



# Local Disaster Management Plan

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**2026**

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# About this Plan

## **Acknowledgement of Country**

Noosa Council respectfully acknowledges the Kabi Kabi / Gubbi Gubbi People, traditional custodians of the lands and waters that from the region we call Noosa. Council pays respects to elders' past, present and future and welcomes the ongoing role that Indigenous people play within the Noosa community.

# Foreword



**Mayor Frank Wilkie**

Chair, Local Disaster Management Group

Queenslanders are faced with responding to and recovering from disasters that test both individual and community resilience year after year. Cyclones, floods, fires and other natural hazard events don't respect local government boundaries and adequate warning time is not always available. No community is immune from disasters and their potential to significantly disrupt social, economic and environmental systems as well as our infrastructure, highlights the need to be well prepared and have strong, coordinated disaster management arrangements in place.

In Queensland, each local government is primarily responsible for managing disaster events within its boundaries. This Local Disaster Management Plan (LDMP) has been developed by the Noosa Local Disaster Management Group (LDMG) on behalf of Noosa Council with the core focus to protect our community – preserving life, preventing injury, reducing property damage and safeguarding our environment.

This plan has two key objectives. First, to provide a clear, practical disaster management guide tailored to the Noosa community. It outlines the regions demographics, infrastructure and hazards and risks of the coastal and hinterland areas to support local prevention preparedness, response, and recovery efforts. Second, it ensures that Noosa Council meets its legislative responsibilities under the Disaster Management Act 2003 and the Disaster Management Regulation 2014.

Disaster resilience is a shared responsibility. No single organisation, community, or level of government can manage the full impact of a disaster alone. Everyone has a role to play.

As residents, we need to take ownership – talking with family, friends, and colleagues about emergency plans, preparing emergency kits, managing vegetation and drainage around our properties, and staying informed. Effective disaster management depends on a collaboration between individuals, families, communities, businesses, and all levels of government.

This LDMP takes an all-hazards approach and is built on the prevention preparation, response and recovery (PPRR) framework.

It provides a robust, multi-agency structure to ensure a coordinated response to disaster events and a swift return to a safe and secure environment after the event. It's a dynamic, risk-based document that is subject to continuous reviewed to reflect current legislation, local risks, demographics, and lessons learned from past events – both within and beyond our region.

With climate change expected to intensify the severity of natural disasters, it's more important than ever for Noosa to be resilient and ready. Whatever the future holds, it's wise to prepare for the worst and hope for the best.

I want to acknowledge and thank the volunteers, emergency services personnel and Council staff who work tirelessly through all phases of disaster management. Their dedication is vital to the success of this LDMP.

And to the community, thank you for your ongoing support, strength and resilience. We're in this together.

# Administration & Governance

**SECTION ONE**

## Section 1.1

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### 1.1 Endorsement

This Local Disaster Management Plan was endorsed by the Noosa Local Disaster Management Group on 28 November 2025 and recommended for adoption by Noosa Council.



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Mayor Frank Wilkie

Chair, Noosa Local Disaster Management Group

Date: 28 November 2025

In accordance with a resolution on 22 January 2026 this Local Disaster Management Plan was adopted and is endorsed for distribution by Noosa Council.



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Larry Sengstock

Chief Executive Officer

Noosa Council

Date: 22 January 2026

## Section 1.2

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### 1.2 Glossary of Terms

A Disaster Management glossary of terms and acronyms is published as part of the [Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#).

[Disaster Management Lexicon](#) is also provided by the Office of the Inspector General Emergency Management (IGEM).

The following acronyms and initialisms are not contained in the links above but are used by Noosa Council in their disaster management arrangements:

Acronyms & Initialisms – Table 1

Acronym / initialism	Meaning
AEMI	Australian Emergency Management Institute
AIIMS	Australasian Inter-service Incident Management System
CDO	Counter Disaster Operations
DRFA	Disaster Recovery Funding Arrangements (formerly known as NDRRA)
EAP	(Dam) Emergency Action Plan
GIS	Geographic Information System
IMT	Incident Management Team
LGA	Local Government Area
QDMA	Queensland Disaster Management Arrangements
RFB	Rural Fire Brigade – QFD
RFS	Rural Fire Service – QFD
SCHHS	Sunshine Coast Hospital and Health Service
SMEACS	Situation, Mission, Execution, Administration, Coordination, Safety
IGEM	Inspector General Emergency Management

## Section 1.3

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### 1.3 Document Control

#### 1.3.1 Amendment Control

This LDMG is a controlled document. The controlled copy is held by the LDMG Local Disaster Coordinator (LDC). The LDC may approve inconsequential amendments to the LDMP. Any changes to the intent of the document must be endorsed by the LDMG and adopted by Noosa Council. The plan is intended to be a 'live' document. All suggested amendments should be forwarded to:

Disaster Management Officer  
Noosa Council  
PO Box 141  
Tewantin, QLD 4565  
Email: [mail@noosa.qld.gov.au](mailto:mail@noosa.qld.gov.au)

#### 1.3.2 Record of Amendments

Issue Date	Version	Outline of Revisions	Prepared By
19/10/2017	Noosa LDMP 2018	V1 adopted by Noosa Council	
26/10/2023	Noosa LDMP 2023	V2 adopted by Noosa Council	
22/01/2026	Noosa LDMP 2025	V3 adopted by Noosa Council	Disaster Management Officer

#### 1.3.3 Review Requirements

Noosa Council must review the effectiveness of this LDMP at least once a year. In addition, Noosa Council may review or renew the Plan whenever they consider it appropriate. The LDMP and associated Sub Plans will be reviewed following any activation of the plans or following any exercises to test the effectiveness of the plans.

This LDMP will be subject to the external annual assessment process developed by the Office of the IGEM in accordance with section 16C(b) of the **Disaster Management Act 2003** (the Act).

#### 1.3.4 Distribution

The level of circulation of the LDMP and all Sub Plans will be determined by the LDMG. As a minimum this will include all core members and advisors of the LDMG and the District Disaster Coordinator (DDC). Other key stakeholders will be determined by Noosa Council.

In accordance with section 60 of the Act, the LDMP is available to the public on the Noosa Council website. Alternatively hard copies may be viewed at Noosa Council Customer Service Centres and Libraries.

### 1.4 Authority to Plan

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

The preparation of this LDMP and all associated Sub Plans has been undertaken in accordance with sections 57 and 58 of the Act, to provide for effective disaster management in the Noosa Council area.

This LDMP is consistent with Queensland's Disaster Management Standard and PPRR Disaster Management Guideline.

The authorising environment for disaster management documents is detailed in Figure 1 below.

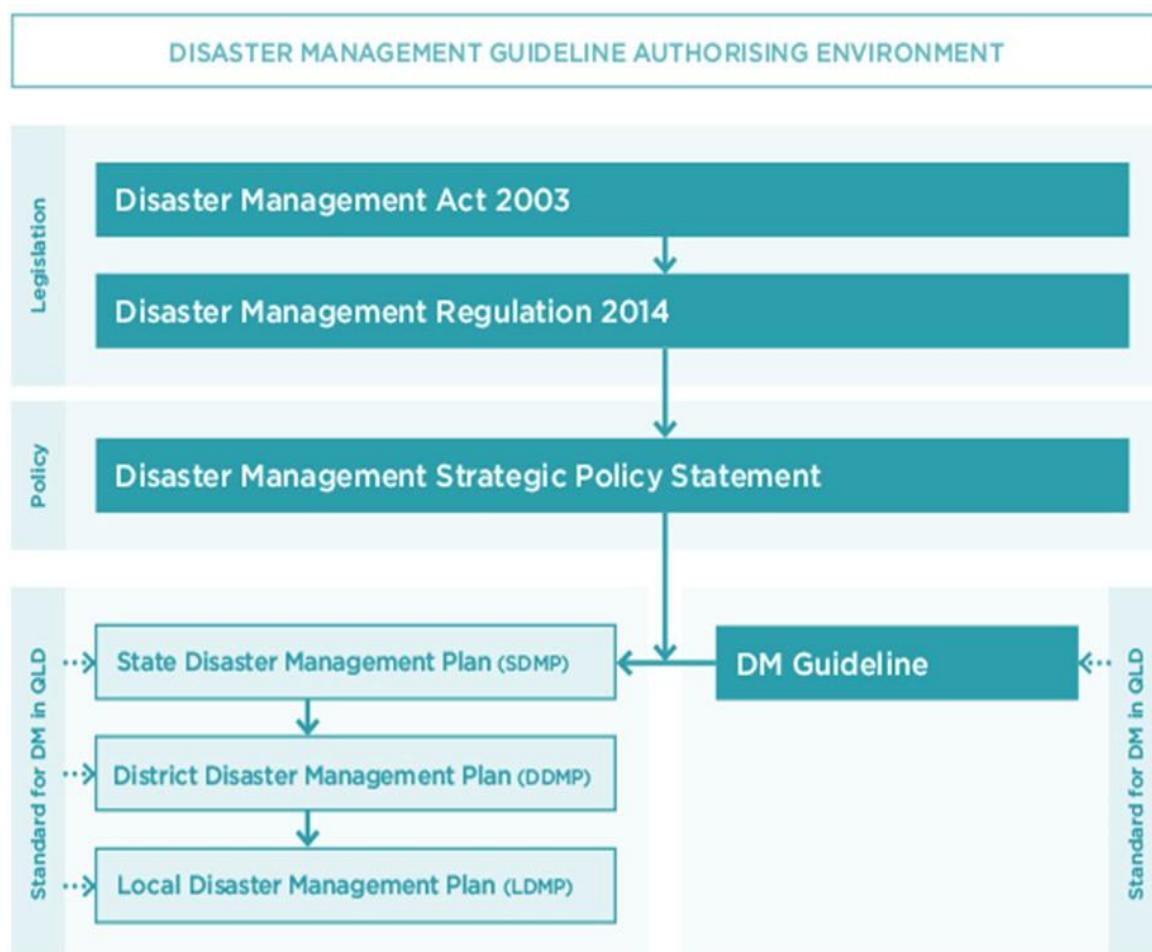


Figure 1: Disaster Management Authorising Environment

## Section 1.5

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### 1.5 Aim and Objectives

The overall aim of this LDMP is to detail the arrangements that prevent, where possible, or minimise the impact of disasters or major emergencies, on communities of the Noosa Council area. The primary focus is to preserve life and ensure the safety and welfare of our community as well as other people who may work in, or visit, our region. The key objectives are to:

- Provide a framework for the implementation of effective disaster management strategies and arrangements across the four phases of PPRR within the Noosa Council area.
- Describe the disaster management structure for the LDMG, the member organisations and their role and responsibilities for the coordination of multi-agency responses.
- Understand the likely effects of natural and non-natural hazards that may impact the community, infrastructure, economy and environment of the area.
- Plan for those hazards to preserve human life, protect critical infrastructure and property, protect livelihoods and the economy and safeguard the environment.
- Provide practical information to build community resilience and better assist the community in preparing for, responding to and recovering from disaster events.

## Section 1.6

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### 1.6 Structure of the LDMP

#### 1.6.1 LDMP

The LDMP is an overarching document that details the structure, management arrangements and governance provisions which underpin the process of disaster management in the Noosa Council area. It provides an overview of the arrangements in place for dealing with disasters and sets out the role of the LDMG and the community from the initial notification through the various stages of response and recovery until the disaster event is finalised. The LDMP is designed to be flexible so it can be adapted to any disaster event affecting the region to ensure an integrated, coordinated and timely response.

#### 1.6.2 LDMP Sub Plans

The LDMP is complemented by a number of Sub Plans which are designed to expand on information contained in the LDMP by providing detailed information for the activation and operation of key capabilities. Sub Plans are designed to integrate seamlessly with the LDMP but can be used on a stand-alone basis as required. The following Sub Plans exist:

- Activation of the Local Disaster Coordination Centre (LDCC)
- Bushfire
- Financial Management
- Public Information & Warnings
- Logistics
- Evacuation
- Public Health and Environment.
- Hazardous Materials
- Severe Wind & Water Inundation

#### 1.6.3 Hazard Specific Plans

Hazard specific disaster plans are developed by assigned lead agencies to address particular hazards. Examples of hazard specific plans for the LDMG include:

- Lake MacDonald Dam Emergency Action Plan (EAP)
- Pandemic Plan

In addition, Hazard-Specific Plans have been developed to address particular hazards that may occur within, or directly impact, the Noosa Shire. These plans outline the disaster management arrangements designed to support an effective response and reduce the potential consequences of each identified hazard. The Hazard-Specific Plans include:

- Bushfire
- Hazardous Materials
- Severe Wind & Water Inundation

## **1.6.4 Community Plans**

Various community organisations, local business groups and others have a responsibility to prepare disaster, emergency and business continuity plans and strategies for particular high-risk localities and demographic groups within the Noosa Shire.

A community profile has been developed for each suburb of Noosa identifying the demographics, hazards and critical infrastructure specific to each community.

Some communities such as Noosa North Shore, Pomona, Boreen Point and Kin Kin that may become isolated during flood or fire events have specific community disaster plans for their locality that are developed by the community with guidance and approved by the Noosa LDMG. The LDMG also works with organisations that care for vulnerable sectors of the community and with tourism operators and businesses to ensure that visitors to the region are well informed in the event of a disaster.

## **1.6.5 Operational Plans**

Operational plans are plans developed and utilised during the response and recovery phases. Examples include the Event Action Plan and event-specific Recovery Plan.

## **1.6.6 Business Continuity Plans (BCPs)**

Each member and advisory agency of the LDMG is responsible for maintaining an effective BCP. This will ensure they can continue their critical service functions in the event of a disaster to provide coordination and emergency support to the local community.

### 1.7 Queensland's Disaster Management Arrangements

**QDMA** is based on a tiered system of committees at local government, disaster district, and state government levels and recognises that the Commonwealth Government may be requested to provide support to the State.

Local level capability is recognised as the frontline of disaster management. Local government has primary responsibility for managing events in their local government area. This is achieved through the establishment of the Local Disaster Management Group (LDMG) – refer Section 3. Noosa Council is ideally suited to manage disaster events at the community level, based on its understanding of local social, environmental and economic issues, and knowledge of the region's infrastructure. During a disaster, local government provides initial support to the affected community until its resources are fully committed. Additional support from the State, and ultimately the Commonwealth is then requested if needed.

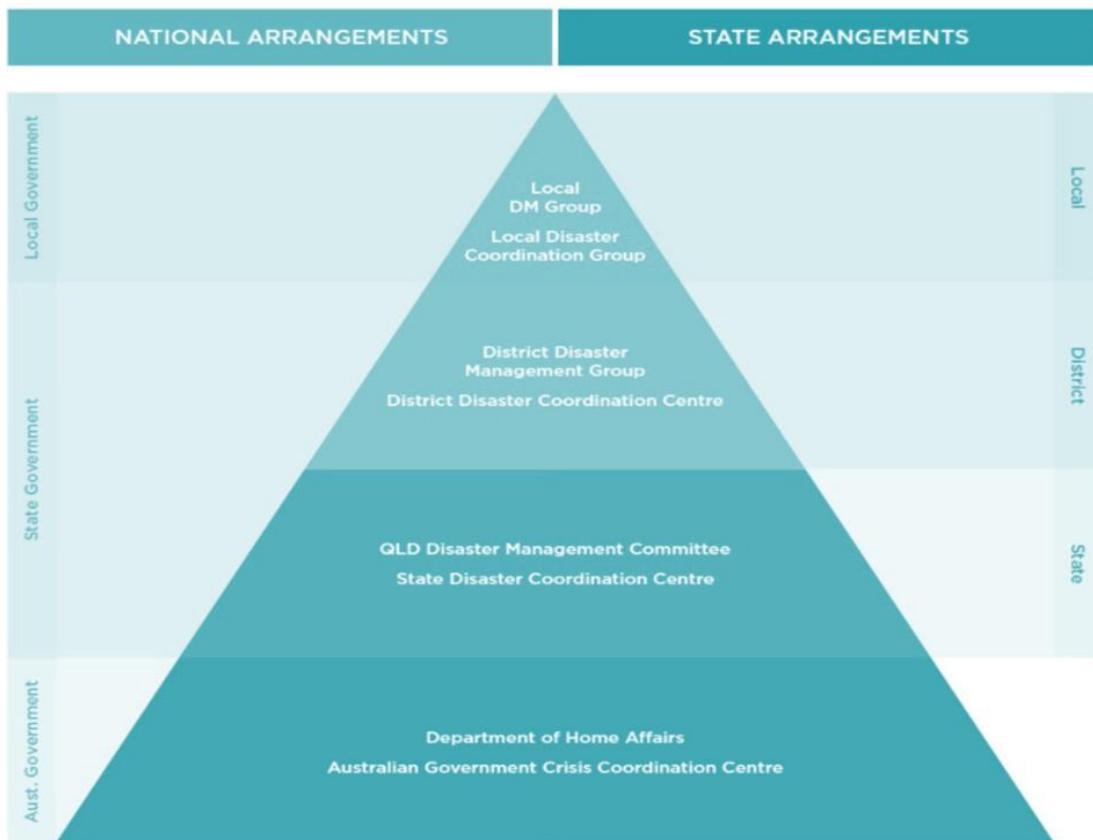


Figure 2: Queensland Disaster Management Arrangements

## Section 1.8

### 1.8 Disaster Management Strategic Policy Statement

This plan is consistent with the **Disaster Management Strategic Policy Statement** which informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

The LDMG takes a flexible and scalable approach to disaster management which provides for the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities.

