfire. This includes giving directions and tasks to supporting agencies, allowing access into various zones and/or determining the need for evacuation.

Primary agency status is usually bestowed by legislation, common law, regulations, state plans or by agreement of the LDMG. Table 8 details the primary (hazard-specific) agencies for the City of Ipswich.

10.16 Functional Arrangements

10.16.1 Lead (function) agencies

A functional lead agency is the organisation in control of the management of a specific function. For example, when an evacuation centre is required, Council is the functional lead agency and will control all agencies that are contributing to the management of the evacuation centre. This includes giving directions and tasks to supporting agencies, and opening and allowing access to centres.

A functional lead agency will be supported by other agencies that have agreed roles in the delivery of the disaster management function. For example, in the management of evacuation / emergency shelters, the Council is assisted by a number of agencies such as the Australian Red Cross, the Queensland Police Service and the State Emergency Service.

Functional lead agency status is usually bestowed by legislation, common law, regulations, state plans or by agreement of the LDMG. Table 9 details the functional lead agencies for the City of Ipswich

10.17 General Arrangements Related to Primary and Lead Agencies

10.17.1 Coordination of primary and lead agencies

During a disaster, a number of primary and lead agencies are likely to be operating at the same time. For example, a disaster may involve the management of a number of threats and the

delivery of a number of disaster management functions (such as evacuation centre management or public health).

Coordination operates horizontally across agencies, but does not extend to the control of threats or functions, or to the command of agency resources. The LDMG's role in coordination is to ensure primary, lead and support agencies have the resources and information needed to carry out their agreed roles.

10.17.2 Primary and lead support agencies

Members of the LDMG agree to support other organisations through the provision of mutual aid. A support agency assists the primary or lead agency in the delivery of their objectives.

While under the control of a primary or lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

10.18 Primary (Hazard-Specific) Agencies

Hazard	Primary Agency	Other Related Plans (excluding Sub Plans)
Animal or Plant Disease (bio-security))	Department of Agriculture and Fisheries	• Queensland Veterinary Emergency Plan • Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN) • Australian Veterinary Emergency Plan (AUSVETPLAN) • Australian Emergency Plant Pest Response Plan (PLANTPLAN) • Biosecurity Emergency Operations Manual (BEOM)
Biological (human related) Communicable Disease Radiological	West Moreton Hospital and Health Service	• Queensland Pandemic Influenza Plan • National Action Plan for Influenza Pandemic • State of Queensland Multi-Agency Response to Chemical, Biological and Radiological Incidents
Earthquake and Landslip	Ipswich City Council	• Dam Safety Emergency Action Plans
Fire – structural or bushfire	Queensland Fire and Emergency Services	• Wildfire Mitigation and Readiness Plans
Flood, Storm, Cyclone or Severe Weather	Ipswich City Council	• Flood Intelligence Manual • Seqwater Flood Manual for Somerset/Wivenhoe
Hazardous Material/s Incident	Queensland Fire and Emergency Services	• State of Queensland Multi-Agency Response to Chemical, Biological and Radiological Incidents
Heatwave	West Moreton Hospital and Health Service	• Heatwave Response Plan
Major transport incident (road, rail, marine)	Queensland Police Service	• Operational Procedures Manual (OPM)
Terrorism	Queensland Police Service	• Operational Procedures Manual (OPM) • Queensland Counter-Terrorism Plan • National Counter-Terrorism Plan

Table 7 – Primary (hazard-specific) Agencies for the City of Ipswich

10.19 Functional lead agencies

Function	Lead Agency	Other Related Plans (excluding Sub Plans)
Damage Assessments	Queensland Fire and Emergency	• Nil

Function	Lead Agency	Other Related Plans (excluding Sub Plans)
	Services	
Emergency medical retrieval	Queensland Health	•
Emergency Supply	Queensland Fire and Emergency Services	• Nil
Energy Infrastructure (electricity, gas and liquid fuel)	Department of Natural Resources, Mines and Energy	• Nil
Evacuation	*Voluntary:* Ipswich City Council

Directed and/or mass scale: Queensland Police Service | • Queensland Prevention Preparedness, Response and Recovery Disaster Management Guideline, 2018
• Operational Procedures Manual (OPM) |
| Evacuation Centre Management | Ipswich City Council Supported by Australian Red Cross | • Queensland Prevention Preparedness, Response and Recovery Disaster Management Guideline, 2018
• Australian Red Cross Preferred Sheltering Practices |
| Mass fatality management (including disaster victim identification) | Queensland Health Queensland Police Service | • Nil |
| Public Health, mental health and medical services | West Moreton Hospital and Health Service | • Nil |
| Public Information and Warnings | *Public Information* Ipswich City Council Public Safety Business Agency

