communityrecovery

Reviewed by Torrens Resilience Institute Flinders University

TOOLKIT

Strategies and resources to assist organisations in application of:

People with vulnerabilities in disasters

A framework for an effective local response

Queensland Government

Contents

PART 1 – Toolkit overview

Executive summary

In any given year, Queensland experiences a range of disasters, including bushfires, heatwaves, floods, and severe weather events such as storms and cyclones. In addition to these, other significant emergency events may occur, including pandemics and emergency animal or plant diseases that have significant community consequences. For ease of reading, this range of incidents will be referred to as 'disasters or emergencies' throughout this document.

Everyone faces a degree of risk when a community is impacted by disasters or emergencies. Protective factors (for example, strong family and social connections) enable many people in a community to be better prepared and able to adapt to the impact of a disaster. However, such factors may be limited in an individual's or a community's daily life, resulting in vulnerability to higher levels of risk, injury, loss, or severe and longer term impacts than others.

In 2016, the Department of Communities, Child Safety and Disability Services (DCCSDS) developed **People with vulnerabilities in disasters – A framework for an effective local response (the Framework)** in collaboration with key partners to reduce the impact of disasters on people with vulnerabilities or people who may become vulnerable, and contribute to building resilient communities.
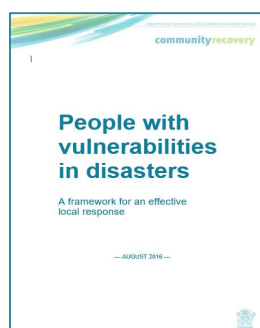
This Toolkit provides organisations with an augmented approach to applying the Framework, including a range of actions and strategies that can be tailored relative to their respective resource and capability levels. This Toolkit also provides tips and resources to help support good-practice.

Summary of actions

The following actions, along with their strategies and resources, are outlined in more detail in Part 2 of this Toolkit:

A1	**Identify key local community partners who engage closely with people who are most at risk of experiencing vulnerability including those who may not see themselves as vulnerable**
A2	**Plan for people who may not have existing experience of vulnerability but become vulnerable as a result of disasters**
A3	**Strengthen relationships and information sharing between community services and disaster management functions within local councils**
A4	**Embed the Framework's indicators and intent within risk assessment, planning and data sharing processes**
A5	**Increase inclusion of the Community Services sector within disaster management arrangements**
A6	**Build knowledge of and capabilities in undertaking effective vulnerability and capacity assessments**
A7	**Build the knowledge and capabilities of community organisations in preparing to respond and recover from disasters**
A8	**Service providers establish a level of disaster preparedness and recovery capability**
A9	**Service providers assist their clients to develop personal / family disaster preparedness and recovery plans**
A10	**Engage with key partners at a local level – including community services, businesses and tourism operators**
A11	**Explore opportunities to include requirements for planning and preparedness in funding agreements**
A12	**Publish a consolidated set of tools and resources to support implementation of the Framework**

Context

The *Review of cyclone and storm sheltering arrangements Report 3: 2014-15* (Inspector-General Emergency Management, 2015) identified the lack of a consistent approach in Queensland in relation to people with vulnerabilities and disaster management. It recommended that Queensland develop a shared position for people with vulnerabilities in disasters.

As a result, DCCSDS developed the Framework in collaboration with key partners to reduce the impact of disasters on people with vulnerabilities, or people who may become vulnerable, and contribute to building resilient communities.

The Framework, which was approved by the Queensland Government in November 2016, has been published in the document library under "Mitigation, Resilience and Recovery" and "People" on the Queensland Government Disaster Management Portal at:

https://dmportal.disaster.qld.gov.au

The Framework and this Toolkit support an approach for a range of collaborative actions which can extend the capacities of people with vulnerabilities to withstand and recover from disasters. These proposed actions may be undertaken at individual, household, community, local, district and state levels, including improved disaster planning, preparedness and engagement strategies.

Across Queensland, Australia and internationally, there have been concerted efforts to ensure people who may be most vulnerable to the impacts of disasters have been carefully considered and included within disaster management arrangements.

This Toolkit is designed to complement the important work that is already occurring.