## Section 1.9

### 1.9 Disaster Management Guiding Principles

In accordance with section 4A(b) of the Act, all events, whether natural or caused by human activity, should be managed in accordance with the Strategic Policy Statement and the **State Disaster Management Plan (SDMP)** and any relevant disaster management guidelines. The Act identifies four key principles which guide disaster management in Queensland:

#### 1.9.1 Comprehensive Approach

The comprehensive approach to disaster management comprises the four PPRR phases. This approach ensures a balance between the reduction of risk and the enhancement of community resilience, while ensuring effective response and recovery capabilities.

The four phases of PPRR are not linear, nor are they independent of the others. They overlap and support each other as shown in Figure 3. For example, recovery activities are likely to begin during the response phase and mitigation strategies may be considered during the recovery phase.

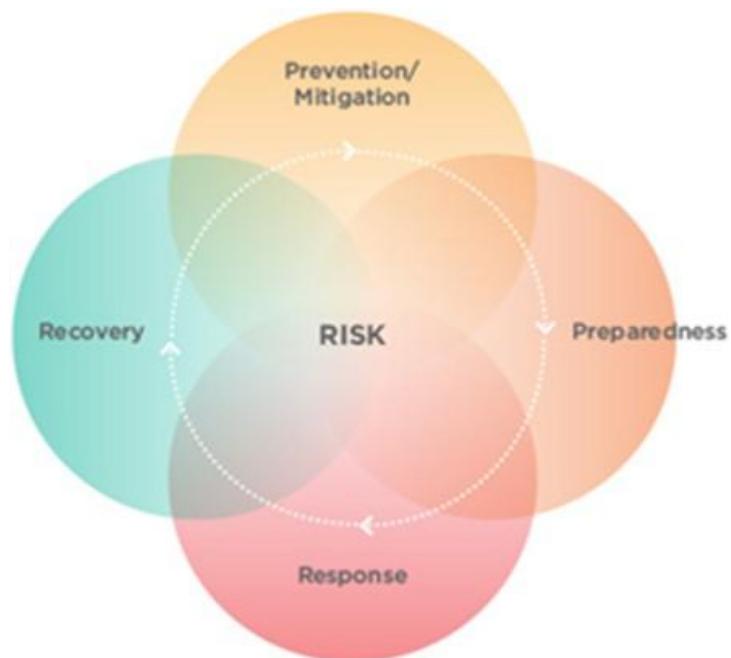


Figure 3: Comprehensive Approach to Disaster Management

## Section 1.9

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### 1.9.2 All-Hazards Approach

The all-hazards approach assumes that the functions and activities used to manage one event are likely to be applicable to a range of events, whether natural or caused by human activity.

### 1.9.3 Local Disaster Management Capability

Local level capability is recognised as the frontline for disaster management, primarily due to the benefits of localised knowledge and networks.

### 1.9.4 Support by District and State Groups

The Act establishes a District Disaster Management Group (DDMG) for each of the 23 districts in Queensland, to provide support when required or requested by a LDMG. The Noosa LDMG is located in the Sunshine Coast Disaster District. **A District Disaster Management Plan** is available.

The Queensland Disaster Management Committee (QDMC) can provide additional support and assistance when required or requested by a DDMG. The **State Disaster Management Plan (SDMP)** provides a framework for response and recovery operations.

## Section 1.10

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### 1.10 IGEM Emergency Management Assurance Framework

Part 1A of the Act establishes the IGEM and Office of the IGEM. The priority for the Office of the IGEM is to facilitate improvements to Queensland's disaster management arrangements to enable confidence in the system and enhance public safety outcomes. The functions of the Office of the IGEM are detailed in section 16C of the Act.

The **Emergency Management Assurance Framework (EMAF)**, developed by the Office of the IGEM, in partnership with disaster management practitioners, provides the foundation for guiding and supporting the continuous improvement of entities' programs across all phases of disaster management. The EMAF is underpinned by four supporting principles:

- Leadership
- Public Safety
- Partnership
- Performance

The EMAF also provides the structure and mechanism for reviewing and assessing the effectiveness of disaster management arrangements. The EMAF comprises Principles, the Standard for Disaster Management in Queensland (the Standard) and Assurance Activities.

## Section 1.11

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### 1.11 Linkages to Noosa Council Corporate Plan

Strategic linkages to Disaster Management are included in the **Noosa Council Corporate Plan 2023-2038** under Theme 2: The Noosa Community which indicates the key focus area for 2017- 22 is to maintain the ability to respond to disaster events (LDMP). The 20-year goal is for Council and the Noosa community to be resilient in the face of emergencies and disaster events.

# Local Disaster Management Group (LDMG)

**SECTION TWO**

## Section 2.1

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### 2.1 Role & Responsibilities of Noosa Council

The Act details a range of functions and responsibilities for local government to ensure that it meets its statutory obligations.

Section 80 of the Act requires local government to undertake the following functions:

- To ensure it has a disaster response capability
- To approve its LDMP
- To ensure information about an event or a disaster in its area is promptly given to the DDC for the district in which its area is situated
- To perform other functions given to the local government under the Act.

In accordance with section 80 of the Act, a 'disaster response capability' for local government means the ability to provide equipment and a suitable number of persons, using the resources available, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government area. To ensure this can be achieved, all Noosa Council services have designated responsibilities in disaster management which reflect their legislated and / or technical capability.

In addition to these functions, section 29 of the Act specifies that local government must establish a LDMG for the local government's area.

## Section 2.2

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### 2.2 Establishment of LDMG

LDMGs are established under section 29 of the Act by local governments to support and coordinate disaster management activities for their respective LGAs. A Terms of Reference is available. LDMG responsibilities are outlined in **Manual M.1.030**.

## Section 2.3

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### 2.3 Functions of the LDMG

The following functions of the LDMG are prescribed under section 30 of the Act:

- To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State.
- To develop effective disaster management, and regularly review and assess the disaster management plan.
- To help the local government for its area to prepare a local disaster management plan.
- To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area.
- To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster.
- To manage disaster operations in the area under policies and procedures decided by the State Group.
- To provide and make recommendations to the relevant district group about matters relating to disaster operations.
- To identify, and coordinate the use of, resources that may be used for disaster operations in the area.
- To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens.
- To ensure information about a disaster in the area is promptly given to the relevant district group.
- To perform other functions given to the group under the Act.
- To perform a function incidental to a function mentioned in paragraphs in the points listed above.

## Section 2.4

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### 2.4 Business & Meetings of the LDMG

In accordance with section 38 of the Act, the LDMG will conduct its business, including meetings as prescribed by the [Regulation](#). Ordinary meetings are scheduled every three (3) months and extraordinary meetings are convened as required. Quorum (50% +1 of membership) must be achieved for decisions of the LDMG to be valid.

## Section 2.5

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### 2.5 LDMG Operational Decision-Making Capability

The LDMG Chair and LDC are authorised to make initial operational response coordination decisions on behalf of the full LDMG to initiate the disaster management arrangements and whilst acting in accordance with LDMG approved plans and procedures. In the absence of the LDMG Chair, the Deputy Chair has clear authority to make initial operational response decisions.

The Chair and LDC have an exclusively operational response coordination function, which will not, at any time, replace the policy decision-making role of the core LDMG members.

## Section 2.6

### 2.6 Core member & Advisory Roles and Responsibilities

The following table details the membership and responsibilities of the LDMG as appointed in accordance with Sections 33 and 34 of the Act. All members have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Membership of the group includes any person acting in the capacity of an appointed member using a DM13 form. All members will nominate one or more deputies in advance to ensure continuity and full agency representation. When membership changes, notice is provided to the DDMG. If membership of the Chair or LDC changes, notice is to be provided to the SDCC.

Membership and contact details for each member is maintained in the restricted LDMG Emergency Contact List in Guardian IMS.

Agency	Position	Status	Responsibilities
Noosa Council	LDMG Chair – Mayor	Member	<ul style="list-style-type: none"><li>Chair LDMG meetings and to provide the primary link between the LDMG and Council</li><li>To manage and coordinate the business of the group, to ensure, as far as practicable, that the group performs its functions, to report regularly to the relevant district group, and the chief executive of the department, about the performance by the LDMG of its functions.</li></ul>
	LDMG Deputy Chair – Councillor	Member	<ul style="list-style-type: none"><li>Provide advice and support to the Chair and LDMG</li><li>Chair LDMG Meetings in the absence of the Chair</li><li>Provide a link between the LDMG and Council</li><li>Chair the LDMG Recovery Group.</li></ul>
	Local Disaster Coordinator – Director Infrastructure Services	Member	<ul style="list-style-type: none"><li>Coordinate disaster operations for the LDMG, report regularly to the LDMG about disaster operations, to ensure, as far as practicable, that any strategic decisions of the LDMG about disaster operations are implemented.</li><li>Provide advice and support to the Chair and LDMG</li><li>Activate the LDMP and LDCC when required.</li><li>Represent Noosa LDMG at the Sunshine Coast DDMG.</li></ul>
	Deputy Local Disaster Coordinator – Civil & Asset Operations Manager	Member	<ul style="list-style-type: none"><li>To undertake the functions of the LDC in the LDC's absence.</li><li>Provide advice and support to the Chair, LDC and LDMG.</li></ul>
	Local Recovery Coordinator - Director Community Services	Member	<ul style="list-style-type: none"><li>To undertake the functions of the LRC</li><li>Lead and coordinate recovery operations reporting regularly to the Local Recovery Group about recovery operations, to ensure, as far as practicable, that any strategic decisions of the LDMG about recovery operations are implemented</li><li>Provide advice and support to the Chair and LDMG.</li><li>To activate the Recovery Group and develop an event specific recovery plan when required.</li></ul>
	Chief Executive Officer (CEO)	Advisor	<ul style="list-style-type: none"><li>Provide a link between the LDMG and Council</li></ul>
	Disaster Management Officer (DMO)	Advisor	<ul style="list-style-type: none"><li>Support to the LDC &amp; Chair</li></ul>
	Disaster & Disruption Resilience Officer	Advisor	<ul style="list-style-type: none"><li>Support to the LDC &amp; Chair</li></ul>

Agency	Position	Status	Responsibilities
Noosa Shire Council	Executive and Business Support Officer	Advisor	<ul style="list-style-type: none"> <li>Support to the DMO, DRRO, LDC &amp; Chair</li> </ul>
	Bushfire Management – Senior Fire Management Officer	Advisor	<ul style="list-style-type: none"> <li>Fire management support in relation to Council properties to the LDMG</li> </ul>
	Evacuation Centres – Noosa Leisure Centre Coordinator	Advisor	<ul style="list-style-type: none"> <li>Operation of evacuation centres.</li> </ul>
	Public Information Officer – Communications & Community Engagement Manager	Advisor	<ul style="list-style-type: none"> <li>Preparation and dissemination of public information and warnings during an event</li> <li>Responsibilities identified in Public Information and Warnings Plan.</li> </ul>
	Coordination / Emergency Operations Team – Civil Assets Operations Manager	Advisor	<ul style="list-style-type: none"> <li>Response and recovery of Council operational assets</li> </ul>
	Customer Experience Manager	Advisor	<ul style="list-style-type: none"> <li>Customer Service during activation for response and recovery.</li> </ul>
	Community Health Officer – Waste & Environmental Health Manager	Advisor	<ul style="list-style-type: none"> <li>Community health during activation for response and recovery.</li> </ul>
	Information Technology – ICT Manager	Advisor	<ul style="list-style-type: none"> <li>IT support to the LDMG</li> </ul>
	Sustainability & Climate Change Coordinator	Advisor	<ul style="list-style-type: none"> <li>Climate Change support to the LDMG</li> </ul>
	Waste Manager	Advisor	<ul style="list-style-type: none"> <li>Waste activities during activation for response and recovery.</li> </ul>
Queensland Ambulance Service (QAS)	Officer in Charge (Noosa)	Member	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between the agency and the LDMG.</li> </ul>
Queensland Fire Department (QFD)	Inspector, Operations Management & Business Support Sunshine Coast	Member	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between the agency and the LDMG.</li> </ul>
	Inspector/Area Commander (Noosa Command)	Member	
Queensland Police Service (QPS)	Officer in Charge (Noosa)	Member	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> </ul>
	District Disaster Management Group (DDMG) – Executive Officer	Member	<ul style="list-style-type: none"> <li>Liaison between the DDMG and the LDMG</li> <li>Provide advice and support to the Chair and LDMG</li> </ul>
	Local Controller SES (Noosa)	Member	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>

Agency	Position	Status	Responsibilities
	Emergency Management Coordinator (EMC)	Member	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG</li> </ul>
Queensland Government Departments	Department of Local Government, Water & Volunteers	Member	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li></li> </ul>
	Department of Environment & Science (QPWS) – Senior Ranger	Member	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between agency and the LDMG.</li> </ul>
	Department of Education & Training	Advisor	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between agency and the LDMG.</li> </ul>
	Department of Health – Disaster Management Team Sunshine Coast Health	Member	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG</li> </ul>
	Department of Transport & Main Roads	Advisor	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between agency and the LDMG.</li> </ul>
	Department of Transport & Main Roads – Maritime Safety Queensland	Advisor	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG</li> </ul>
	Queensland Reconstruction Authority (QRA)	Advisor	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between agency and the LDMG.</li> </ul>
Australian Red Cross		Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> <li>Liaison in relation to evacuation centres, community support, recovery and other Red Cross services.</li> </ul>
Energex	Network Performance Officer (Sunshine Coast)	Member	<ul style="list-style-type: none"> <li>Primary agency for providing, maintaining and restoring power supplies</li> <li>Provide advice to the LDMG on power supply issues</li> <li>Provide safety information to consumers</li> <li>Liaison between the agency and the LDMG.</li> </ul>
CoastGuard		Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>
Country to Coast	Senior Manager Climate Ready Communities	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG and Recovery Group</li> </ul>
Kabi Kabi Rangers	Ranger Coordinator	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>
National Emergency Management Agency	Assistant Director, Coordination and Planning Qld	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>
NBN Local		Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>

Agency	Position	Status	Responsibilities
Ramsey Health Care	Noosa Hospital - Director Emergency Medicine	Advisor	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG.</li> </ul>
Rescue Medics Australia		Advisor	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG</li> </ul>
Rural Fire Service		Advisor	<ul style="list-style-type: none"> <li>Liaison between agency and the LDMG.</li> </ul>
SeqWater	Coordinator Incident & Security Management	Advisor	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Primary agency for sourcing, treating and supplying bulk drinking water.</li> <li>Liaison between the agency and the LDMG in relation to Lake MacDonald Dam.</li> </ul>
State MP	Local Member of Parliament	Advisor	<ul style="list-style-type: none"> <li>People's representative</li> </ul>
Sunshine Coast Council	Disaster Management Coordinator	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>
Surf Lifesaving Queensland	Regional Manager	Advisor	<ul style="list-style-type: none"> <li>Refer to Appendix B of the <b>State Disaster Management Plan</b></li> <li>Liaison between agency and the LDMG.</li> </ul>
Tourism Noosa	General Manager	Advisor	<ul style="list-style-type: none"> <li>Industry advisor</li> </ul>
Unitywater	Planned Services Manager	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG in relation to water supply and sewage treatment services.</li> </ul>
Volunteer Coastguard	Commander (Noosa)	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> <li>Liaison in relation to marine search and rescue and other volunteer coastguard support.</li> </ul>
Wireless Institute Civil Emergency Network (WICEN)	Volunteer Representative	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG in relation to emergency radio communications.</li> </ul>
Visit Sunshine Coast	Communications Manager	Advisor	<ul style="list-style-type: none"> <li>Liaison between the agency and the LDMG.</li> </ul>

## Section 2.7

### 2.7 Authority of LDMG Core Members & Advisors

The core members and advisors of the LDMG should have:

- The authority to commit their respective organisation to the LDMG's decisions
- The ability to effectively navigate their respective organisations to seek approval for the commitment of their organisation resources
- A sound understanding of the QDMA and this LDMP.
- Only member votes count towards quorum.