Warnings Ipswich City Council Queensland Fire and Emergency Services on advice from the primary agency | • Queensland Prevention Preparedness, Response and Recovery Disaster Management Guideline, 2018
• Emergency Alert Guidelines
• Standard Emergency Warning Signal (SEWS) Guidelines |
| Resupply | Ipswich City Council | • Queensland Prevention Preparedness, Response and Recovery Disaster Management Guideline, 2018
• Operational Procedures Manual |
| Search and/or Rescue | Queensland Police Service | • Intergovernmental Agreement
• The National Search and Rescue Manual |
| Transport Systems | Department of Transport and Main Roads | • Nil |
| Temporary emergency accommodation | LDMG and Department of Housing and Public Works | • Temporary Emergency Housing Accommodation Sub Plan |

Table 8 – Lead (function) Agencies for the City of Ipswich

PART 11:   RELIEF

Relief is a transitionary phase that occurs during both response and short-term recovery operations. It is defined as:

> 'Efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and life support.'[63]

11.1 Evacuation Centres

The primary reason for an evacuation is the preservation of life. The process of evacuation is managed through the response phase and follows a defined process with five stages:
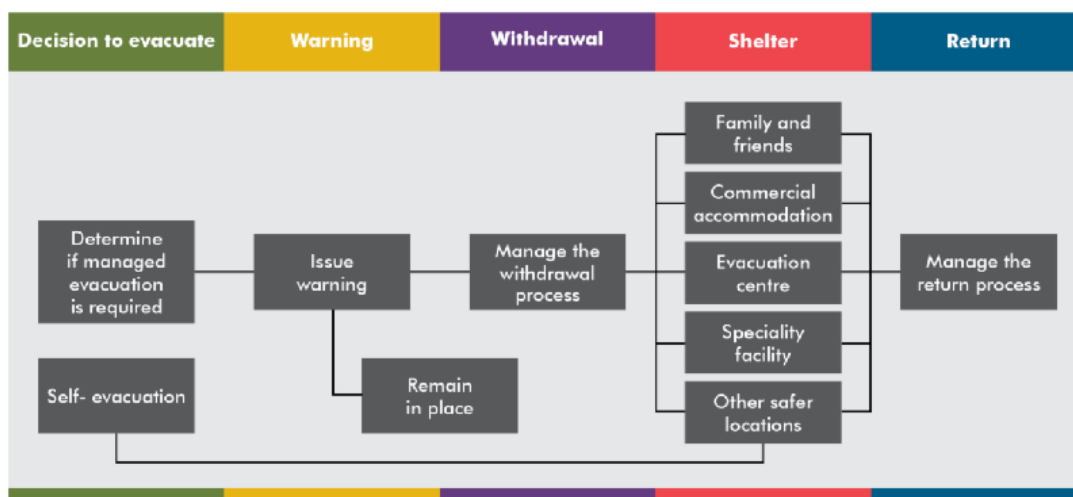
Figure 18—Stages of an evacuation

Evacuation centres are opened to meet an immediate need for those with no other option, in order to preserve life, wellbeing and safety. They should not be the primary source of shelter or relocation.

Evacuation centres abide by the Australian Red Cross Preferred Emergency Sheltering Practices, which provide for:
- one toilet for every 20 to 50 people
- 1.2 m^2–5 m^2 of floor space per evacuee
- one shower for every 30 to 50 people

Preferred evacuation solutions for community members to consider – in priority order – are:
1. a destination of the person's choosing (for example, with family, friends or neighbours)

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[63] Queensland Recovery Plan 2017

2. established accommodation (for example, a hotel, motel or caravan park)
3. evacuation centre

11.2 Donating to Affected People

Council and the Queensland Government have partnered with GIVIT to manage all offers of donated goods and services (including corporate offers of assistance) following Queensland disasters. Affected people register with GIVIT detailing what their needs are. GIVIT then matches these needs with goods currently being donated. This eliminates the need for organisations to store and sort unexpected donations.

GIVIT also accept donations of money, 100% of funds received by GIVIT during a disaster are spent on urgently needed items. Wherever possible, the items are purchased from businesses in the disaster-affected area to assist recovery of the local economy.

To donate, visit Givit.org.au/.

11.3 Volunteering

The desire to help disaster victims is an indication of the health and resilience of the community. The best way a person can start their volunteering is to find out if family, friends and neighbours need assistance. This should always be done under their direction and with their consent.

It is imperative that volunteers act safely, WorkCover Queensland provides guidance on how to be safe. For more information, visit Worksafe.qld.gov.au/injury-prevention-safety/workplace-hazards/dangers-in-your-workplace/storms-and-floods.