Purpose

The purpose of this Toolkit is to reduce the impact of disasters on people with vulnerabilities, or people who may become vulnerable, and contribute to building resilient communities.

The Toolkit focusses on the key objectives as identified within the Framework, which are:

A — To assist local disaster management stakeholders to identify and engage with people who are vulnerable, or who may become vulnerable in disasters

B — To enhance existing disaster management arrangements and planning to more effectively support people with vulnerabilities

C — To inform and drive actions and initiatives to improve preparedness and planning for people with vulnerabilities

Approach

The approach that has been adopted for the Toolkit is based on an expansion of actions and strategies. This approach seeks to adapt the complexity and sophistication of methods commensurate to the level of resourcing and experience of key partners..

The following factors have been considered in deciding the approach:

- Impact – while the impact can be anticipated, there may be challenges that have not been fully explored or anticipated by DCCSDS

- People – the Framework will influence a wide variety of partners and stakeholders

- Time – effectiveness has greater importance than pace.

This Toolkit is intended to inform existing arrangements and plans for preparedness, response and recovery, as well as to support a transition of the Framework into business-as-usual. The Toolkit achieves this by providing a foundation for delivery of the Framework.

This Toolkit is aligned with the *Disaster Management Act 2003* which acknowledges the important role of local governments in disaster management, as well as with the Queensland State Disaster Management Plan identifying local governments as having a primary role.

Therefore, the Framework and this Toolkit have been built upon the principles that disasters are

a shared responsibility, with communities possessing inherent strengths in taking local actions in disaster preparedness, response and recovery.

Assumptions and constraints

Assumptions made in developing this Toolkit include:

- an improved approach is being used to provide maximum flexibility in relation to implementation processes
- support exists across the sector for the Framework
- the Framework will enhance disaster management arrangements and improve human and social recovery outcomes in Queensland.

Constraints that may challenge application of this Toolkit include:

- some organisations have already allocated resources
- resources are constrained and implementation must occur within existing funding arrangements
- success across organisations may be varied as a result.

Related state initiatives contributing to the Framework

In addition to the broad range of activities and initiatives being pursued at community, local, district, state and national levels, the Queensland Government is currently implementing a number of programs and projects which will also contribute to the Framework's intent.

Many of these programs will value add to the initiatives described within this Toolkit to help embed the Framework across the sector – some of these initiatives are outlined as follows – for example:

Community Recovery Reform Program – DCCSDS

As a result of a review undertaken by the department in 2015, DCCSDS has been implementing a range of continual improvement initiatives across the Human and Social Recovery sector in Queensland, including (but not limited to):

- Establishing mechanisms to share data and analysis with federal, state and local government agencies and non-government recovery partners and private industry to support Human and Social Recovery intelligence and planning processes across the sector.

- Developing Community Recovery resources in a range of languages and formats to inform vulnerable people of the human and social consequences of disasters, preparedness strategies and assistance available, including translation into a range of languages for people who do not speak English or for whom English is a second language, versions that are more accessible for Aboriginal and Torres Strait Islander peoples, and formats that are more accessible for people with disabilities or reading difficulties (incl. Auslan, Easy-English and symbolic representations).

- Partnering with Good Shepherd Microfinance to develop the Money Ready Toolkit, which gives people an easy-to-follow plan to help get financially ready for and back on their feet if they are affected by a disaster.

- Updating workforce training content to include more focus on human and social recovery issues and outcomes, including psychological first aid, domestic violence and cultural capability training.

Queensland Emergency Risk Management Framework and Community Engagement Program – Queensland Fire and Emergency Services

Queensland Fire and Emergency Services (QFES) maintains a team of seven Regional Community Engagement Officers (RCEO)

based across Queensland within the QFES Regions. The role of the RCEO's is to:

- discuss possible community engagement approaches to common disaster management issues

- table potential opportunities for the initiation of major regional or cross-regional projects including identifying and supporting applications for suitable funding streams for such projects

- coordinate significant projects across the state.

This RCEO team is an highly recognized resource to support local governments and key partners in adopting many shared strategies within this Toolkit to build preparedness and resilience for people with vulnerabilities.