## Section 2.8

### 2.8 Authority of LDMG Core Members & Advisors

The structure of the Noosa LDMG is depicted below. The Chair of the LDMG may establish additional temporary or permanent subgroups to manage the business of the LDMG.

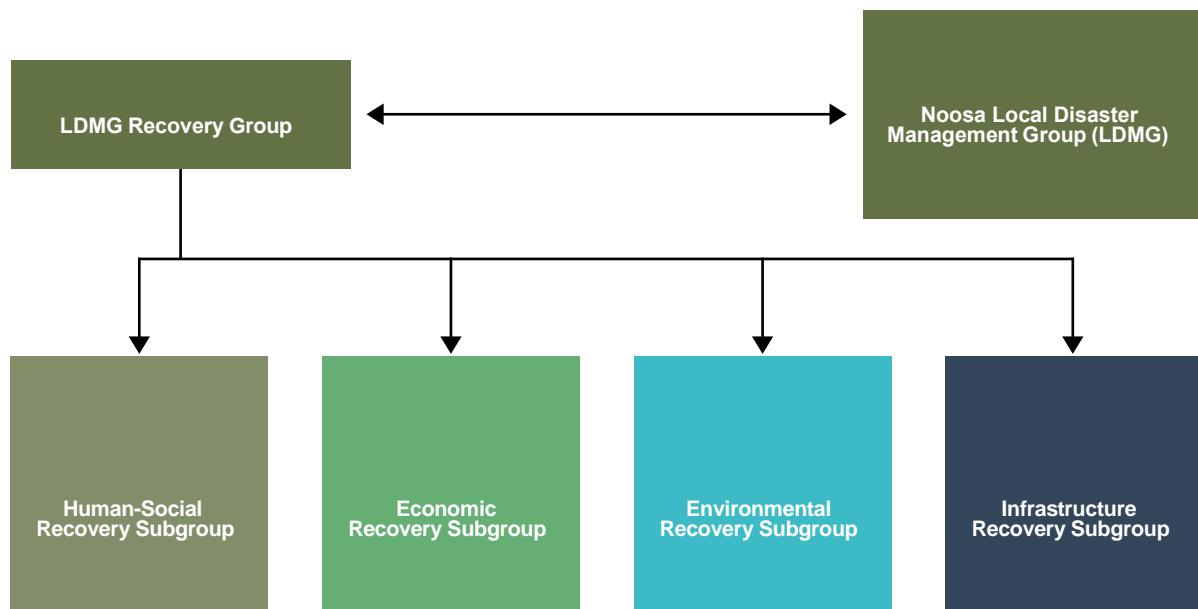


Figure 4: Structure of the Noosa LDMG

#### 2.8.1 LDMG Recovery Group & Subgroups

A single overarching Recovery Group may be formed. Alternatively, the LDMG Recovery Group may decide to activate one or more of its Recovery Subgroups as follows:

##### **Human-Social Recovery Subgroup**

The key function is to address the human-social recovery aspects of a disaster. In Noosa, this is achieved through the Northern Social Services Network. A Terms of Reference is available.

##### **Economic Subgroup**

The key function is to address the economic recovery aspects of a disaster. A Terms of Reference is available.

##### **Environmental Recovery Subgroup**

The key function is to address the environmental recovery aspects of a disaster. A Terms of Reference is available.

## **Infrastructure Recovery Subgroup**

The key function is to address the infrastructure recovery aspects of a disaster. A Terms of Reference is available.

### **Section 2.9**

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#### **2.9 Training & Exercises**

In an effort to provide an effective training program, the LDMG works closely with QPS to provide a coordinated program of training from the Queensland Disaster Management Training Framework (QDMTF).

The QDMTF outlines the core training courses and inductions relevant to the key disaster management stakeholders to support the effective performance of their role. Exercises will be used to help review the effectiveness of the LDMP. Exercises can take many forms from simple discussion type exercises to full scale functional operations.

### **Section 2.10**

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#### **2.10 Post Event Processes**

Following any exercise or disaster event that impacts the region, a post disaster assessment will be undertaken by the LDMG. This assessment will consist of “hot” and “post event” debriefs and will culminate in the development of a post event assessment report. This report should clearly articulate any actions, processes, equipment, or systems that worked well during an event as well as suggest recommendations for improvement.

Recommendations for improvements identified in post event assessment reports will be tabled for discussion by the LDMG. Any issue that is identified and not able to be resolved at a local level, will need to be referred to the Sunshine Coast District Disaster Management Group for advice or resolution. All post disaster review reports will be forwarded to the DDC as part of standard operating procedure.

### **Section 2.11**

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#### **2.11 Continuous Improvement**

The LDMG is committed to the practice of continuous improvement which involves disaster management processes and arrangements being regularly evaluated and improved to ensure they remain relevant, efficient, effective, and flexible.

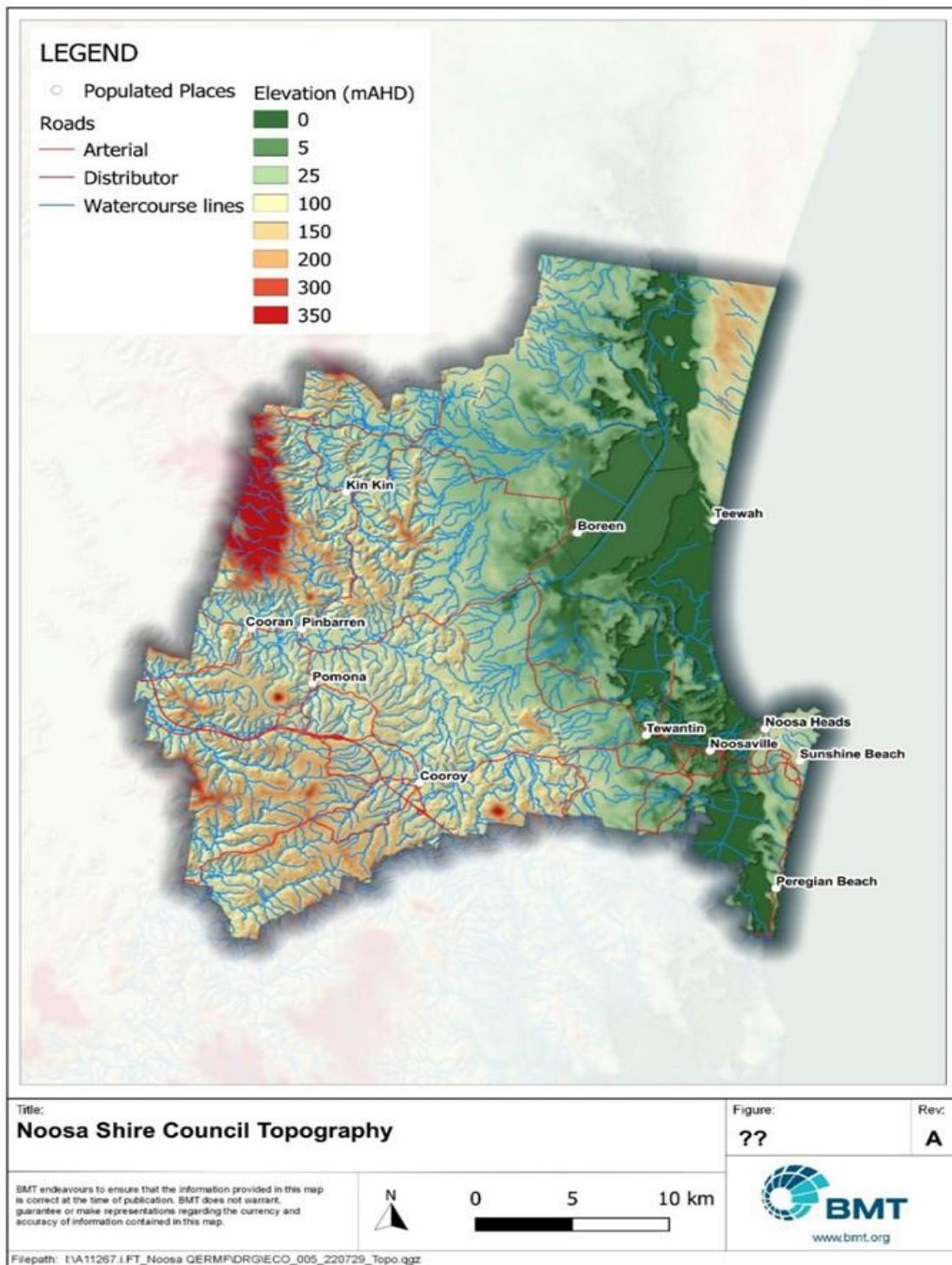
# Community Profile

**SECTION THREE**

## Section 3.1

### 3.1 Community Profile – Noosa

This section provides an understanding of the community profile which is critical for managing disaster risks. Understanding of community profile along with natural hazard risks enhances the development of robust disaster management plans, helping to reduce the impact of disasters on the community.



**Figure 6: Noosa Shire Topography**

## Section 3.2

## 3.2 Environment

### 3.2.1 Geography

Noosa Shire is in south-east Queensland, approximately 120 kilometres north of the Brisbane CBD.

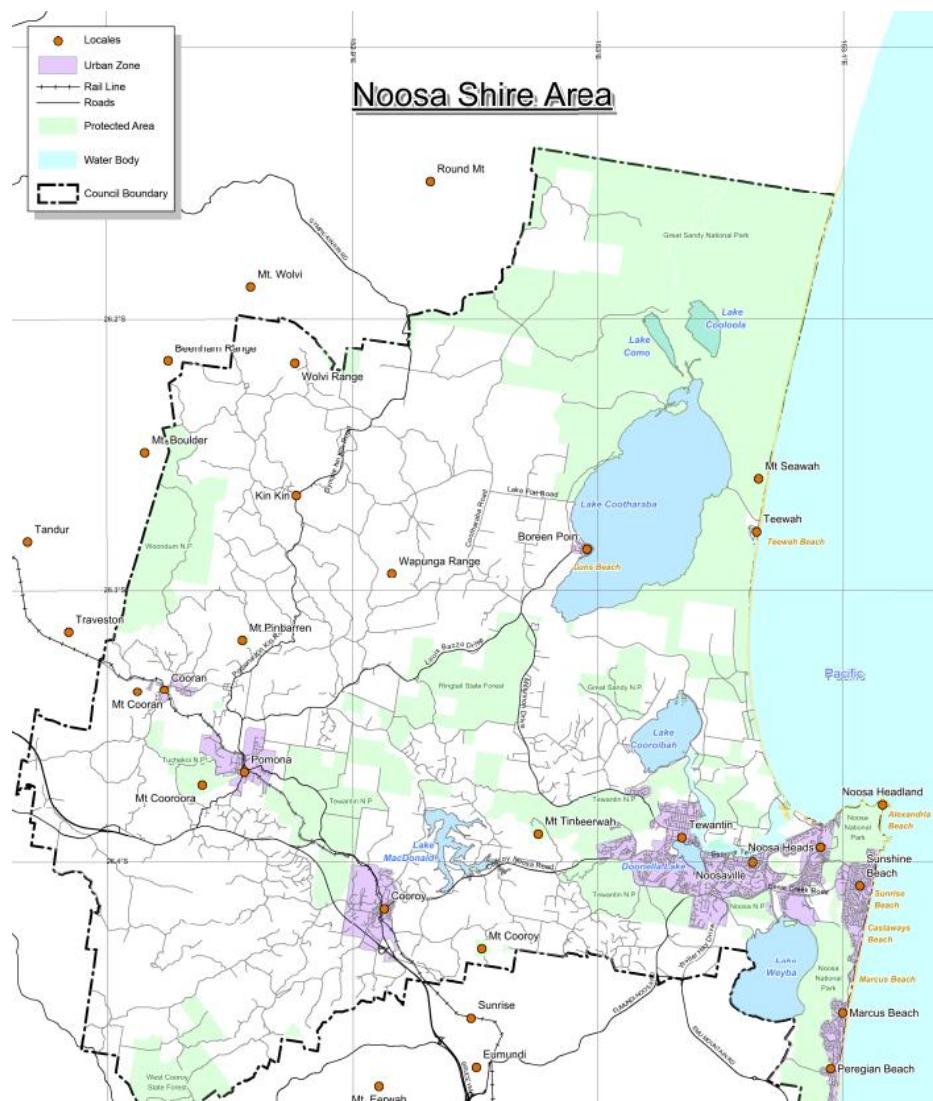
Noosa Shire is bounded by the Gympie Regional Council area in the north and west, the Coral Sea in the east, and the Sunshine Coast Council area in the south.

The Noosa Council local government area (LGA) encompasses a total land area of 869.9 km<sup>2</sup>.

Noosa Council's office is located at 9 Pelican Street, Tewantin.

### 3.2.2 Climate & Weather

The region has a mild sub-tropical coastal climate. Temperatures in summer averages a minimum of 17°C and a maximum of 28°C and in winter from 7°C through to a maximum of 22°C. The highest summer temperature of 38.7°C was recorded in 2002 and 2008, and the lowest winter temperature of minus 2.8°C was recorded at Tewantin in 1901. The recorded rainfall average on the coast is approximately 1610 mm per annum and the highest rainfall occurs from December to May.



**Figure 6: Noosa Shire Map**

## Section 3.2

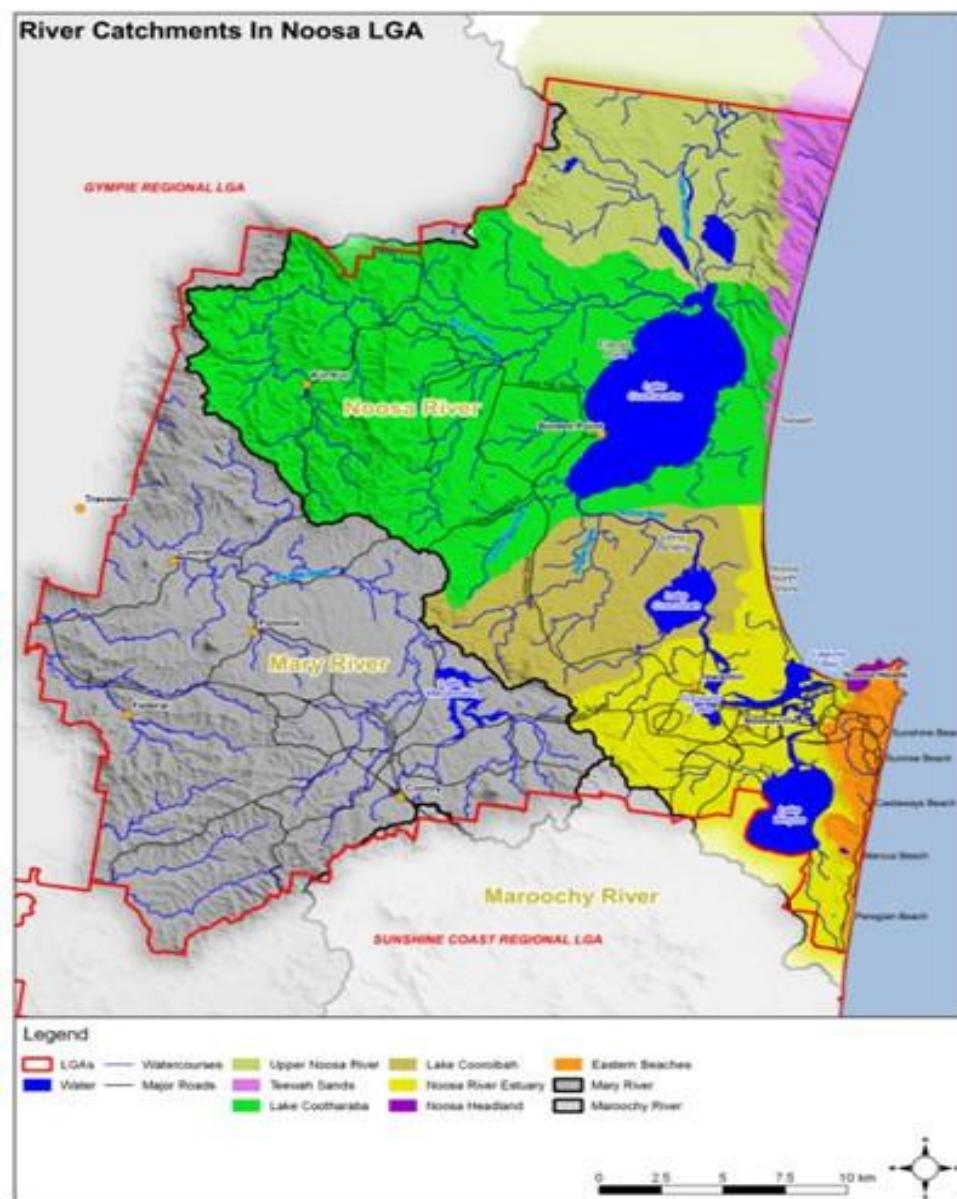
### 3.2.3 Landscape

Noosa Shire encompasses a range of landscape types including beaches, sand dunes, river systems, wetlands, heath plains, woodlands, rainforests and ranges.