After assisting family, friends and neighbours, all volunteers should register with Volunteering Queensland's Emergency Volunteer Service by visiting Emergencyvolunteering.com.au/qld or phoning 1800 994 100. They will then be contacted by Volunteering Queensland if additional volunteers with their skills are required.

11.4 Isolated Communities

Communities that become physically isolated, particularly due to flooded roads, have been identified during the risk management process. These communities do not necessarily require evacuation, but additional support may be needed to help people stay in their homes. A number of plans for isolated communities have been prepared to assist with this and these are listed in Annexure 1.

Occupants of areas known to become isolated are strongly encouraged to plan for periods (at least three days) without access to food, water, medicine, toiletries and essential household items.

PART 12:   RECOVERY

Recovery is:

> '*The coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination)'*.[64]

12.1 Our Approach to Recovery

Disaster recovery in Ipswich follows the Queensland principles for recovery. These principles recognise that successful recovery relies on:

- understanding the **context**
- recognising **complexity**
- using local, **community-led** approaches
- ensuring **coordination** of all activities
- employing effective **communication**
- acknowledging and building **capacity**
- identifying lessons and building **resilience**.

Recovery is also defined under *the Act* as:

a) *Providing relief measures to assist persons affected by the disaster who do not have the resources to provide for their own financial and economic wellbeing;*
b) *Restoring essential infrastructure in the area or areas affected by the disaster;*
c) *Restoring the environment in areas affected by the disaster;*
d) *Providing health care to persons affected by the disaster, including temporary hospital accommodation.* [65]

The LDMG encourages an all-agencies approach to recovery. This involves identifying a range of organisations to support the lead functional agency and the LDMG in implementing an effective recovery over the short-, medium- and long term.

12.1.1 Phases of recovery

Recovery is undertaken across three phases, these phases are contained in the Queensland Recovery Plan and are summarised below.

12.1.1.1   Phase 1 – Post-impact relief and early recovery

This phase often occurs at the same time as response, it involves addressing and supporting the immediate needs of individuals, businesses and the community affected by the event. In this phase, the Local Recovery Group (LRG) will be established, impact assessments are undertaken and recovery plans are developed and implemented.

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[64] Queensland Recovery Plan, 2017
[65] *Disaster Management Act 2003*, Schedule Dictionary

12.1.1.2 Phase 2 – Recovery and reconstruction

This phase includes medium-term recovery and the execution of planned methodical recovery and reconstruction to enhance the outcomes of disaster-affected individuals, communities, functions and infrastructure. In this phase, coordination of impact assessments, community engagement, communication and collaboration of all recovery partners continues and recovery progress is monitored by the Local Recovery Coordinator.

12.1.1.3 Phase 3 – Transition

In the transition phase, recovery and reconstruction is progressively handed over to agencies or organisations – including government, community-based or industry-led sectors that would normally support the functional area. During transition, lessons are identified and implemented to increase the community's resilience. This phase ends when all recovery and reconstruction responsibilities are back to being managed as business as usual and the community realises its post-disaster "new normal".

Figure 19 – Phases of recovery

12.1.2 Functions of recovery

Effective recovery requires an integrated, multi-disciplinary approach to analysing needs, engaging the community, and planning.

Recovery is a complex and potentially protracted process. To help coordinate this, it is grouped into five functions:

- Human and Social
- Economic

- Environment (or Natural Environment)
- Buildings
- Roads and Transport

These often overlap, and recovery arrangements must reflect the interrelationship between them.

12.2 City of Ipswich LDMG Recovery Governance

The City of Ipswich recovery governance arrangements mirror those of the Queensland Government. By doing so, timely access to resources to support effective, needs based recovery efforts can be better achieved.

12.2.1 Establishing the Local Recovery Group

The formation of a Local Recovery Group (LRG) may occur on an as-required basis, depending on the scale and scope of the disaster, and under the auspices of the City of Ipswich LDMG. Where the LRG is not formed, all recovery functions are managed through the LDMG.

12.2.2 Local Recovery Coordinator

Council appoints the General Manager, Coordination and Performance to the role of Local Recovery Coordinator. The Local Recovery Coordinator chairs the Local Recovery Group and reports to the Chairperson of the LDMG. The Local Recovery Coordinator will activate the Local Recovery sub-committees based on impact and needs assessments, or as directed by the Chairperson of the LDMG.