QFES also employ a team of 17 Emergency Management Coordinators (EMCs) across the state who provide advice, guidance and support to the 77 local governments and 22 disaster districts and their respective disaster management groups in relation to disaster management. The EMC team, as part of their role, performs a link for these groups to facilitate an exchange of information to the RCEO team in relation to community engagement activities.

Finally, QFES has developed the Queensland Emergency Risk Management Framework as the methodology to inform risk based planning across Queensland's Disaster Management Arrangements (QDMA). The aim of the QERMF is to provide a consistent State-wide approach to assessing risk, which can in turn:

- be operationalised

- facilitate greater stakeholder discussion and cooperation towards understanding and managing risk

- directly support risk based planning across all levels of the QDMA.

It is designed to assist Local, District and State level practitioners to focus on risk assessment from the perspective of their roles and responsibilities within the QDMA.

This approach makes risk assessments a fundamental enabler for effective pre-impact analysis and planning within disaster operations.

In August 2017, The Queensland Disaster Management Committee (QDMC) endorsed the

QERMF as the State's approach to emergency management risk.

Queensland Strategy for Disaster Resilience – Queensland Reconstruction Authority

The Queensland Strategy for Disaster Resilience defines resilience as "The ability of the Queensland Government, local governments, communities, business and individuals to prepare for, respond to, and manage potential hazards and disasters, thereby, minimising impacts and rapidly recovering to emerge stronger and better able to cope with future disaster events."

The Strategy was developed with the intention of aligning government, business, industry, communities and individuals in working together to achieve real outcomes for the state.

It acknowledges that building resilience is ongoing and is the responsibility of all Queenslanders: "If you do a little, we all accomplish a lot". It also acknowledges that empowering local governments and communities enables them to bring their skills, knowledge and experience to the forefront of disaster recovery efforts.

Through the Strategy, the Queensland Government seeks to harness the capabilities of its agencies, informed by the experience and knowledge of local governments, communities and individuals to build the State's capacity for resilience against all hazards.

All partners are to adopt the guiding principles within this strategy for their work in building stronger preparedness and resilience for people with vulnerabilities.

Engagement process and overview

This Toolkit has been informed by a broad engagement process which commenced during the development of the Framework in 2015–16.

Further targeted engagement to inform the development of this Toolkit was then conducted from late 2016 to early 2017 through a significant amount of travel across Queensland for face-to-face meetings, as well as tele-links, emails and online mediums.

Stakeholders consulted include:

- Torrens Resilience Institute, Flinders University

- Local Disaster Management Groups (LDMGs) and the Queensland Disaster Management Officers network

- Local Government Association of Queensland (LGAQ)

- District Disaster Management Groups (DDMGs)

- District Human and Social Recovery Committees

- State Disaster Coordination Group

- Queensland Government Functional Lead Agencies for Disaster Recovery

- Inspector General Emergency Management (IGEM)

- Queensland Reconstruction Authority (QRA)

- Queensland Fire and Emergency Services (QFES)

- Other state and federal agencies

- DCCSDS regional and central office staff

- Non-government organisations (includes for-profit and not-for-profit)

- Broader community services sector, faith groups and community service peak bodies

- Peak organisations and associations.

The findings of these engagement processes were consistent with the original identification of issues which led to the development of the Framework.

A shared responsibility was discussed at most meetings as to how to educate and engage with community members and how partners could enhance their preparedness, especially focusing on people who may be most vulnerable. In keeping with recent research and learnings, stakeholders agree that the majority of efforts and resources should be aimed at disaster preparedness and in building community resilience to the impacts of disasters.

It was generally agreed by stakeholders that the majority of people with potential vulnerabilities to disasters are usually known within communities, especially those linked to the agencies which provide them with services. There is therefore a need for increased engagement with and between the community, business and government sectors to help build resilience for people with vulnerabilities who may require additional assistance.

The majority of meetings confirmed the general agreement with the Framework's vulnerability indicators and capacities, as well as an overall consent to apply a strengths-based process. Discussions informed a range of proposed actions to extend the capacities of people with vulnerabilities to be more resilient to and recover better from disasters, which are included in this Toolkit. These proposed actions are presented with proposed strategies and good-practice tools and resources that partners are encouraged to use to apply the Framework effectively.