The Noosa River and its tributaries flow to the east and the Mary River and its tributaries including Six Mile Creek flow to the north.

Much of the native vegetation of the region has been removed or greatly modified, and the main forms of native vegetation that remain include tall open eucalypt forests along the western borders and remnants of melaleuca forest and open heaths along the coast.

Some 28,655 hectares of the Noosa Shire is considered to have outstanding environmental, biodiversity and natural history values and is managed primarily for conservation. This constitutes almost one third of the Noosa local government area. A further 30,653 hectares of land is predominantly undeveloped and sustainably managed through voluntary agreements such as Land for Wildlife. There are 267.6km<sup>2</sup> of protected parks, forests and reserves within the Noosa Shire.



**Figure 7: River Catchments in Noosa LGA**

## Section 3.3

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### 3.3 Human-Social

#### 3.3.1 Population

The 2021 Census determined the resident population of the Noosa Council LGA is 56,298 with a density of 65.13 people per square metre. Population growth assumptions indicate the population could grow to 64,999 people by 2041.

Some 60% of the Shire's population lives in the coastal urban communities of the south-eastern corner of the Shire, between Peregian Beach and Tewantin. The largest hinterland towns are Cooroy, Pomona and Cooran which are located along the railway corridor.

Other centres of population are Boreen Point, Federal and Kin Kin and smaller clusters of rural residential settlement also occur throughout the hinterland.

At the 2021 census, 48.6 of the LGA resident population identified as male and 51.4% as female.

The median age in the region was 50 years old, compared with 37.8 years old as the median age for Queensland. Children aged 0-14 years made up 14.8% of the population, people aged 65 years and over made up 25% of the population and the remaining 60.2% of the population were aged between 15 and 64 years old. The largest represented age group was those between 60 and 64 years old. Like many other coastal communities in Queensland, the Noosa community has an ageing population. As at December 2021, there were 7,825 recipients of the age pension in the Noosa LGA. The two communities with higher percentages of population over the age of 65 are Noosaville (35.4%) and Noosa Heads (30.5%). Therefore, these areas may need extra assistance in evacuating and recovering.

#### 3.3.2 Cultural Diversity

The Traditional Owners and original custodians of the lands of the Noosa Shire Council area, are the Kabi Kabi / Gubbi Gubbi people. At the 2016 Census, 1.7% of the population of the Noosa Shire identified as being of Aboriginal or Torres Strait Islander descent.

At the 2021 Census, 71.2% of people indicated they were born in Australia. The most common other countries of birth were England 7.5%, New Zealand 4%, South Africa 1.1%, Germany 0.9% and the USA 0.8%.

At the 2021 Census, 88.5% of households spoke only English at home. There were 7.9% of households where a non-English language is used. The top five non-English languages spoken at home for the total population of Noosa LGA were German (0.7%), French (0.6%), Portuguese (0.6%), Spanish (0.5%) and Italian (0.4%).

#### 3.3.3 Families, Households & Dwellings

Data obtained from the 2021 Census indicates there are 16,091 families in Noosa. Of these, 51.4% are couple families with no children, 34.2% are couple families with children, 13.6% identified as one parent families and 0.7% as other families.

At the 2016 Census, there were 21,847 occupied private dwellings in the Noosa Council area. Of these, 79.5% were separate, detached houses, 12% were semi-detached row, terrace or town houses, 7.8% were flats, units or apartments and 0.3% were other dwellings such as caravans, tents and sheds.

The Noosa Council area had a comparatively high proportion of home ownership with 43.7% of occupied private dwellings owned outright, compared with 29.1% in Queensland and 31% in Australia. A further 31.1% of Noosa Council households were purchasing their house with a mortgage. The median monthly mortgage repayment in the region was \$1,900, higher than the Queensland median monthly repayment of \$1,733.

At the 2021 Census, 20.9% of Noosa Council area households were renting, with a median weekly rent of \$460. This is significantly higher than the \$305 weekly median rent for Queensland. The communities that have the

highest rental percentages are Sunshine Beach (37.1%), Sunrise Beach (30.5%), Noosa Heads (29.3%) and Tewantin (28.2%).

### **3.3.4 Socioeconomic Disadvantage**

The Australian Bureau of Statistics Socio-Economic Indexes for Areas (SEIFA) 2016 by LGA includes the Index of Relative Socio-economic Disadvantage, (IRSD) which is an index that summarises the relative disadvantage of people and households within an area. The IRSD considers a range of economic and social condition variables to determine an area's relative disadvantage score. Indicators which are considered include the percentage of population who are on low income, unemployed, without internet, have no/low educational attainment, undertake low skilled employment, have health conditions, no personal transport, poor English, or are one parent families. A low score is indicative of a relatively greater general disadvantage in the population when compared with other areas.

In 2016, the Noosa Council area received a relative disadvantage score of 1,014. This was the lowest level of disadvantage in the Sunshine Coast region. When compared to all of Australia's suburbs and localities, this score placed Noosa Shire in the 53rd percentile, meaning that 53% of Australia's communities are more disadvantaged than the Noosa Shire, while 47% are considered to have a lower level of disadvantage than Noosa. The percentage of persons in Noosa in the most disadvantaged quintile was 5.8% with 12.6% in the least disadvantaged quintile.

### **3.3.5 Access to Motor Vehicles**

Within Noosa 3.5% of people do not have access to a motor vehicle which is lower than the state average of 5.7%. The two communities with areas of very high percentages of dwellings without access to motor vehicles are Noosaville and Tewantin (6%). Therefore, these areas may need extra assistance in evacuating.

### **3.3.6 Vulnerable Persons**

The Noosa Council area includes people who may be highly vulnerable to the impacts of disasters. At the 2021 Census, 29.6% of the population identified as experiencing one or more long term health conditions.

As at December 2021, there were 1,598 recipients of the disability support pension in the Noosa Shire. The Department of Communities, Child Safety and Disability Services provides disability services, support and facilities to people with a disability and their carers living in Noosa.

Wesley Care Tewantin is a specialist disability accommodation option that provides space for up to six people.

There are six aged care facilities located across the region:

- Blue Care - Sunrise Beach, 4 Grasstree Court, Sunrise Beach
- Carramar – 186 Cooroy Noosa Road, Tewantin
- Kabara – 120 Topaz Street, Cooroy
- Ozcare – 80 Cooyar Street, Noosa Heads
- Estia – 119 Moorindil Street, Tewantin
- Arcare – Goodchap Street / Val Crescent, Tewantin

In addition, there are six retirement villages:

- Noosa Domain – 35 Walter Hay Drive, Noosaville
- Hibiscus Noosa Outlook – 71 St Andrews Drive, Tewantin
- Laguna Estate – 21 Lake Weyba Drive, Noosaville
- Southern Cross Noosa Waters – 39 Lake Weyba Drive, Noosaville
- Riverlands Retirement Village – 139 Moorindil Street, Tewantin
- Palm Lake Resort - 19 Trading Post Road, Cooroy.

Additional facilities are currently in approval and / or construction stage. Aged care facilities in the region are generally well connected and resilient and have robust business continuity plans in place.

At the time of the 2016 Census, 110 people in the Noosa LGA were considered homeless.

Within all communities, for any number of reasons, members may be, or become, vulnerable for shorter or longer terms. Such reasons include a reliance on mechanical life support systems (e.g. dialysis, ventilators), a culturally or linguistically diverse background, isolation, little social support or high levels of socio-economic disadvantage, visitors to the region, or chronic or acute health conditions. In 2017-2018 the Australian Bureau of Statistics found just under half of Australians had one or more chronic health conditions and 1 in 5 reported having a mental or behavioural condition (ABS, 2017-2018).

# Disaster Risk Management

**SECTION FOUR**

## Section 4.1

### 4.1 Risk Based Planning

Risk based planning is a critical element of all phases of PPRR. In Queensland this is achieved through the **Queensland Emergency Risk Management Framework (QERMF)** risk assessment process. A QERMF assessment was completed in 2022 for Noosa Shire by BMT. Six hazard scenarios were chosen for Noosa in collaboration with QFD which guided the assessment process. The following hazards were considered:

- Scenario 1: Severe Tropical Cyclone
- Scenario 2: Category 2 Cyclone / East Coast Low
- Scenario 3: Severe thunderstorm event
- Scenario 4: Earthquake
- Scenario 5: Bushfire
- Scenario 6: Heatwave

Additionally, a non-natural hazard risk assessment was completed using the QERMF. The 2022 risk assessment was informed by the Noosa Shire Disaster Risk Assessment undertaken in 2011, updated with the most recent information from authoritative sources on incident frequency and consequences. The non-natural hazard risk assessment provided a high-level risk rating, based on assessed likelihood, vulnerability, and consequence for these hazards for the whole of Noosa Shire.

## Section 4.2

### 4.2 Methodology

The QERMF methodology is depicted below. The QERMF model has four steps to ensuring the identification, analysis and management of risk. Further detail can be obtained from the **QERMF Risk Assessment Process Handbook**.

The QERMF approach was followed for each of the six hazard scenarios identified by QFD, including a comprehensive GIS assessment of impact on critical infrastructure.

A process to adjust the 2011 risk assessment updated by new hazard likelihood, vulnerability and consequence data, to the values within the QERMF was completed for hazards identified as plausible outside of the six scenarios provided by QFD.

Full details of the methodology and results are available in the report: Multi-hazard Risk Assessment of Noosa Regional Council using Queensland Emergency Risk Management Framework (QERMF).



Figure 8: Risk Management Framework Approach to managing risk.

## 4.3 Results

Full results of the QERMF risk assessment are included in the report: Multi-hazard Risk Assessment of Noosa Regional Council using Queensland Emergency Risk Management Framework (QERMF). A summary of the high-level risk assessment information to inform PPDR can be found in the Natural Hazard Risks and Non-Natural Hazard Risks sections below.

### 4.3.1 Natural Hazard Risks

The Table 3 below provides a summary of the scenario components assessed and likelihood results of the QERMF risk assessment process in relation to the six event scenarios selected by QFD for assessment.

Event / scenario	Primary hazards	QFD designated probability (AEP)	Determined probability (AEP)	QERMF Likelihood
Severe Tropical Cyclone (Cat 3-5)	<ul style="list-style-type: none"> <li>Widespread Severe (Destructive) Wind</li> <li>Flooding</li> <li>Storm tide</li> <li>Coastal Erosion</li> </ul>	< 0.5%	1-10%	Unlikely
Tropical Low / Cyclone (Low - Cat 2)	<ul style="list-style-type: none"> <li>Widespread Severe (Damaging) Wind</li> <li>Flooding</li> <li>Storm tide</li> </ul>	5%	1-10%	Possible
Severe Thunderstorm Event	<ul style="list-style-type: none"> <li>Lightning</li> <li>Hail</li> <li>Wind gusts</li> <li>Localised Severe Wind (Tornado)</li> <li>Flash flooding</li> </ul>	100%	>63%	Almost Certain
Earthquake	<ul style="list-style-type: none"> <li>Earthquake</li> <li>Tsunami</li> <li>Landslide</li> </ul>	0.06%	0.1-1%	Rare
Bushfire / Heatwave	<ul style="list-style-type: none"> <li>Bushfire (rural and urban interface)</li> <li>Extreme heatwave</li> </ul>	100%	10-63%	Likely

Table 3: QERMF Scenario components and likelihood

## Section 4.3

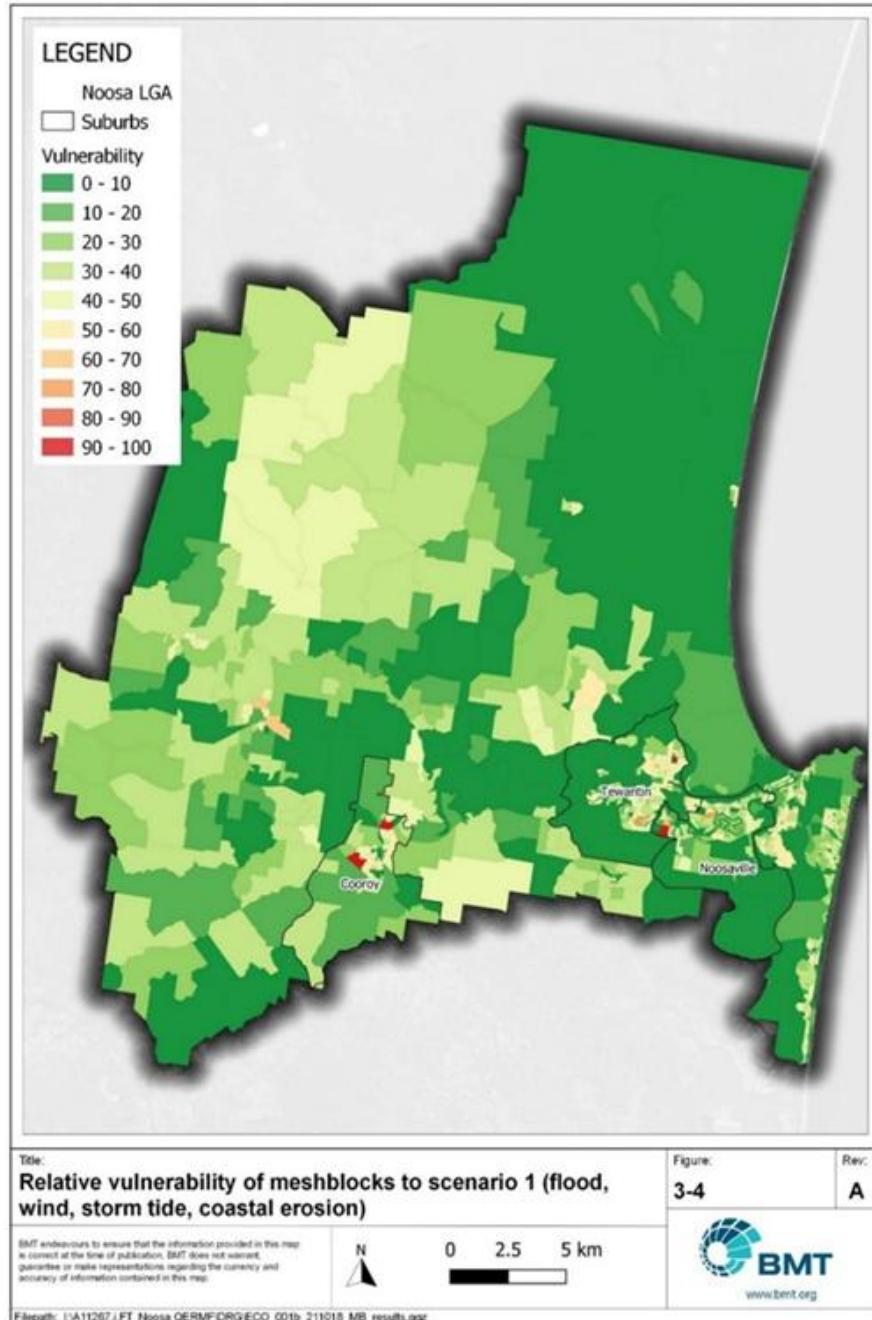
### Scenario 1: Tropical Cyclone (Category 3 - 5)

The QERMF Severe Tropical Cyclone risk assessment scenario included destructive winds, heavy rainfall (>500 mm in 24 hours) leading to flash and moderate to major flooding and landslides. The risk assessment included assessment of storm tide, flooding, coastal erosion, and landslide associated with the cyclone.