12.2.3 Local Recovery sub-committees

Each Local Recovery sub-committee is chaired by Ipswich City Council's most appropriate General Manager. The key tasks of the sub-committees are as follows:

Human and Social:
- personal support and information
- physical and emotional health
- psychological, spiritual, cultural and social wellbeing
- public safety and education
- temporary accommodation
- financial assistance to meet immediate individual needs
- uninsured household loss and damage

Economic:
- renewal and growth of;
  - o the micro economy (within the affected area) and the macro economy (overall economic activity of the state)
  - o individual and household entities (for example, employment, income and insurance claims), private and government business enterprises, and industry
  - o assets, production and flow of goods and services
  - o capacity for the export of goods and services from the affected region
- securing the confidence of overseas markets

Environment (or Natural Environment):
- restoration and regeneration of;
  - biodiversity (species and plants) and ecosystems
  - natural resources
  - environmental infrastructure
  - amenity / aesthetics (for example, scenic lookouts)
  - culturally significant sites and heritage structures
- management of environmental health, waste, contamination and pollution, and hazardous materials

Building:
- repairing and reconstructing;
  - residential and public buildings
  - commercial, industrial and rural buildings / structures
  - government structures
  - utility structures, systems and services (water, sewage, energy and communications)
  - other essential services
- dam safety

Roads and Transport:
- repairing and reconstructing local roads and transport systems

The service components of each of the five functions are not necessarily delivered by the lead agency. The lead agency works with multiple private and public sector partners who deal directly with the community and individual families and businesses to achieve recovery.

While these five functions provide the framework for the recovery structure, the final structure depends upon the nature and consequences of an event. For example, events such as cyclones may cause large-scale damage to housing and the built environment and therefore may require more emphasis on infrastructure recovery. Other events, such as pandemics, may require more emphasis on the human and social aspects of recovery.

12.3 Planning for Recovery

Recovery Sub Plan provides information on a framework for the coordination of recovery operations within the City of Ipswich. The procedures outlined in the *Queensland Recovery Plan* support this framework, the sub plan is part of the Local Disaster Management Plan. The strategy it outlines is flexible and designed to address different types and sizes of disaster events, as required.

Recovery can also offer an opportunity to learn and build resilience so that Ipswich is better prepared for future disaster events. Communities can further develop their capability and resilience through recovery activities that focus on sustainability and growth, community development initiatives, reconstruction efforts, risk reduction strategies, and hardening of infrastructure and the built environment.

The recovery sub plan includes transition arrangements from 'response' through 'immediate relief arrangements' to 'recovery arrangements', outlining the transfer of all required resources. It also identifies the scope of possible disaster recovery operations and the roles and responsibilities of all stakeholders involved in the process for short-, medium- and long-term recovery requirements.

PART 13:   ANNEXURES

13.1 Annexure 1 – Schedule of Tables and Figures

<u>Figures</u>

<u>Tables</u>

13.2 Annexure 2 – Abbreviations and acronyms

Abbr.	Full Text
ABS	Australian Bureau of Statistics
AEMO	Australian Energy Market Operator
AHD	Australian Height Datum
the Act	Disaster Management Act, 2003
BoM	Bureau of Meteorology
BRCFS	Brisbane River Catchment Flood Studies
BRSFMP	Brisbane River Strategic Floodplain Management Plan
CALD	Cultural and linguistic diversity
Council	Ipswich City Council
DACC	Defence Aid to Civil Community
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	Ipswich District Disaster Management Group
DoE	Department of Education
DEWS	Department of Energy and Water Supply
DHPW	Department of Housing and Public Works
DITID	Department of Innovation, Tourism and Industry Development
DNRME	Department of Natural Resources, Mines and Energy
DRFA	Disaster Recovery Funding Arrangements
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
DWSP	Drinking water service providers
EA	Emergency Alert
EAP	Emergency Action Plan
EMAF	Emergency Management Assurance Framework
EV CREW	Emergency Volunteering – Community Response to Extreme Weather
EWN	Early Warning Network
Handbook 7	Handbook 7 – Emergency Management Australia: Managing the Floodplain: a guide to best practice in flood risk management in Australia
HazMat	Hazardous materials
ICA	Insurance Council of Australia
ICT	Information and Communications Technology
IGEM	Inspector-General Emergency Management
ISO	International Standards Organisation
ISO Guide 73:2009	ISO Guide 73:2009 Risk management – vocabulary
LDC	Ipswich Local Disaster Coordinator
LDCC	Ipswich City Council Local Disaster Coordination Centre
LDMG	City of Ipswich Local Disaster Management Group

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Abbr.	Full Text
LDMP	Ipswich City Council Local Disaster Management Plan
LGA	Local government area
Manual 3	Australian Emergency Management Glossary
MOU	Memorandum of Understanding
NBN	National Broadband Network
NERAG	National Emergency Risk Assessment Guidelines
NEM	National Electricity Market
NGO	Non-government organisation
NSP	Neighbourhood Safer Places
PPRR	Preparation, preparedness, response and recovery
PSBA	Public Safety Business Agency
PSTN	Public Switched Telephone Network
QAS	Queensland Ambulance Service
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
QRP	Queensland Recovery Plan
QUU	Queensland Urban Utilities
RAAF	Royal Australian Air Force
RFS	Rural Fire Service
SDCC	State Disaster Coordination Centre
SEQ	South East Queensland
SDMP	(Queensland) State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SPP	State Planning Policy
SRC	State Recovery Coordinator
the Standard	Standard for Disaster Management
USAR	Urban Search and Rescue
TEQ	Tourism and Events Queensland