This consultation process also further identified many significant efforts across Queensland by a range of stakeholders in achieving stronger arrangements for people who may be most vulnerable to disasters. There are many collaborative and innovative projects, some of which have been recognised through state and national resilience awards.

Continual improvement

This Toolkit will be subject to ongoing evaluation and continual improvement where appropriate to ensure strategies and actions meet need and keep up with emerging policy and practice. DCCSDS will continue engagement with stakeholders and partner agencies throughout the life of this document to retest and update the Toolkit as required. This may include a range of activities, such as annual evaluation of the Toolkit, exercising with stakeholders, collecting case studies and capturing lessons learnt.

Indicators of vulnerability

As outlined in the Framework – in the disaster resilience and recovery context, the **definition of vulnerability** comprises three components:

The **Target Group Statement** is "People who would benefit from additional and targeted assistance to prepare for, respond to, and recover from disasters".

Vulnerability Indicators include (further detail and examples for each are included in the Framework):

- Proximity to an event, lack of warning of an event

- Made a decision not to help themselves

- Lack of understanding risk from an event

- Insecure housing or homelessness

- Lack of financial resources

- Personal safety; reduced health and/or wellbeing

- Disruption to, or lack of available services, supports/ carers medication, aids and equipment

- Lack of access to, or disruption to transport, supplies and communication

- Visitors or new arrivals, low risk understanding or knowledge

- Social, physical, geographic isolation.

Further, the Australian Red Cross has identified four **Protective Factors** to provide guidance for communities, which include Wellbeing, Connection, Knowledge and Security.

PART 2 – Actions & strategies contributing to the Framework's objectives

Actions contributing to Framework Objective A

A	To assist local disaster management stakeholders to identify and engage with people who are vulnerable, or who may become vulnerable in disasters

ACTION 1.	Identify key local community partners who engage closely with people who are potentially most vulnerable		
	Strategies:	**Aimed at:**	**To be Supported by:**
1.1	Community Services contact register be reviewed (annually, pre-season) to further identify and incorporate a more comprehensive list of local agencies (and their key contacts) which either manage facilities, or provide support to people most at risk of experiencing vulnerability during and after disasters.	Local councils and LDMG	State agencies Federal agencies Service providers
1.2	Broker information sharing arrangements with key peak agencies and departments (e.g. disability services and Commonwealth aged care) to support local place based disaster resilience and planning processes.	DCCSDS	State agencies Federal agencies Service providers

Guidance Notes:

- Service provider registers are an important source of information to support disaster planning and recovery processes. They also provide an opportunity for increased engagement between councils and providers.

- For guidance on how to identify key local community partners and agencies – Refer to **Appendix A**.

- As local councils across Queensland can range from very small to large sized organisations, this proposed approach needs to be flexible to adjust to local circumstances. If a small list with key contact numbers is what suffices for local area planning then that list should be established. For larger local councils, a broader Community Services register may be more beneficial.

- Other useful resources include (but are not limited to):
  - Planning for an Emergency: Strategies for Identifying and Engaging At-Risk Groups
  - Australian Emergency Management – Communicating with people with a disability: National Guidelines for Emergency Managers – Handbook 5
  - Australian Emergency Management – Guidelines for Emergency Management in CALD Communities – Manual 44
  - Queensland Fire and Emergency Services – The Queensland Emergency Risk Management Framework
  - Inclusive Organisations – A guide to good practice strategies for engaging young people from migrant and refugee backgrounds in services and programs
  - United Nations Office for Disaster Risk Reduction – Older People in Disaster Risk Reduction
  - Emergency Management Planning for Children and Young People

ACTION 2.	Plan for people who may not have existing vulnerabilities but become vulnerable as a result of disasters (e.g. tourists)		
	Strategies:	**Aimed at:**	**To be Supported by:**
2.1	Support the tourism sector through the dissemination of key messaging and resources to assist providers in planning for their business and customers in disasters.	DCCSDS	Department of Tourism, Major Events, Small Business and the Commonwealth Games Peak bodies

Guidance Notes:

- There are a range of resources available to help guide tourism organisations in developing local plans, including:

  - Developing a visitor action plan to prepare for natural disasters: A guide for regional tourism organisations — developed by the Lincoln University, New Zealand

  - Disaster preparedness in the Cairns tourism industry developed by the James Cook University's Centre for Disaster Studies — while it presents research focused on the Cairns tourism area there are some transferrable lessons that other regions may draw from it.