The determined QERMF likelihood for Scenario 1 can be found in Table 3 above.

A summary of the residual risk level for Scenario 1 can be found in Table 4 below.

Geographic vulnerability to the effects of scenario 1 modelling is illustrated in Figure 9 below.



**Figure 9: Relative vulnerability of meshblock (small community level boundaries) to Scenario 1**

## Section 4.3

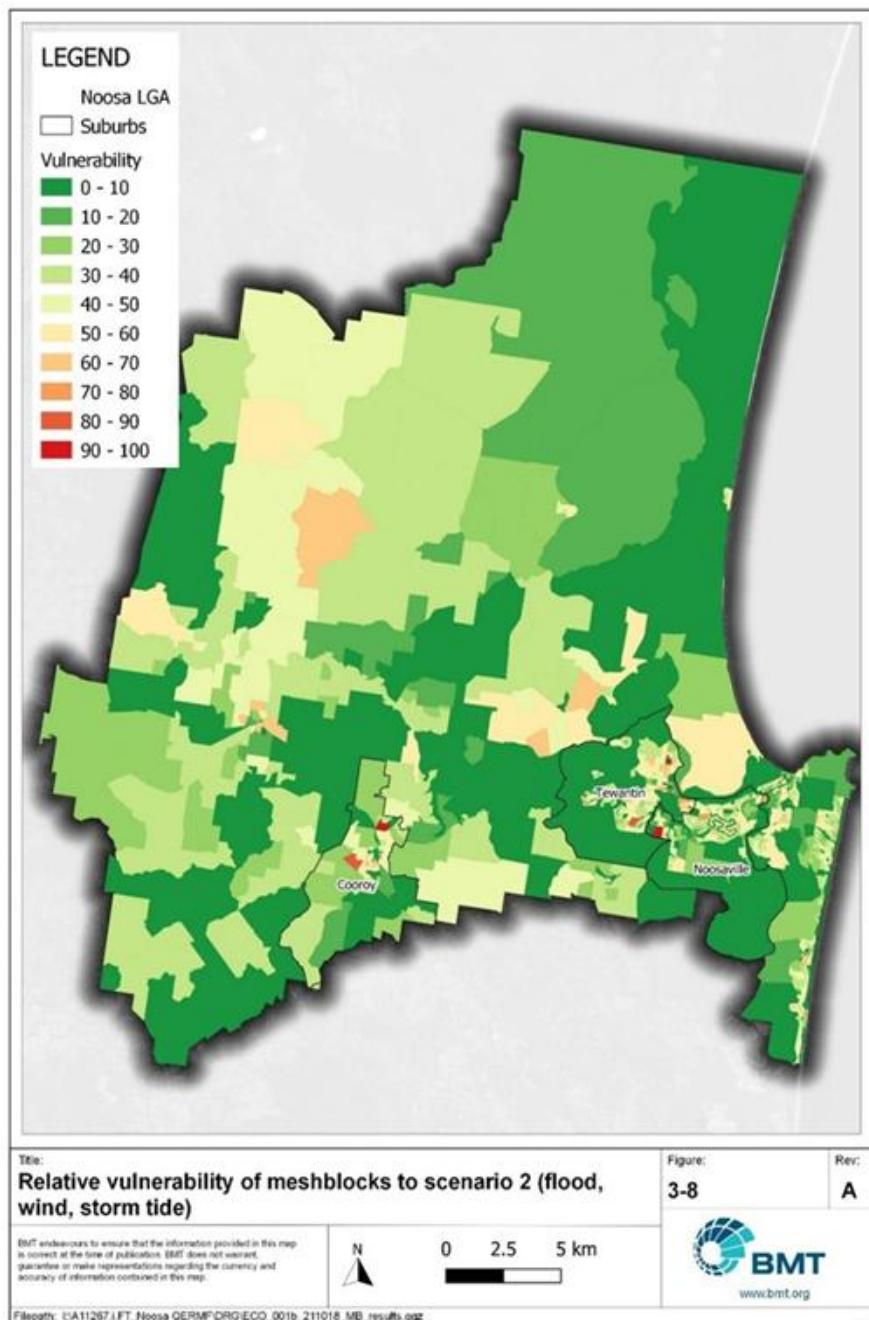
### Scenario 2: Category 2 Cyclone / East Coast Low

The QERMF Category 2 Cyclone / East Coast Low risk assessment scenario included heavy rainfall with a resulting 1% AEP flooding event.

The determined QERMF likelihood for Scenario 2 can be found in Table 3 above .

A summary of the residual risk level for Scenario 2 can be found in Table 4 below.

Geographic vulnerability to the effects of scenario 2 modelling is illustrated in Figure 10 below.



**Figure 10: Relative vulnerability of meshblock (small community level boundaries) to Scenario 2**

## Section 4.3

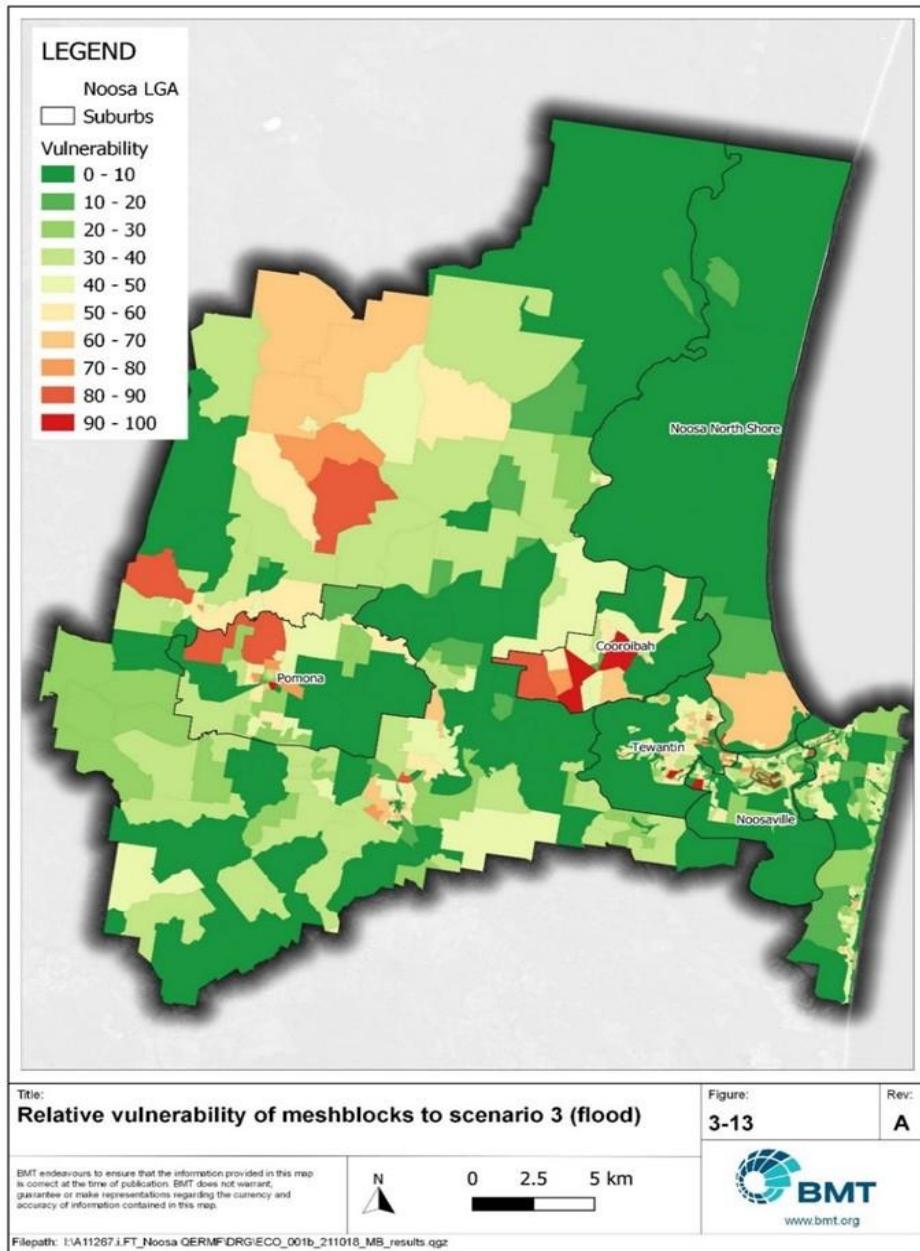
### Scenario 3: Severe Thunderstorm

The QERMF Severe Thunderstorm risk assessment scenario included strong winds, damaging hail, flooding and lightning.

The determined QERMF likelihood for Scenario 3 can be found in Table 3 above.

A summary of the residual risk level for Scenario 3 can be found in Table 4 below.

Geographic vulnerability to the effects of scenario 3 modelling is illustrated in Figure 11 below.



**Figure 11: Relative vulnerability of meshblock (small community level boundaries) to Scenario 3**

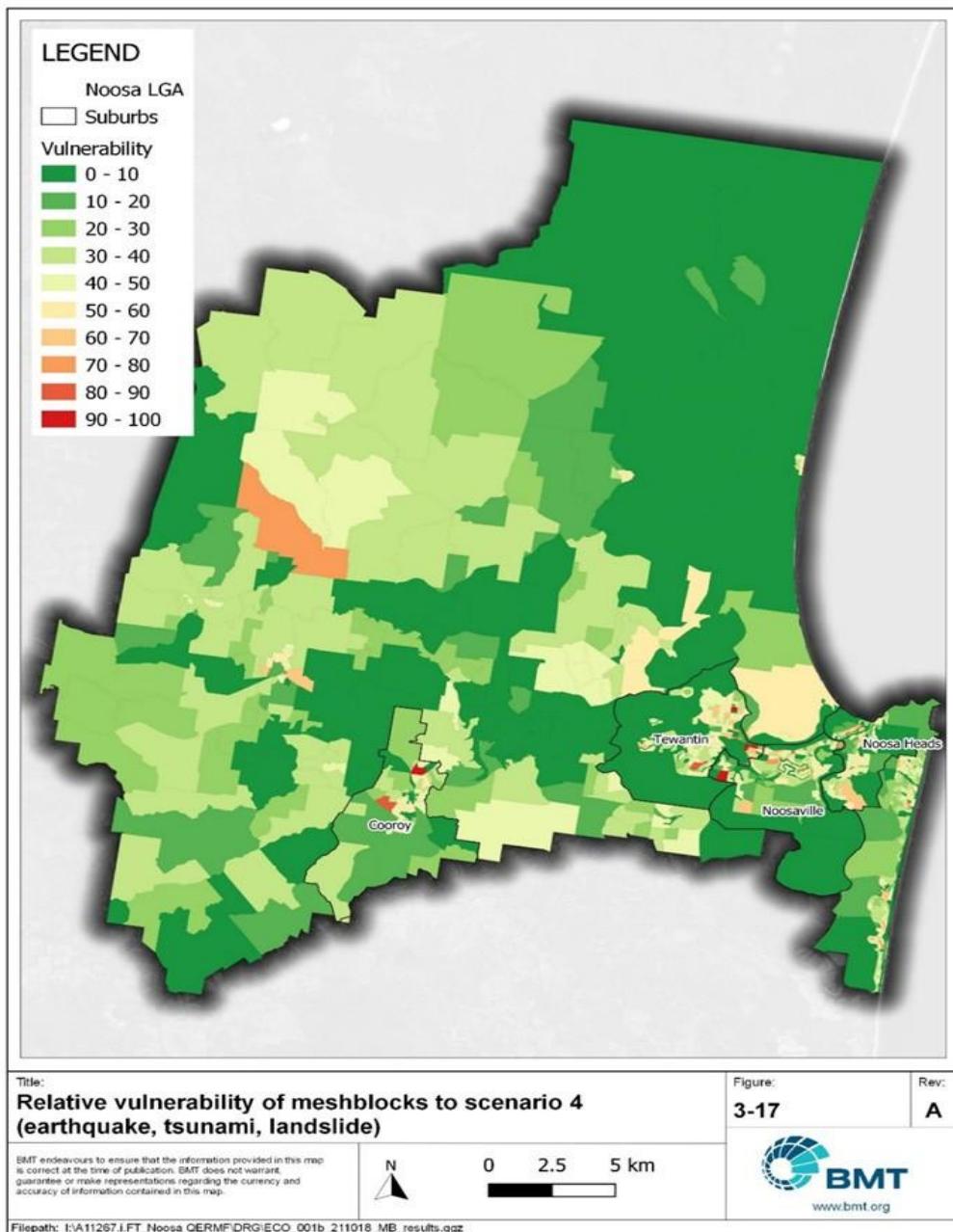
## Section 4.3

### Scenario 4: Earthquake

The QERMF Earthquake risk assessment scenario also included tsunami risk.

The determined QERMF likelihood for Scenario 4 can be found in Table 3 above. A summary of the residual risk level for Scenario 4 can be found in Table 4 below.

Geographic vulnerability to the effects of scenario 4 modelling is illustrated in Figure 12 below.



**Figure 12: Relative vulnerability of meshblock (small community level boundaries) to Scenario 4**

## Section 4.3

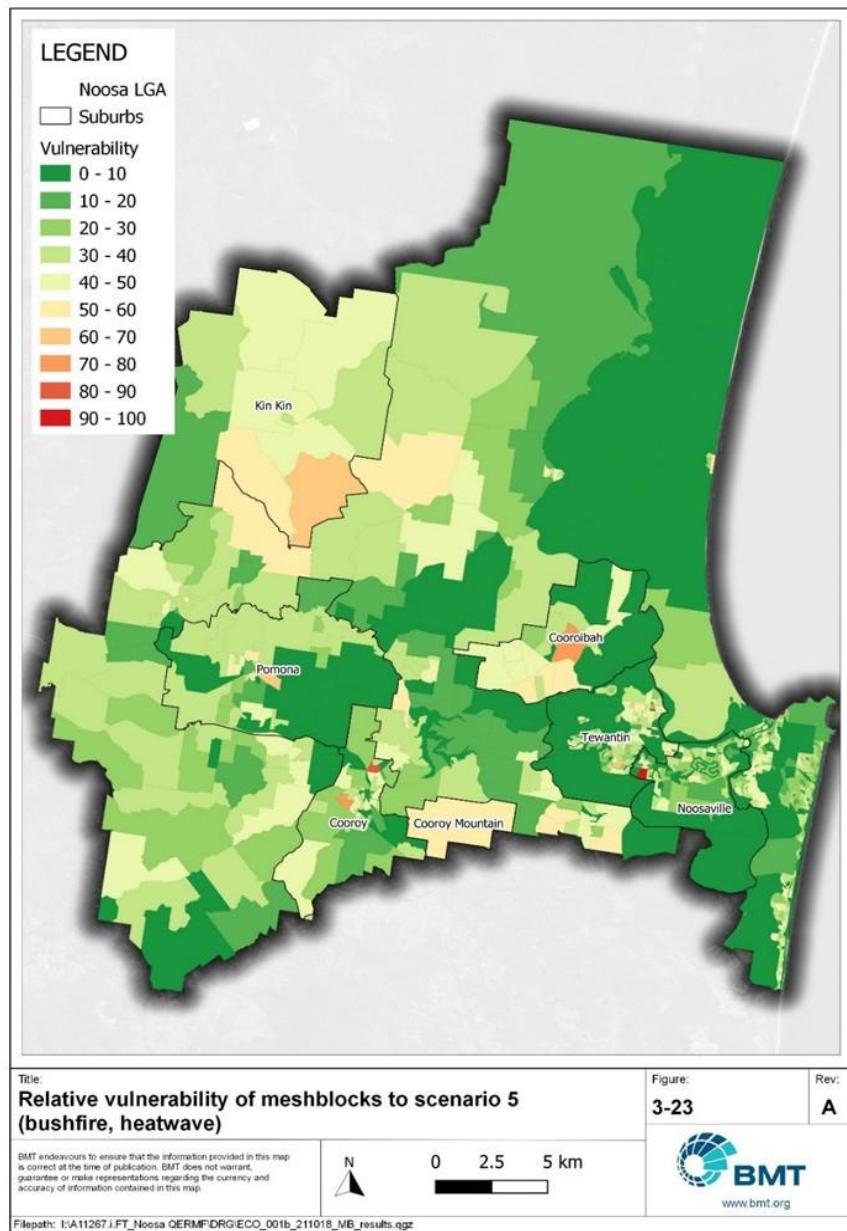
### Scenario 5: Bushfire

The QERMF Bushfire risk assessment assessed risk of bushfire from all causes.