13.3 Annexure 3 – Glossary

Term	Definition	Reference
Activation	Activation involves the commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.	IGEM Lexicon
Alert (level of activation)	A level of activation: a heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential of the threat.	IGEM Lexicon
All-agencies approach	All agencies should be involved to some extent in disaster management. The context of disaster management for specific agencies varies and may include ensuring the continuity of their business or service, protecting their own interests and personnel, and protecting the community and environment from risks arising from the activities of the organisation.	QLDM Guidelines
All-hazards approach	This means dealing with all types of emergencies or disasters, and civil defence, using the same set of management arrangements.	Manual 3
Australian Height Datum (AHD)	This is a common national survey height measure used as a reference level for defining reduced levels. 0.0 m AHD corresponds approximately to sea level.	Handbook 7
Briefing	The process of advising personnel of the details of the incident or event with which they will be dealing.	IGEM Lexicon
Bushfire	A fire involving grass, scrub or forest.	IGEM Lexicon
Bushfire danger period	A period of the year, either established by legislation or declared by the relevant agency, when restrictions are placed on the use of fire due to dry vegetation and the existence of conditions conducive to the spread of fire.	IGEM Lexicon
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.	IGEM Lexicon
Catchment	This is the area of land draining to a particular site. It is related to a specific location, and includes the catchment of the main waterway as well as any tributary streams.	Handbook 7
Catchment flooding	This is flooding due to prolonged or intense rainfall (for example, severe thunderstorms, monsoonal rains in the tropics, or tropical cyclones). Types of catchment flooding include riverine, local overland, and groundwater flooding.	Handbook 7
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.	IGEM Lexicon

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Term	Definition	Reference
Consequence	This is used to refer to the outcome of an event that affects objectives. Notes: • An event can lead to a range of consequences. • A consequence can be certain or uncertain, and can have positive and negative effects on objectives. • Consequences can be expressed qualitatively or quantitatively. Initial consequences can escalate through knock-on effects.	ISO Guide 73:2009
control	The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations.	IGEM Lexicon
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.	IGEM Lexicon
Coordination Centre	A centre established at State, district or local level as a centre of communication and coordination during times of disaster operations.	IGEM Lexicon
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.	IGEM Lexicon
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	IGEM Lexicon
Debrief	A meeting at the end of an operation with the purpose of assessing the conduct or results of an operation.	IGEM Lexicon
Debriefing	The process of sharing the good and bad points of the response to an incident as a means to improving any future planning and responses.	IGEM Lexicon
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.	IGEM Lexicon
Declared area	(a) for a disaster situation declared under s64(l)-the disaster district, or the part of the disaster district, for which the disaster situation is declared; or (b) for a disaster situation declared under s69-the State or, if the disaster situation is declared for a part of the State, the part.	IGEM Lexicon
Declared disaster officer	for a disaster situation, means- (a) a police officer; or (b) a person authorised under s75(l) to exercise declared disaster powers for the disaster situation	IGEM Lexicon
Declared disaster powers	means the powers of a district disaster coordinator or a declared disaster officer under s77 and s78	IGEM Lexicon
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	IGEM Lexicon

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Term	Definition	Reference
Disaster district	means a part of the State prescribed under a regulation as a disaster district	IGEM Lexicon
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.	IGEM Lexicon
Disaster management group	means the State group, a district group or a local group	IGEM Lexicon
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- (a) the preparation of disaster management plans (b) the matters to be included in a disaster management plan (c) 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	IGEM Lexicon
Disaster management plan	The State group, district groups and local groups must prepare a plan (State Disaster Management Plan, District Disaster Management Plan and Local Disaster Management Plan) for disaster management in the State, disaster district and local government's area respectively.	IGEM Lexicon
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.	IGEM Lexicon
Disaster Recovery Funding Arrangements	This is the Australian Government program intended to assist with the recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorism event. These arrangements provide a cost-sharing formula between the Queensland and Australian governments on a range of pre-agreed relief and recovery measures.	QRA 2018
Disaster response capability	For a local government, means the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area.	IGEM Lexicon
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.	IGEM Lexicon
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.	IGEM Lexicon
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.	IGEM Lexicon
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	IGEM Lexicon