  - Towards a framework for tourism disaster management. Bill Faulkner (2001). Centre for Tourism and Hotel Management Research, School of Tourism and Hotel Management, Griffith University

  - Council of Australian Tour Operators: Tourism Risk, Crisis and Recovery Management Guide

  - Business Queensland: https://www.business.qld.gov.au/running-business/protecting-business/disaster-resilience

ACTION 3.	Strengthen relationships and information sharing between community services and disaster management teams within local councils to further share their expertise and knowledge to increase engagement with community services which support people who are vulnerable to disasters		
	Strategies:	**Aimed at:**	**To be Supported by:**
3.1	Local council community services role(s) and disaster management role(s) work closely together to support place-based disaster planning processes.	Local councils and LDMG	LGAQ DCCSDS QFES
3.2	Include the Framework's indicators of vulnerability in social and community mapping processes to support disaster planning at local and district levels.	Local councils and LDMG DDMG	LGAQ Disaster Management Unit DCCSDS

Guidance Notes:

- Given that local councils can range from very small to large sized organisations, this proposed approach needs to be flexible to adjust to those local circumstances and capacities.

- DCCSDS has developed a disaster impact analysis dashboard for sharing with local councils and NGOs – the dashboard and its data file that will be sent to councils when disaster impact data becomes available.

- It is also recommended that social and community mapping is shared with DDMGs.

Actions contributing to Framework Objective B

B	To enhance existing disaster management arrangements and planning to more effectively support people with vulnerabilities

ACTION 4.	Embed the Framework's indicators and intent within disaster management risk assessment, planning and data sharing processes wherever possible		
	Strategies:	**Aimed at:**	**To be Supported by:**
4.1	Review risk assessments tools, processes and procedures to incorporate the Framework's indicators and intent where appropriate.	Local councils Aggregation by DDMG State functional lead agencies	IGEM QRA QFES
4.2	Review disaster planning tools, processes and procedures to incorporate the Framework's indicators and intent where appropriate (incl. disaster plans, annual plans, short and long-term plans, etc.).	Local councils Aggregation by DDMG State functional lead agencies	IGEM QRA QFES
4.3	Review data sharing arrangements to support disaster risk management and planning processes in incorporating the Framework's indicators and intent.	Local councils Aggregation by DDMG State functional lead agencies	IGEM QRA QFES

Guidance Notes:

- Refer to the 'Definition of Vulnerability' outlined in the Framework – the definition provides an easy to follow formula for determining the vulnerability of people in relation to disasters.

- The James Cook University – Centre for Disaster Studies – Community Impact Assessment for Disaster Recovery report provides a method for the effective assessment of community recovery needs (at the local level) in first few days following the occurrence of a hazardous event.

- The Flinders University – Torrens Resilience Institute – Community Disaster Resilience Scorecard provides a tool for communities, in partnership with local governments, to assess the level of resilience a community has to disasters.

- Queensland Fire and Emergency Services – The Queensland Emergency Risk Management Framework.

- Self-assessment of emergency preparedness for people with disability: A report on the field application of the Individual Self-Assessment Tool – Emergency Preparedness (ISAT-EP) University of Sydney, 2017.

- The following resource includes a summary of assessment approaches to measure resilience. It includes a number of indicators that may be considered relevant to identify vulnerability http://www.preventionweb.net/files/37916_disasterresiliencemeasurementsundpt.pdf

- Another resource is one on resilience frameworks that may also be useful: https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9754.pdf

- This report from South Australia provides a very useful and pragmatic approach to identifying vulnerable groups from a government perspective: http://www.dcsi.sa.gov.au/__data/assets/pdf_file/0017/11852/VPID-REPORT-final-approved-updated-version-Aug-13.pdf