The determined QERMF likelihood for Scenario 5 can be found in Table 3 above.

A summary of the residual risk level for Scenario 5 can be found in Table 4 below.

Geographic vulnerability to the effects of Scenario 5 modelling is illustrated in Figure 13 below.



**Figure 13: Relative vulnerability of meshblock (small community level boundaries) to Scenario 5**

## Section 4.3

### Scenario 6: Heatwave

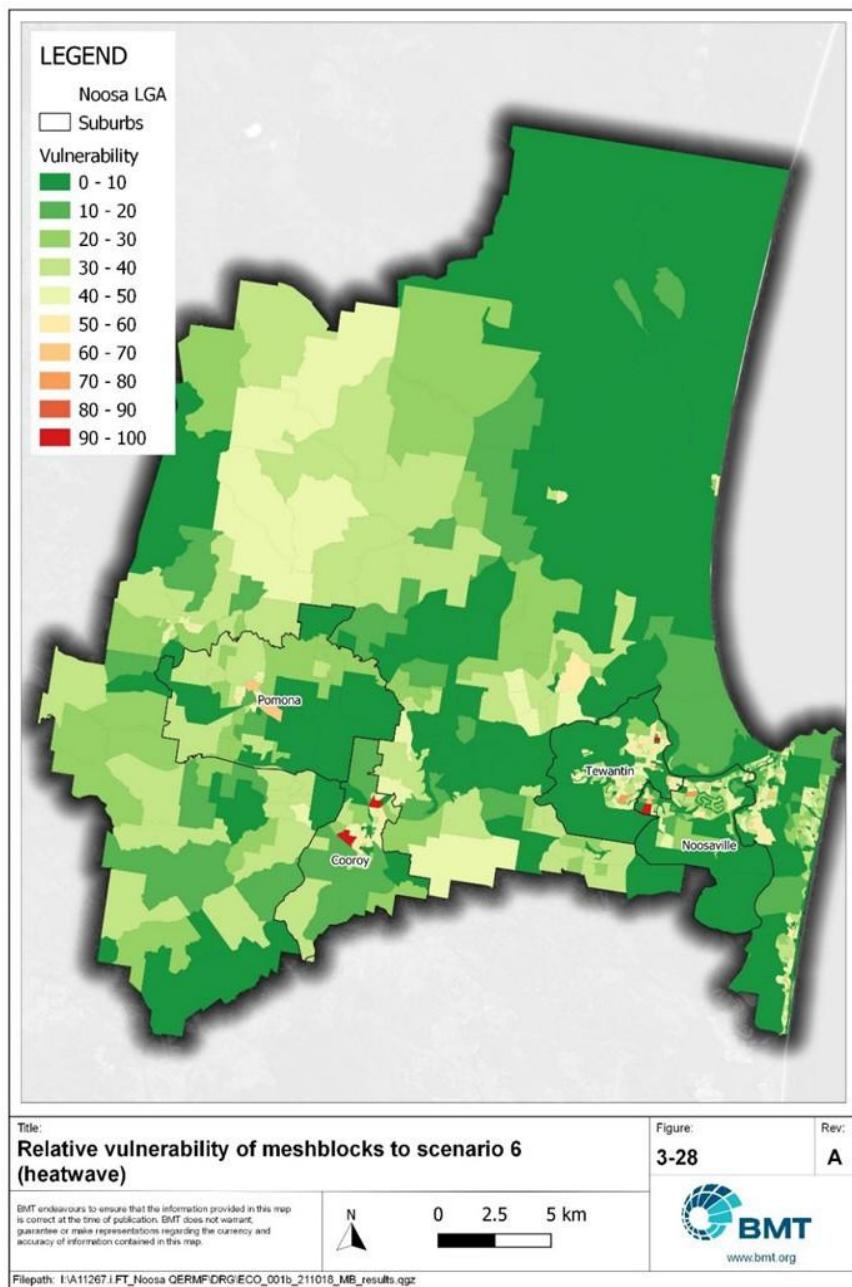
The QERMF Heatwave risk assessment scenario also considered the long-term effects of heat such as drought. Drought is not considered a disaster in Queensland and is not managed using the QDMA.

A Drought Relief Assistance Scheme for primary producers is available from the State Government.

The determined QERMF likelihood for Scenario 6 can be found in Table 3 above.

A summary of the residual risk level for Scenario 6 can be found in Table 4 below.

Geographic vulnerability to the effects of Scenario 6 modelling is illustrated in Figure 14 below



**Figure 14: Relative vulnerability of meshblock (small community level boundaries) to Scenario 6**

## Section 4.3

Table 4 below provides a summary of the key high-risk assets in the Noosa Shire with an identified residual risk rating for each of the six QERMF hazard scenarios that were selected by QFD for assessment.

**Table 4: A summary of key high-risk assets for Noosa Shire**

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

### 4.3.2 Non-Natural Hazard Risks

QERMF process has been used to reassess non-natural hazard events that may impact the Noosa community. A summary of the results including residual risk ratings can be found in Table 5 below: Further detail can be found in the Multi-hazard Risk Assessment of Noosa Regional Council using Queensland Emergency Risk Management Framework (QERMF).

**Table 5: Non-Natural and Biological Hazards Summary Table (QERMF Assessment)**

Hazard	Likelihood	Vulnerability	Consequence	Residual Risk Rating (VL 1 – E13)
Pandemic	Rare	High	Catastrophic	Medium (8)
Major Fire (Urban)	Almost Certain	Low	Moderate	Medium (8)
Terrorism	Possible	Moderate	Major	Medium (8)
Dam Failure	Rare	Moderate	Catastrophic	Medium (7)
Black Swan	Rare	Moderate	Catastrophic	Medium (7)
Hazardous Material Accident (Land Transport)	Unlikely	Moderate	Major	Medium (7)
Hazardous Material Accident (Marine)	Unlikely	Moderate	Moderate	Low (6)
Hazardous Material Accident (Industrial Site)	Unlikely	Low	Major	Low (6)
Major Passenger Transport Accident	Rare	Low	Catastrophic	Low (6)
Biosecurity Hazard	Possible	Low	Moderate	Low (6)
Cyber Security / IT Failure	Possible	Moderate	Minor	Low (6)
Essential Service Failure	Unlikely	Low	Moderate	Low (5)
Major Air Transport Accident	Rare	Very Low	Major	Low (4)

### 4.4 Residual Risks

The LDMG recognises its treatment options will not always be adequate and residual risk will remain. Residual risks are the risks which remain after the LDMG has applied the risk mitigation strategies within their capacity, but those strategies have not sufficiently reduced or eliminated the risk.

The following is a list of identified risks identified using the QERMF methodology that are not within the capacity of the LDMG to address and are therefore deemed to be Residual Risks to be escalated to the DDMG.

**Table 6: Summary of Residual Risks for Noosa Shire**

Issue	Current Capacity	Residual Risk	Can Council assist?
Evacuation of entire community	Limited capacity exists to evacuate the whole community.	Request to District for assistance	Limited
Multiple houses damaged especially those involving multi-casualty scenarios	There is a risk that emergency services response to any disaster event will be severely compromised as a result of insufficient response capacity.	Request to District for assistance	Limited
Asbestos contamination from damaged buildings	The community has limited personnel trained in or equipped for asbestos removal. External expertise will be required.	Request to District for assistance	Limited
Managing multiple Evacuation Centre Facilities	Limited capacity exists to manage and staff evacuation centre facilities.	Request to District for Assistance	Limited
Various Public Health Risks	The community has a small team of EHO's. In a major event, professional EHO assistance will be required for a range of public health/environmental health issues.	Request to District for assistance	Limited
Significant Terrorist Attack or other Attack on the State	While Queensland Police would escalate through their own channels, the requirement for community support and recovery resources could be large.	Request to District (and likely further to the State) for assistance	Limited

# Prevention

**SECTION FIVE**

## Section 5.1

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### 5.1 Prevention

Prevention includes those measures to eliminate, mitigate or reduce the likelihood of a disaster event occurring, or the severity of an event should it eventuate.

Hazard mitigation is the action taken in advance of a disaster, aimed at eliminating or reducing the impact on communities, the economy, infrastructure and the environment.

The implementation of appropriate and targeted mitigation initiatives can offer more sustainable cost savings to communities and government in the event of a disaster and result in safer, more resilient and sustainable communities.

## Section 5.2

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### 5.2 Land Use Planning

Prevention includes use planning in areas that are exposed to natural hazards can significantly reduce disaster risk, the impact of hazards should they arise and enhance the resilience of existing and future communities. Regulating the use and development of land is a key strategy to avoid risk to life, property and environmental systems and reduce damage and disruption to the community within the Noosa Council area.

The **Noosa Plan 2020** provides a framework under the Sustainable Planning Act 2009 for managing development within the region over the next 20 years. The Planning Scheme uses a series of overlays as a means of influencing development to mitigate or reduce the effects of hazards:

- Bushfire Hazard Overlay
- Flood Hazard Overlay
- Landslide Hazard Overlay.

## Section 5.3

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### 5.3 Building Codes, Regulations & Legislation

Prevention application of building codes and building use regulations aims to ensure that buildings and infrastructure are designed and constructed to standards that reduce the likelihood of damage and injury in an event. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

## Section 5.4

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### 5.4 Design

Design improvements to infrastructure or services can be engineered to provide a greater level of resilience. Design improvements can be applied to new infrastructure or to harden existing infrastructure or when considering betterment works during the reconstruction phase. Ensuring the reliability of critical infrastructure and services supports the communities social and economic wellbeing.

## Section 5.5

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### 5.5 Hazard Reduction

Each agency of the LDMG is responsible for implementing appropriate hazard reduction programs for risks under their control. As an example, QFD, Noosa Council and various landowners undertake an annual hazard reduction program for bushfires. This includes a fire management program of fuel reduction and back-burning, maintenance and development of fire breaks and land management practices. Noosa Council plays an active role on the Area Bushfire Management Committee (ABMC) which provides strategic fire mitigation programs, operational preparedness and response, risk identification and hazard reduction burning for the Noosa Council area. The LDMG adopts the multi-agency Bushfire Risk Management Plan prepared by QFD in collaboration with the ABMC.

## Section 5.6

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### 5.6 Climate Change

**Southeast Queensland** has been identified as one of several high-vulnerability climate change hot spots in Australia. The frequency and severity of hazards including major storm events, droughts, heatwaves, bushfires, and flooding across the region are expected to increase as the climate continues to change.

Noosa Council accepts the latest science on climate change provided by the **Intergovernmental Panel on Climate Change** and acknowledges that the Noosa Shire is vulnerable to the impacts of climate change including heat waves, more intense storms and sea level rise all of which is likely to adversely affect the Noosa natural and human environment.

In recognition of the risks posed by a rapidly changing climate, Council declared a **climate emergency** in order to drive the urgent and sustained response needed to both mitigate and adapt to climate change. Council's **Climate Change Response Plan** sets out desired outcomes and actions for both reducing emissions and implementing adaptation measures.

Adaptive measures should be considered to manage future climate risks. A Queensland Government **Emergency Management Sector Adaptation Plan for Climate Change** is available.

## Section 5.7

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### 5.7 Coastal Hazards Adaptation Plan

Council has developed a **Coastal Hazards Adaptation Plan (CHAP)** that addresses sea level rise-driven risks in the coastal zone as a result of coastal erosion and shoreline recession, storm tide inundation and permanent inundation.

## Section 5.8

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### 5.8 Disaster Risk Reduction

Disaster risk and its reduction are recognized as global priorities under the United Nations Office for Disaster Risk Reduction's Sendai Framework for Disaster Risk Reduction 2015–2030, to which Australia is a signatory. In alignment with this framework, the Queensland Government has implemented the Queensland Emergency Risk Management Framework (QERMF). Further analysis of disaster risk reduction strategies and mitigation options is provided in the report: *Multi-Hazard Risk Assessment of Noosa Regional Council using the Queensland Emergency Risk Management Framework (QERMF)*.

# Preparation

**SECTION SIX**

## Section 6.1

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### 6.1 LDMG Preparedness & Capacity Building

LDMG preparedness and capacity relates to having arrangements and plans in place to ensure that, should a disaster occur, all the agencies, resources and services which are needed to cope with the effects can be efficiently mobilised and deployed within the framework of the Queensland Disaster Management Arrangements.

Capacity building occurs across the phases of prevention and preparation and is built through activities that reduce the level of risk or the effects of disaster and result in ongoing

improvement of the disaster management arrangements. The implementation and delivery of the Queensland Emergency Risk Management Framework as well as ongoing LDMG meetings, planning, workshops, training and exercises are critical elements in the continuous improvement of disaster management capacity building.

## Section 6.2

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### 6.2 Community Preparedness & Capacity Building

Section 30 of the Disaster Management Act requires the LDMG to ensure that the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from a disaster. Effective disaster response and recovery activities begin with preparedness and awareness raising activities that are conducted on an ongoing basis, in advance of any potential disaster to ensure that if an event occurs, communities and their resources and services can cope with its effects.

In recognition of the size and diversity of the Shire, the LDMG proactively works with community organisations, local business groups and others to prepare disaster, emergency and business continuity plans and strategies for particular high-risk localities and demographic groups with the Noosa Shire.

The LDMG uses the Get Ready Queensland resources to focus on creating resilient communities through education and awareness raising and building capacity. Resilient communities are those that understand the risks they face, how to prepare themselves, their home and their community for the possibility of a disaster event to minimise impacts, can adapt to the circumstances, recover quickly and emerge stronger than their pre-disaster state.

#### 6.2.1 Community Profiles & Plans

The LDMG recognises that local knowledge is invaluable to the disaster planning process and that the community plays a key role in contributing to its own safety. The LDMG advocates that everyone can prepare for disasters in ways that can reduce the impact on themselves, their home, family, friends, pets and community. Being prepared in advance can make emergencies less stressful and save precious time.

A community profile has been prepared for each community in the Noosa Council area identifying local demographics, local hazards and risks as well as information on how to prevent, prepare, respond and recover from disasters.

Some communities in the Noosa Council area have determined that they would like to develop and maintain their own community disaster plan – refer section 1.6.4.

#### 6.2.2 Community National Strategy for Disaster Resilience

The **National Strategy for Disaster Resilience** identifies common characteristics of disaster resilient individuals, communities and organisations. These characteristics are functioning well while under stress, successful adaptation, self-reliance and social capacity.

The strategy identifies that community members can work together, using their knowledge and resources to prepare for and deal with disasters. These actions will create self-reliance and build social capacity within the community so that it can function effectively under stress in responding to and recovering from a disaster event.

The key to achieving a resilient community is for government, community and business to share in the responsibility for preparing for, responding to and recovering from a disaster.

### **6.2.3 Community Profiles & Plans Queensland Strategy for Disaster Resilience**

Queensland is the most disaster impacted state in Australia. By necessity, Queenslanders are renowned for their resilience and ability to adapt, with a strong community spirit that supports those in need to withstand and recover from disasters.

The preparedness and resilience of individuals and communities is a shared responsibility of all sectors, including all levels of government, business, NGO's and individuals. Disaster resilience is significantly increased by proactive planning and preparation for the protection of life, property and the environment through an awareness of hazards, associated risks and local disaster management arrangements. The **Queensland Strategy for Disaster Resilience** is the guiding instrument for realising the vision to make Queensland the most disaster resilient state in Australia and is underpinned by four key objectives:

- Queenslanders understand their disaster risk
- Strengthened disaster risk management
- Queenslanders are invested in disaster risk reduction
- Continuous improvement in disaster preparedness.