Term	Definition	Reference
	development.	
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)	IGEM Lexicon
District disaster coordinator	The chairperson of a district group is also the district disaster coordinator of the district group. The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group.	IGEM Lexicon
District disaster management group	A district disaster management group is established for each disaster district. A district group consists of the persons presribed by regulation to be members of the group.	IGEM Lexicon
Emergency alert	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.	IGEM Lexicon
Emergency management	Emergency management is also used, sometimes interchangeably, with the term disaster management, particularly in the context of biological and technological hazards and for health emergencies. While there is a large degree of overlap, an emergency can also relate to hazardous events that do not result in the serious disruption of the functioning of a community or society.	IGEM Lexicon
Evacuation	The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.	IGEM Lexicon
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.	IGEM Lexicon
Event	An event means any of the following: (a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening (b) an explosion or fire, a chemical, fuel or oil spill, or a gas leak (c) an infestation, plague or epidemic d) a failure or, 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.	IGEM Lexicon
Exercise	A controlled, objective-driven activity used for testing, practising or evaluating processes or capabilities.	IGEM Lexicon
Flash flooding	This is a flood that is sudden and unexpected. It is often caused by sudden local or nearby heavy rainfall. It is generally not possible to issue detailed flood warnings for flash flooding. However, generalised warnings may be possible. It is often defined as flooding that peaks within six hours of the causative rain.	Handbook 7
Flooding	Flooding is a natural phenomenon that occurs when water covers land that is normally dry. It may result from coastal or catchment flooding, or a combination of both (see also Catchment flooding).	Handbook 7

Term	Definition	Reference
Hazard	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic or socionatural in origin.	IGEM Lexicon
Impact assessment	The analysis of the consequences of an event, including psychosocial (emotional and social), economic, natural and built environment.	IGEM Lexicon
Incident	An event, occurrence or set of circumstances that: • has a definite spatial extent • has a definite duration calls for human intervention • has a set of concluding conditions that can be defined • is or will be under the control of an individual who has the authority to make decisions about the means by which it will be brought to an end.	IGEM Lexicon
Intelligence	The product of a process of collecting and analysing information or data which is recorded and disseminated as intelligence to support decision making.	IGEM Lexicon
Intergovernmental agreement	The intergovernmental agreement is an agreement signed by the Australian Government and every state and territory government. It assigns the Australian Defence Force, the relevant police agency and the Australian Maritime Safety Authority as the only search and/or rescue coordination authorities.	National SAR Manual
Jurisdiction	The state or territory in which an agency, organisation or statutory position has authority or responsibility.	IGEM Lexicon
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 stand by, prepared but not activated.	IGEM Lexicon
Levels of activation	Queensland's disaster management arrangements are activated using an escalation model based on the following levels: • Alert • Lean Forward • Stand up • Stand down	IGEM Lexicon
Likelihood	In risk management terminology, 'likelihood' is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively. It is described using general terms or mathematically (such as a probability or a frequency during a given time period).	ISO Guide 73:2009
Lead (function) agency	This is an organisation that, because of its expertise and resources, is primarily responsible for dealing with a particular function within disaster management.	SDMP 2018
Local disaster coordinator	The chairperson of the local group must, after consulting with the chief executive, appoint the chief executive officer or an employee of the relevant local government as a local disaster coordinator of the group. The person appointed must have the necessary expertise or experience and the appointment must be in writing.	IGEM Lexicon
Local disaster management group	A local government must establish a local disaster management group for the local government's area.	IGEM Lexicon

Term	Definition	Reference
Local disaster management plan	A local government must prepare a plan for disaster management in the local government's area. A local disaster management plan must be consistent with the disaster management standards and disaster management guidelines. A local group may review, or renew the effectiveness of the plan at any time, but at least once a year. A district group must ensure a copy of its district disaster management plan is available for inspection, free of charge, by members of the public.	IGEM Lexicon
Logistics	The range of operational activities concerned with supply, handling, transportation and distribution of materials. Also applicable to the transportation of people.	IGEM Lexicon
Mass casualty incident	An incident or event where the location, number, severity or type of live casualties, requires extraordinary resources.	IGEM Lexicon
Mitigation	Activities intended to reduce or eliminate risks, or lessen the actual or potential effects or consequences of an event.	IGEM Lexicon
Multi-agency response	The response to an incident where one or more agencies assist the jurisdictional control agency or agencies.	IGEM Lexicon
Natural hazards	Natural hazards are predominantly associated with natural processes and phenomena.	IGEM Lexicon
Neighbourhood Safer Place	This is a local open space or building where people may gather, as a last resort, to seek shelter from a bushfire.	QFES
Non-government organisation	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.	IGEM Lexicon
Plan	A formal record of agreed emergency management roles, responsibilities, strategies, systems, and arrangements.	IGEM Lexicon
Planning process	The collective and collaborative efforts by which agreements are reached and documented between people and organisations to meet their communities' emergency management needs. It is a sequence of steps which allows emergency management planning to take place.	IGEM Lexicon
Preparedness	The knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.	IGEM Lexicon
Prevention	Activities and measures to avoid existing and new disaster risks.	IGEM Lexicon
Primary (hazard) agency	This is an agency allocated responsibility to prepare for and respond to a specific hazard based on its legislated and/or technical capability and authority.	SDMP 2018
Probability	See *Likelihood*	n/a
Queensland's disaster management arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.	IGEM Lexicon

| Term	Definition	Reference
Reconstruction	The medium- and long-term rebuilding and sustainable restoration of resilient critical infrastructures, services, housing, facilities and livelihoods required for the full functioning of a community or a society affected by a disaster, aligning with the principles of sustainable development and 'build back better', to avoid or reduce future disaster risk.	IGEM Lexicon
Recovery	The coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration.	IGEM Lexicon
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.	IGEM Lexicon
Residual risk	Residual risk is the disaster risk that remains even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.	IGEM Lexicon
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.	IGEM Lexicon
Response	Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.	IGEM Lexicon
Risk	This is the effect of uncertainty on objectives. Notes: • An effect is a deviation from the expected – positive and/or negative. • Objectives can have different aspects (for example, financial, health, safety and environmental goals) and can apply at different levels (for example, strategic, organisation wide, project, product and process). • Risk is often characterised by reference to potential events and consequences, or a combination of these. • Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence. Uncertainty is the state (complete or partial) of deficiency of information relating to understanding or knowledge of an event, its consequence or likelihood.	ISO Guide 73:2009
Risk analysis	This refers to the process used to comprehend the nature of risk and determine the level of risk. Notes: • Risk analysis provides the basis for risk evaluation and decisions about risk treatment. • Risk analysis includes risk estimation.	ISO Guide 73:2009
Risk assessment	This refers to the overall process of risk identification, risk analysis and risk evaluation.	ISO Guide 73:2009
Risk criteria	These are the terms of reference against which the significance of a risk is evaluated. Notes: • Risk criteria are based on organisational (or jurisdictional) objectives, and external and internal context.	ISO Guide 73:2009

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Term	Definition	Reference
	Risk criteria can be derived from standards, laws, policies and other requirements.	
Risk identification	This is the process of finding, recognising and describing risks. Notes: • Risk identification involves the identification of risk sources, events, their causes and their potential consequences. Risk identification can involve historical data, theoretical analysis, informed and expert opinions, and stakeholders' needs.	ISO Guide 73:2009
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.	IGEM Lexicon
Serious disruption	• loss of human life, or illness or injury to humans • widespread or severe property loss or damage • widespread or severe damage to the environment	IGEM Lexicon
Shelter in place	An alternative or in addition to evacuation where individuals shelter within their homes, workplace or with family/friends if considered safe to do so.	IGEM Lexicon
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.	IGEM Lexicon
Stand up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.	IGEM Lexicon
Standard Emergency Warning Signal	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. Can be heard at SEWS audio signal	IGEM Lexicon
Standard operating procedure	A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks.	IGEM Lexicon
State Disaster Coordination Centre	The State Disaster Coordination Centre 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.	IGEM Lexicon
State disaster coordinator	A person appointed made under s21B to coordinate disaster operations for the group and can be a deputy commissioner of the police service or another person the chairperson decides, after considering the nature of the disaster operations, should be appointed. The chairperson must consult with the commissioner of the police service before making the appointment and it must be in writing.	IGEM Lexicon
State disaster management plan	The State group must prepare a plan for disaster management for the State. The chairperson of the State group must give a copy of the plan to each district and local group. The State plan must be consistent with the disaster management standards and disaster management guidelines. The State group may review or renew the plan when it considers it appropriate. The chairperson of the State group must ensure a copy of the State plan is	IGEM Lexicon