### **6.2.4 Get Ready Queensland Initiative**

The LDMG has undertaken a series of community forums, presentations, displays and community awareness days as part of promoting the annual Get Ready Program in the Noosa Shire Council area.

These community engagement programs aim to build resilience in preparation for seasonal hazards (e.g. severe storms, bushfires, floods). These programs are aimed at empowering individuals and the community to understand their local risks and take pre-emptive action to prepare themselves, their families, homes and businesses in the event of disaster. The **Get Ready Queensland** program promotes three steps to Get Ready – understand your risk, prepare your

home and pack an emergency kit. Additionally, the Get Ready Queensland team provide funding, resources and support for local government 'Get Ready' initiatives.

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## Section 6.3

### **6.3 Noosa Emergency Action Guide**

The **Noosa Emergency Action Guide** has been developed to assist residents of the Noosa Shire to prepare for, respond to and recover from disasters that affect the local area. The guide is designed to assist residents understand the risk and likelihood of disasters in their communities as well as how to prepare an emergency plan and emergency kit, prepare homes, yards and pets and where to find information during a disaster.

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## Section 6.4

### **6.4 Disaster Dashboard & Noosa Alert**

The Noosa **Disaster Dashboard** provides a one stop shop site for the community to access BoM weather warnings, up-to-date information on road closures, power outages, evacuation centres, helpful contacts and links to other useful disaster-related information and social media.

The LDMG uses Noosa ALERT to send text messages (SMS) and emails out in relation to local disasters, severe weather and emergency events. This is an opt-in service that requires registration.

### 6.5 Insurance

There is significant risk to the community in recovering from a disaster due to under-insured and non-insured residential properties and businesses. While this is of concern to the LDMG, it is considered that this is an issue for the insurance industry and the State Government with input from the LDMG through its members.

# Response

**SECTION SEVEN**

## Section 7.1

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### 7.1 Initial Response

The majority of emergency incidents will be dealt with by the relevant lead agency using its own frontline response capabilities. An Incident Control Centre (ICC) may be established by the lead agency to focus on the immediate response to reduce the threat of the hazard. It is up to each lead agency to determine the circumstances and triggers which require notification to, and additional support from, the LDMG.

## Section 7.2

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### 7.2 Activation of LDMG

Timely activation of the LDMG is critical. The LDMG will activate in response to an actual or perceived threat of a disaster event which will likely have significant community consequences and requires a coordinated response and / or recovery effort.

The decision to activate is based upon defined triggers and the perceived level of threat.

The authority to activate the LDMG is at the discretion of the LDMG Chair in consultation with the Local Disaster Coordinator (LDC) based on the nature and scale of the event. The LDMG Chair will consult with the full membership where time permits.

The LDC is responsible for managing disaster operations and implementing the strategic direction set by the LDMG.

## Section 7.3

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### 7.3 Activation Criteria

Timely disaster management system at a local level, involving the LDMG, may be activated for any number of reasons. The following decision criteria should be employed (if yes is answered to any of the following the LDMG should be activated):

- Is there a perceived need relative to an impending hazard impact which requires multi-agency coordination?
- Has there been a request from a response agency, to provide resource support and coordination in support of operations?
- Has there has been a request / direction from the DDC to activate the LDMG?
- Has there been a sudden impact event which requires involvement of the LDMG in one or more phases of PPRR?

## Section 7.4

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### 7.4 Activation of Field Command Centre

Timely frontline of disaster operations in the Noosa Council area is the Field Command Centre (FCC). The FCC is used in coordinating and managing resources within the Noosa Council Infrastructure Services Department during a disaster or emergency. The FCC is tasked by the Local Disaster Coordination Centre (LDCC) and provides situational reporting as required. A plan for the activation and operation of the FCC is maintained by Infrastructure Services along with defined trigger points and agreed actions for Council Depots.

## Section 7.5

### 7.5 Activation of LDMP and Sub Plans

The LDMP will be activated automatically whenever the LDMG activates. The LDC is responsible for activating approved Sub Plans as required by the nature and circumstances of the event.

## Section 7.6

### 7.6 Notification Process & Flowchart

The LDMG Chair & LDC will maintain situational awareness in relation to events that have the potential to require the activation of the disaster management system.

When a decision is made to activate the LDMG, the appropriate activation level will be determined and communicated to LDMG members. The initial LDMG meeting will be scheduled, and further meetings agreed where necessary.

The DDC will be advised verbally and in writing that the LDMG has activated.

This LDMP will be automatically invoked and the LDC will invoke associated Sub Plans as required by the nature and scale of the event.

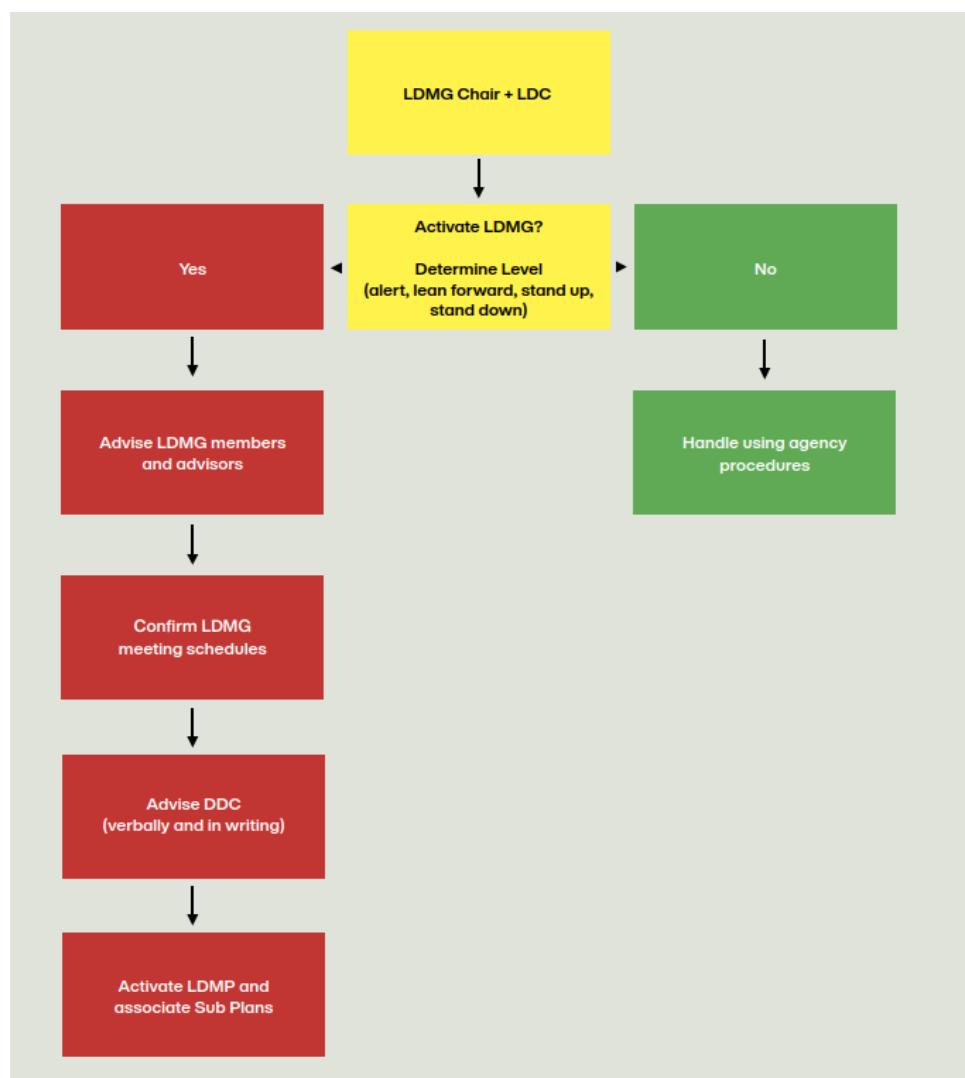


Figure 15: Noosa LDMG Response Notification Flowchart

## 7.7 Activation Levels

**Table 7: Noosa LDMG Activation Levels**

	<b>Triggers</b>	<b>Actions</b>	<b>Communications</b>
<b>ALERT</b>	A heightened level of vigilance due to the possibility of an event.	Monitor situation closely – watching brief.  Initial advice to stakeholders.  Refer LDC checklist.	Chair and LDC communicating remotely.
<b>LEAN FORWARD</b>	Operational state prior to stand up.  Heightened level of situational awareness and a state of operational readiness.	Ensure relevant facilities are set up and rosters developed as required (e.g. LDCC and evacuation centres)  Formal briefing of LDMG.  Public information and warnings initiated.  Refer LDC checklist.	Chair, LDC and LDMG members on mobile and monitoring email remotely.  Ad-hoc reporting.
<b>STAND UP</b>	Threat is imminent. Community has been or will be impacted.  Resources are mobilised, personnel are activated, and operational activities commence.	Activate staff and facilities as needed (e.g. LDCC and evacuation centres).  Manage disaster operations.	Formal SITREP reporting.
<b>STAND DOWN</b>	Transition from responding to an event to normal core business and/or recovery operations.	Implement plan to transition to recovery.  Debriefing and identification of lessons.	Final response SITREP to DDC.

## Section 7.8

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### 7.8 Response Priorities

The response phase involves 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 following priorities apply to any response:

- Protection of life
- Protection of critical infrastructure
- Protection of property, livelihoods and the economy
- Protection of the environment.

## Section 7.9

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### 7.9 Response Principles

The LDMG will:

- Activate early to prepare and to plan for the response and coordination of disaster operations
- Work closely with the responsible lead agency and the DDMG to manage and coordinate disaster operations
- Provide warnings, alerts and public information early and consistently to the community or those who need it
- Ensure disaster response and recovery operations are coordinated
- Ensure resources are accessed and used effectively
- Provide support to meet community needs
- Provide situational reporting.

The LDMG will ensure the responsible lead agency is supported by the disaster management system during their response to an event. The responsible lead agencies for each hazard can be found in the **State Disaster Management Plan** – Appendix B.

## Section 7.10

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### 7.10 Disaster Declaration

In accordance with section 64(1) of the Act, the DDC may, with the approval of the Minister, declare a disaster situation for the district, or a part of it if satisfied that a disaster has happened, is happening or is likely to happen, in the disaster district and it is necessary, or reasonably likely to be necessary, for the DDC or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following:

- Loss of human life
- Illness or injury to humans
- Property loss or damage
- Damage to the environment

Before declaring a disaster situation, the DDC is to take reasonable steps to consult with each local government in, or partly in, the proposed declared area. As outlined in section 75 to 78 of the Act, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of particular disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and

are not interlinked or conditional, although some or all may occur for the same event. The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

## Section 7.11

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### **7.11 Guardian Information Management System**

The LDMG Guardian Information Management System (IMS) is an electronic workflow for managing disaster events. The spatially integrated solution holds plans and preparation documents, creates a chronological record of events and a fully auditable trail of actions, as well as details on the allocation and management of tasks, bulletins, evacuation centres, road closures and reports using official and custom-built templates.

Situation Reports (SITREPS) will need to be prepared on a regular basis. SITREPS will be created and stored within Guardian IMS, so they are accessible to all LDMG agencies.

### **7.12 Activation of the Local Disaster Coordination Centre**

The LDCC is where the multi-agency response to the event is coordinated from. The primary LDCC is located at the Noosaville Depot in the Local Disaster Coordination Centre Building. For further information refer to the LDCC Sub Plan.

#### **7.12.1 Community National Strategy for Disaster Resilience**

When an event is imminent, it is essential the public are warned of the danger and provided with information about the event and advice on recommended actions. The key objective is to deliver accurate, clear, timely information and advice to the public, so they feel confident, safe and well informed and are aware of any recommended actions. Refer Public Information & Warnings Sub Plan.

### 7.12.2 Evacuation

The safety of residents is the primary driver for evacuation. Evacuation carries risks to both those being evacuated and to emergency personnel managing the evacuation. Consideration must be given to the risks associated with the conduct of any evacuation. Under some circumstances, sheltering in place may provide greater levels of safety for the community. For further information refer to the Evacuation Sub Plan.

### 7.12.3 Financial Management

Operational expenditure needs to be tracked using work order numbers established specifically for the event. At the conclusion of the disaster event, all expenditure needs to be finalised. Invoices need to be collated, payments made, and Disaster Recovery Funding Arrangements (DRFA) claims need to be completed - refer to Financial Management Sub Plan.

### 7.12.4 Public Health

A major disaster event may cause significant disruption to the community. Water supplies, sewage treatment, refuse disposal, and access to safe food may be compromised – refer to Public Health Sub Plan.

### 7.12.5 Logistics

Timely acquisition and deployment of services and supplies is critical to the efficient response to and recovery from a disaster event. When all local resources have been exhausted or are inadequate, requests for assistance outside the Noosa Shire Council area shall be directed to the DDC. All external assistance requests shall be coordinated by the LDC on behalf of the LDMG – refer Logistics Sub Plan

### 7.12.6 Damage Assessment

Following the impact of a disaster, measures will need to be implemented to undertake damage assessments to determine the extent of the area affected, damage to homes, infrastructure and essential services and the level of hardship being experienced in the community. QFD have a responsibility for undertaking damage assessment of structures impacted. However, all agencies are able to contribute to damage assessments through operational reporting (i.e. dam owners will report on storage levels, QPS will report on missing people, Queensland Health will report on people requiring hospitalisation / medical treatment and Noosa Shire Council will report on damage to Council owned infrastructure and the environment).

# Recovery

**SECTION EIGHT**

## Section 8.1

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### 8.1 Definition of Recovery

In accordance with the **Queensland Recovery Plan**, disaster recovery is defined as 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).

## Section 8.2

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### 8.2 Context for Recovery

The need for recovery may arise from a range of natural and non- natural disaster events, often providing an opportunity to rebuild a stronger, more resilient community.

Recovery begins shortly after the response phase has begun and the impact has been identified. Recovery can be a long, challenging and complex process and is often considered the most resource intensive and protracted element within the context of the Prevention, Preparedness, Response and Recovery (PPRR) framework.

Recovery is both a remedial and developmental process that focuses on building a recovered and more resilient community. Recovery planning and operations must be sufficiently flexible to deal with the needs of the impacted community, regardless of the nature of the disaster.

Whilst funded recovery programs under the joint Commonwealth/ Queensland-funded **Disaster Recovery Funding Arrangements** have a two-year life span, it is recognised that the time it takes for a community to be recovered will vary based on the impact of the event and the individuals in the community.

## Section 8.3

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### 8.3 Appointment of Local Recovery Coordinator

Appropriately qualified and authorised persons have been appointed by the CEO of Noosa Shire Council to take the role of Local Recovery Coordinator (LRC) to coordinate and facilitate local recovery operations should the need arise. The LRC and the LDC should liaise regularly to ensure that response operations support the recovery effort and the LRC has good situational awareness to ensure their disaster recovery planning is relevant to the community. Indicative duties of the LRC include:

- Working with identified agencies and the community to develop the local event-specific recovery plan.
- Coordinating the short to medium-term recovery to address the immediate effects of the disaster and develop longer-term measures as appropriate.
- Ensuring the local event-specific recovery plan addresses all relevant functional areas of recovery – human and social, economic, environment, building, and roads and transport.
- Performing the role of conduit between community and government
- Developing and implementing effective strategies for community participation and partnership in the recovery process.
- Liaising with functional lead agency representatives at the local and district levels.
- Liaising with the District Disaster Management Group (DDMG) and State Recovery Coordinator throughout the recovery process.
- Providing advice to state government on the needs and responses of the affected individuals, communities and other sectors.
- Undertaking a post-operation debrief and providing a final report to the LDMG at the conclusion of recovery operations.

- Providing or delegating the responsibility for ongoing recovery reporting on the progress of the event-specific recovery plan.

A checklist for the Local Recovery Coordinator is available in Guardian IMS.

## Section 8.4

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### **8.4 Activation of LDMG Recovery Group**

During the response phase, the LDMG will consider the impact of the disaster. If the event is of sufficient magnitude, the LDMG may decide to activate its Recovery Group to coordinate recovery operations.

The Recovery Group is likely to be activated in the following circumstances:

- An event where significant loss or damage is sustained impacting the community, economy, environment and / or the infrastructure of the Noosa Shire Council area.
- An event that creates significant disruption to the communities' connectedness or overwhelms local resources or the capacity of the community to cope or recover independently.
- An event that the LDMG determines has ongoing impacts and requires a coordinated and collaborative multi-agency approach to recovery.
- If requested to activate by the DDMG.