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Term	Definition	Reference
	available for inspection, free of charge, by members of the public.	
State Disaster Relief Arrangements (SDRA)	This is an all-hazards relief program that is 100% state-funded and covers natural and non-natural disasters. The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the NDRRA is unable to be activated.	QRP
State Recovery Coordinator	Means the person appointed under s21D to coordinate recovery operations	IGEM Lexicon
Sub-plan	An annex to an existing plan, with additional statements of control/coordination arrangements and roles/responsibilities	IGEM Lexicon
Temporary housing (accommodation)	Empowers people to re-establish household routines before permanent housing can be obtained. The goal is to transition from sheltering to housing as soon as possible. Multi-agency responses may begin during the temporary sheltering phase or earlier.	IGEM Lexicon
Temporary sheltering	In excess of 18 hours, may extend into weeks. Bedding and substantial meals required. More comprehensive support required. Examples: evacuation centre, relief centre, public cyclone shelter, place of refuge.	IGEM Lexicon
Vulnerability	Vulnerability in relation to disaster events is a fluid and complex concept. The definition of vulnerability in the Qld Vulnerability Framework comprises three components: • target group statement - people who would benefit from additional and targeted assistance to prepare for, respond to, and recover from disasters • vulnerability indicators - for example proximity to an event, lack of financial resources, and disruption to, or lack of available services, supports/carers medication, aids and equipment • four protective factors - wellbeing, connection, knowledge and security. 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.	IGEM Lexicon
Welfare	The provision of immediate and continuing care of emergency affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated; and, the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.	IGEM Lexicon
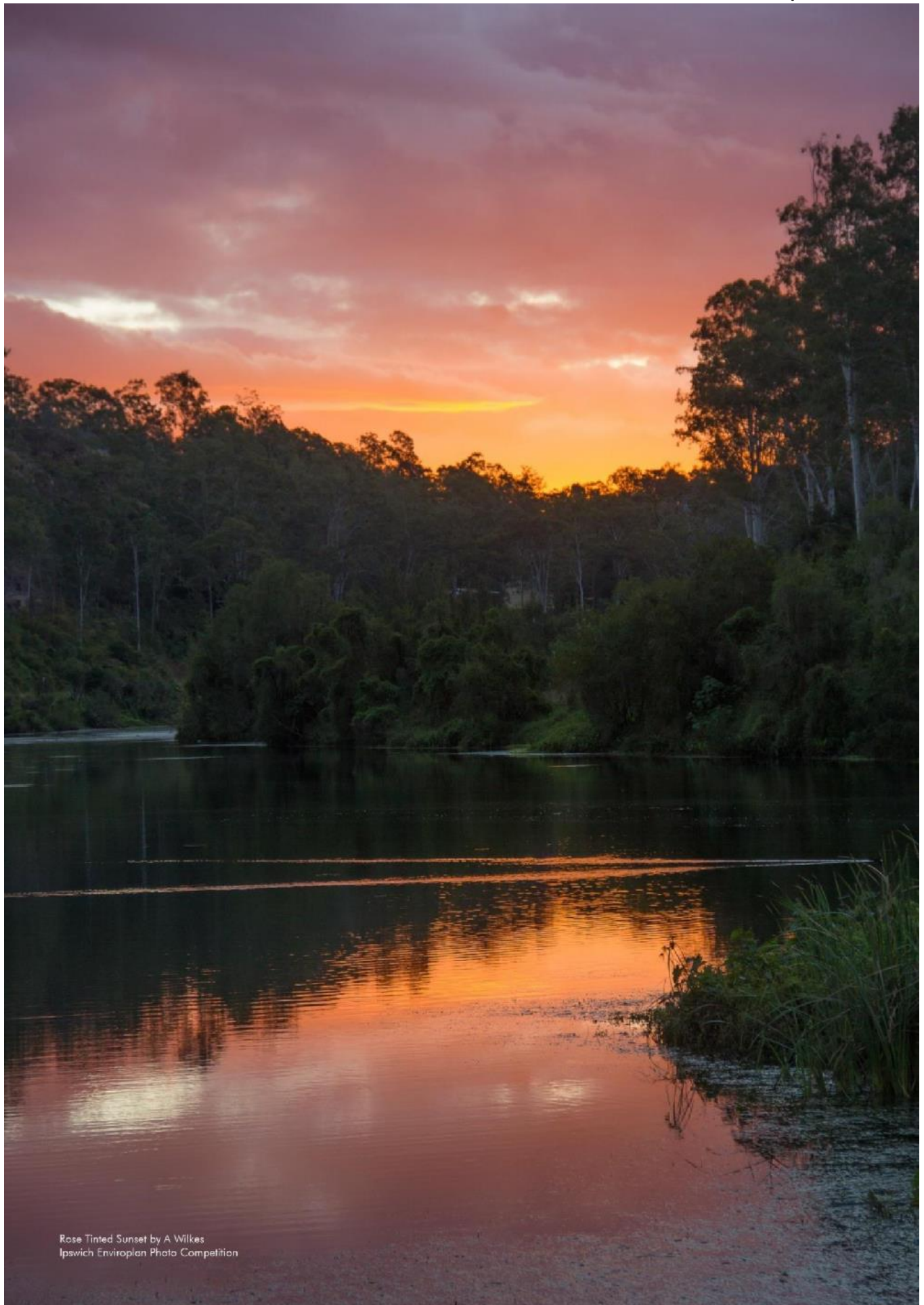
Rose Tinted Sunset by A Wilkes
Ipswich Enviroplan Photo Competition