## Section 8.5

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### **8.5 LDMG Recovery Group Chairperson**

The Recovery Group Chairperson is responsible for chairing the LDMG Recovery Group and for supporting the Local Recovery Coordinators to ensure recovery efforts and activities are effectively coordinated and implemented across the region.

A Terms of Reference is available that can be adapted to the specific circumstances of the event. 8.5 Activation Levels, Triggers & Communications

Recovery activation levels follow closely behind the response activation levels. This means that recovery actions are triggered early in the event cycle before the disaster has occurred. The table below identifies the recovery activation levels, triggers and communications. All public information will be undertaken in accordance with the LDMG Public Information & Warnings Sub Plan.

## Section 8.5

**Table 8: Activation Levels, Triggers and Communications for Noosa LDMG**

		Triggers	Actions	Communications
Response LEAN FORWARD	Recovery ALERT	<ul style="list-style-type: none"> <li>Response phase at 'lean forward' level of Activation</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of LRC as appropriate</li> <li>Potential actions and risks identified</li> <li>Information sharing commences</li> <li>LRC in contact with LDCC/LDC</li> <li>Initial advice to all recovery stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>LDC and LRC maintain communication</li> <li>LRC and Recovery Group members on mobile remotely</li> </ul>
Response STAND UP	Recovery LEAN FORWARD	<ul style="list-style-type: none"> <li>Response phase at 'stand up' level of activation</li> <li>LDCC assesses event impact and determines if Recovery Group is needed</li> <li>Immediate relief arrangements are required during response phase</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of response arrangements</li> <li>Analysis of hazard impact or potential impact</li> <li>Relief and recovery planning commences</li> <li>Deployments for immediate relief commenced by recovery functional agencies</li> <li>Recovery Group and Subgroup structures finalised along with reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>LRC and Recovery Group members on mobile and monitoring email remotely</li> <li>Liaise with QRA and Department of Communities regarding support and funding assistance</li> <li>Recovery Group will commence meeting for planning purposes</li> <li>More regular reporting as required by the LRC and by the Disaster District and QDMC</li> <li>Community engagement and communication strategy developed</li> <li>Refer: LDMG Public Information &amp; Warnings Sub Plan</li> </ul>
Response STAND DOWN	Recovery STAND UP	<ul style="list-style-type: none"> <li>Immediate relief arrangements continue</li> <li>Response phase moves to 'stand down' level of activation.</li> <li>Medium term recovery commences.</li> <li>LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.</li> </ul>	<ul style="list-style-type: none"> <li>Recovery Group activated at LDCC or alternate location</li> <li>Recovery plan activated</li> <li>Community information strategy employed</li> <li>Participate in response debrief</li> <li>Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC</li> <li>Action plans for five functions of recovery continue</li> <li>Community information strategies continue</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of community engagement and community strategy</li> <li>LRC and LRG members involved in medium term recovery continue as required</li> <li>Functional lead agencies report to LRC/ LRG as required</li> </ul>
Response ALERT	Recovery STAND DOWN	<ul style="list-style-type: none"> <li>Recovery Group arrangements are finalised</li> <li>Community returns to normal activities with ongoing long term recovery support provided as required under pre-agreed arrangements and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate financial records</li> <li>Reporting requirements finalised</li> <li>Participate in recovery debrief</li> <li>Participate in post event debrief</li> <li>Post event review and evaluation</li> <li>Long term recovery arrangements transferred to functional lead agencies</li> <li>Return to core business</li> </ul>	<ul style="list-style-type: none"> <li>LRC and Recovery Group members resume standard business arrangements</li> <li>Communicate extended recovery arrangements as per the Communications and Engagement Plan.</li> </ul>

## 8.6 Recovery Group Membership

The Local Recovery Group may be comprised of the following members. Membership will be tailored relevant to each event.

**Table 9: Noosa Local Recovery Group Membership**

Recovery Group Position	Organisation
<b>Chair Deputy</b>	LDMG Chairperson - Councillor, Noosa Shire Council
<b>Local Recovery Coordinator</b>	Director Community Services, Noosa Shire Council
<b>Secretary</b>	Community Services Administration Officer
<b>Core Members</b>	Coordinator Human-Social Subgroup – Community Development Manager Coordinator Infrastructure Subgroup – Project Manager Infrastructure Delivery Coordinator Economic Subgroup – Economic Development Manager Coordinator Environment Subgroup – Environmental Services Manager Manager Communications – Community Engagement Manager Volunteer Coordinator – Libraries & Galleries Manager
<b>Supporting Members / Advisors</b>	Department of Communities, Housing & Digital Economy Department of State Development, Infrastructure, Local Government and Planning Department of Environment & Science Department of Transport & Main Roads Department of Energy & Public Works Other representatives appointed on an as needs basis (e.g. community representatives, business and industry representatives, etc.

## 8.7 Functional Lines of Recovery

Depending on the nature of the disaster, one or more of these five functional lines of recovery may be the focus of recovery operations. The responsible State Lead Agencies identified below will be invited to participate in the LDMG Recovery Group which will consider all five functional lines of recovery when planning and undertaking recovery operations:

**Table 10: Queensland functional lines of recovery**

Functional line of recovery	Description	State Lead Agency
Human and Social recovery	Focuses on supporting the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.	Department of Communities, Housing & Digital Economy
Economic recovery	Focuses on rectifying the direct and indirect impacts on the economy as a result of a disaster.	Department of State Development, Infrastructure, Local Government & Planning
Building & Assets recovery	Focuses on rectifying damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities.	Department of Energy & Public Works
Environmental recovery	<p>Focuses on rectifying the impacts on the natural environment as a direct result of a disaster or through a secondary impact or consequence.</p> <p>Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, accumulation of synthetic debris on beaches, land degradation and contamination, as well as cultural and built heritage listed place issues.</p>	Department of Environment & Science
Roads and Transport recovery	Focuses on rectifying the effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport & Main Roads

### 8.8 Recovery Subgroups

Often a disaster will be of such a scale that all functions need to be addressed to effect recovery. To assist with managing capacity and resourcing issues and to reflect other areas of infrastructure that Noosa Council is responsible for i.e., water, wastewater, and waste, the Local Disaster Recovery Group (LDRG) will likely organise itself with four Functional Recovery Subgroups to address the five lines of recovery as follows:

- Human and Social
- Economic
- Infrastructure
- Environment; and
- Waste

This structure is depicted in section 2.8 of this plan.

The need to establish one or all of the Subgroups is the responsibility of the LDRG and will depend wholly upon the scale of the event and the complexity of the recovery effort.

## Section 8.9

### 8.9 Proposed Recovery Subgroup Membership

Membership will be determined in response to each event. The table below is to be used as a guide to ensure the State government functional lead agencies for recovery as well as relevant local government elected officials and officers and non-governmental, business and community representatives are considered as applicable to each event.

Supporting Member Agencies (may be modified depending on disaster)				
	HUMAN-SOCIAL	ECONOMIC	ENVIRONMENT	INFRASTRUCTURE
<b>Chairperson</b>	Community Development Coordinator, Noosa Council	Councillor / Officer	Councillor / Officer	Councillor / Officer
<b>State Government</b>	<ul style="list-style-type: none"> <li>DFSDSCS (Functional lead agency – not represented in BAU)</li> </ul>	<ul style="list-style-type: none"> <li>DSDILGP (Functional lead agency)</li> <li>DRDMW</li> <li>Queensland Treasury</li> <li>DPI</li> <li>DETSI</li> <li>QRA</li> <li>QRIDA</li> </ul>	<ul style="list-style-type: none"> <li>DETSI (Functional lead agency)</li> <li>DPI</li> <li>NRMMRRD</li> <li>QHealth</li> <li>DWATSIPM</li> <li>QRA</li> <li>DSDILGP</li> <li>DTMR</li> </ul>	<ul style="list-style-type: none"> <li>DEPW (Functional lead agency)</li> <li>DTMR (Functional lead agency)</li> <li>DSDILGP</li> <li>Department of Education</li> <li>DFSDSCS</li> <li>QRA</li> </ul>
<b>Non-government / Business representatives</b>	<ul style="list-style-type: none"> <li>Australian Red Cross</li> <li>GIVIT</li> <li>Lifeline</li> <li>Uniting Care</li> <li>St Vincent de Paul</li> <li>Local community and welfare groups</li> <li>RSPCA (companion animals)</li> <li>Insurance Council of Australia</li> <li>Volunteering Queensland</li> <li>Pomona Community House</li> <li>Salvation Army</li> </ul>	<ul style="list-style-type: none"> <li>Insurance Council of Australia</li> <li>Chamber of commerce</li> <li>Primary producer groups</li> <li>Industry representatives</li> <li>Tourism Association</li> <li>Agforce</li> <li>Queensland Farmers Federation</li> <li>Telstra</li> </ul>	<ul style="list-style-type: none"> <li>Natural Resource Management bodies</li> <li>Environment and conservation organisations</li> <li>Wildlife and animal protection groups</li> <li>Traditional owners</li> <li>River Improvement Trusts</li> <li>Rural and primary producers</li> <li>Water and waste service providers</li> <li>Chemical and hazardous substance advisors.</li> </ul>	<ul style="list-style-type: none"> <li>Queensland Building and Construction Commission</li> <li>Insurance Council of Australia</li> <li>Utility owners/ operators</li> <li>Private infrastructure</li> <li>Owners</li> <li>Ergon</li> <li>Telstra</li> <li>Transport operators</li> </ul>

## Section 8.10

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### 8.10 National Principles

The LDMG Recovery Groups will use the National Principles for Disaster Recovery to guide recovery planning, approach, decision-making and efforts. The principles are:

**Table 12: National Principles for Disaster Recovery**

Principle	Definition
Understand the context	Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.
Recognise complexity	Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.
Use community-led approaches	Successful recovery is locally led, community-centred, responsive and flexible, engaging with community and supporting them to move forward.
Coordinate all activities	Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
Communicate effectively	Successful recovery is built on effective communication between the affected community and other partners.
Recognise and build capacity	Successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience.

## Section 8.11

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### 8.11 Queensland Government Roles and Responsibilities

The **Queensland Recovery Plan** – refer pg. 14-20 identifies the role and responsibilities of the DDMG and numerous State government stakeholders in recovery operations as follows:

- Queensland Disaster Management Committee (QDMC)
- Minister
- Leadership Board Sub-Committee (Recovery)
- State Recovery Policy & Planning Coordinator
- State Recovery Coordinator
- State Functional Recovery Groups
- Queensland Reconstruction Authority.

### 8.12 Recovery Phases

The disaster recovery process can generally be categorised into three phases (immediate, short-to-medium term recovery and long-term recovery). The phases of recovery are depicted in Figure 16 below.



**Figure 16: Phases of recovery**

#### 8.12.1 Stage 1: Immediate recovery (post-impact relief and emergency)

The recovery aims to address and support the immediate needs of individuals, businesses and the community affected by an event. This phase of recovery is challenging as it often coincides simultaneously with response operations. It is the period after a disaster when initial “relief” services are offered to the affected community whilst the full recovery framework is established. It is also the period when detailed recovery planning, including damage and needs analysis is undertaken.

The likely recovery activities conducted during this phase include:

- Impact and needs assessments commenced
- Provision of Evacuation Centres
- Provision of assistance to meet basic human needs
- Restoration of power, water and communication commenced
- Emergency funding, shelter, clothing and food distribution
- Roads re-open
- Psychological first aid, and personal support provided
- Consideration of Recovery Hubs
- Consideration of managing spontaneous volunteers and goods and services donations – refer Logistics Sub Plan.

The transition from the response and short-term relief operations to the next phase of recovery needs to be carefully managed by the LDC and LRC working together. The transition will be characterised by the approval of the Recovery Event Action Plan that will be prepared in Guardian IMS for approval by the Chairperson of the LDMG Recovery Group.

The Community Liaison Role working in the LDCC also supports short term relief and recovery – refer LDCC Sub Plan.

## **8.12.2 Stage 2: Short-to-medium term recovery (re-establishment, rehabilitation and reconstruction)**

The phase of recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, re-establishment of the economy and rehabilitation of the environment. During this phase, support for the emotional, social, and physical wellbeing of those affected continues. The recovery activities at this stage will assist the affected community to return to a state of normality, although the community may experience significant change resulting from the event.

The likely recovery activities conducted during this phase include:

- Impact and needs assessments finalised
- Essential service repaired and restored
- Key transport routes are operational
- Roads repairs underway
- Supply chains are returning to normal
- Schools reopen
- Funding to support recovery identified
- Insurance assessments underway
- Community support mechanisms operational
- Community development programs underway to reunite community
- Environmental restoration and biosecurity
- programs identified and underway
- Support for business is available
- Development of exit strategies.

## **8.12.3 Stage 3: Long-term recovery (restoration, rebuilding, reshaping and sustainability)**

The term recovery is characterised by the ongoing restoration and rebuilding of physical infrastructure, restoration of the economy and of the environment, and reshaping to support sustainability of recovery measures in the longer term. During the transition phase, specialist recovery workers leave affected communities and systems start to wind down as normal community development and business as usual processes return. Long term recovery may last many months and in some cases many years after the event.

The likely recovery activities conducted during this phase include:

- Assets are restored, improved and operational
- Rebuilding phase finalised
- Longer term psycho-social support strategies for individuals, families and communities are established and operational
- Event anniversaries are acknowledged
- appropriately
- Key milestone achievements are acknowledged and celebrated
- Exit strategies are implemented.

## Section 8.13

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### 8.13 Monitoring & Evaluating Framework

The [National Monitoring and Evaluation Framework for Disaster Recovery Programs](#) provides a consistent approach to evaluating individual recovery programs for their effectiveness in achieving desired outcomes and providing valuable learnings to improve the design and delivery of subsequent programs.

## Section 8.14

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### 8.14 Communication & Reporting

All public information released as part of recovery operations will be managed in accordance with the LDMG public Information & Warnings Sub Plan and Noosa Council's media policy.

Internal reporting will take place as per Noosa Council's standard operating arrangements e.g. reports to Council.

Regular situational reporting will take place across Queensland's Disaster Management Arrangements throughout recovery operations. The schedule of SITREP reporting will be determined by the LDMG Recovery Group Chairperson in negotiation with the District and State Recovery Groups. A Recovery SITREP template is available in Guardian IMS.

Requests for resources will be escalated via the District Disaster Management Group (DDMG). Refer to the Logistics Sub Plan.

## Section 8.15

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### 8.15 Finance

Financial management during recovery operations will be in accordance with the LDMG Financial Management Sub Plan.

## Section 8.16

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### 8.16 Event Specific Recovery Plan

The Queensland Reconstruction Authority (QRA) have developed a process to develop an event-specific Local Recovery Plan. Local recovery templates can be found on [QRA's website](#).

The LRC is responsible for working with the LDMG Recovery Group (where activated) to develop the plan and then for obtaining endorsement for the event-specific recovery plan from the LDMG. If developed, an event-specific Recovery Plan should be adopted by Noosa Shire Council.

Following adoption, the plan should be uploaded to the Council website and promoted to the local community on a regular basis. The LRC is responsible for working with the LDMG Recovery Group (where activated) to develop the plan and then for obtaining endorsement for the event-specific recovery plan from the LDMG.

If developed, an event-specific Recovery Plan should be adopted by Noosa Shire Council. Following adoption, the plan should be uploaded to the Council website and promoted to the local community on a regular basis.

### 8.17 Recovery Hubs

Recovery Hubs are established to provide a range of services to facilitate recovery including welfare, support, financial and emotional recovery services. Recovery Hubs are typically managed by the Department of Communities, Housing & Digital Economy with support from the LDMG where necessary.

Recovery Hubs may be centralised or may need to be mobilised and conducted in a 'Pop Up' fashion to suit the need of local communities and the disaster.

Recovery Hub agencies will vary dependent on the type of event and impacts experienced. Agencies may include but are not limited to:

- Department of Families, Seniors, Disability Services and Child Safety
- Noosa Council Community Development or Customer Service Team Member
- Noosa Council Infrastructure Services team member
- Lifeline
- Red Cross
- Insurance Council of Australia
- Local Service providers.



9 Pelican Street, Tewantin  
PO Box 141, Tewantin QLD 4565  
(07) 5329 6500  
Noosa.qld.gov.au