ACTION 5.	Increase inclusion of the Community Services sector within disaster management arrangements to further support people who are vulnerable to disasters		
	Strategies:	**Aimed at:**	**To be Supported by:**
5.1	Include community organisations and human and social service providers in governance arrangements at local and district levels.	Local councils Aggregation by DDMG	Service providers State and federal agencies
5.2	Where Strategy 5.1 is not possible or practical, consider a single or smaller number of representatives who can advocate for community and human and social service clients.	Local councils Aggregation by DDMG	Service providers State and federal agencies
5.3	Review District Human and Social Recovery Committee membership/observers as per organisations identified as part of Strategy 1.1.	DCCSDS	Service providers Local councils LDMGs and DDMGs State and federal agencies

Guidance Notes:

- Engage with organisations included on the Register to be established as part of Strategy 1.1 to help inform local pre-season, response and recovery plans and associated processes where appropriate.
- The National Strategy for Disaster Resilience – Community Engagement Framework – Handbook 6 provides guidance for those working in emergency management to effectively engage with the community.

ACTION 6.	Build knowledge of and capabilities in undertaking effective vulnerability and capacity assessments		
	Strategies:	**Aimed at:**	**To be Supported by:**
6.1	Organisations undertake assessments (as appropriate) to assist in identifying people's relative vulnerability to disasters, to in turn inform local intelligence and planning processes	Local councils Service providers Community organisations	State agencies Federal agencies

Guidance Notes:

- The Queensland Strategy for Disaster Resilience provides strategic direction to achieve the Queensland Government's vision for resilience across all sectors.
- The International Federation of Red Cross's How to do a Vulnerability and Capacity Assessment and Vulnerability and Capacity Assessment Toolbox provide a range of methods and instruction that may be of use for this action.
- The following resource includes a summary of assessment approaches to measure resilience. It includes a number of indicators that may be considered relevant to identify vulnerability: http://www.preventionweb.net/files/37916_disasterresiliencemeasurementsundpt.pdf
- The Koshland Science Museum's Disaster Resilience Videos include advice and information to help enhance the disaster resilience of organisations and individuals. Koshland's Extreme Event Game is a role-playing platform that gives participants a taste of what it takes to build community resilience in the face of disaster.
- The United Nations Office for Disaster Risk Reduction's Disaster Resilience Scorecard for Cities provides a set of assessments that allow local governments to monitor and review progress and challenges in the implementation of the Sendai Framework for Disaster Risk Reduction: 2015-2030, and assess their disaster resilience.

Actions contributing to Framework Objective C

C	To inform and drive actions and initiatives to improve preparedness and planning for people with vulnerabilities

ACTION 7.	Build the knowledge and capabilities of community services and other community based organisations in mitigating impacts and preparing to respond and recover from the consequences of disasters		
	Strategies:	**Aimed at:**	**To be Supported by:**
7.1	Undertake annual pre-season disaster risk assessment and preparedness planning.	Service providers Community organisations	Local councils DCCSDS QCOSS
7.2	If feasible, run an annual exercise with service providers and community organisations to test preparedness, response and recovery capability.	Government agencies	Service providers Community organisations
7.3	Establish robust business continuity plans to ensure that organisations and providers are able to continue supporting clients especially during the times of heightened need following disasters.	Service providers Community organisations	DCCSDS QCOSS

Guidance Notes:

- The QCOSS Community Door website provides a range of advice and resources to help organisations be as responsive as possible to staff, clients and the community in times of disaster.

- ACOSS Resilient Community Organisations is a toolkit developed by and for the community sector to help organisations measure and improve their resilience to disasters and emergencies.

- Another resource is one on resilience frameworks that may also be useful: https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9754.pdf

- The Queensland Get Ready website provides a range of advice and resources to help people better understand the risks of disasters and how to be more prepared, including specific advice for businesses.

ACTION 8.	Service providers, business operators and employers across key sectors – including community services, business and tourism – establish a level of disaster preparedness and recovery capability		
	Strategies:	**Aimed at:**	**To be Supported by:**
8.1	Consider what support and information can be provided to clients/customers/employees during a warning of a disaster, and/or disaster impact and recovery.	Service providers Businesses Tourism operators	Local councils DCCSDS QCOSS

8.2	Establish an evacuation and disaster preparedness plan which is robust but simple and achievable.	Service providers Businesses Tourism operators	Local councils DCCSDS DTESB

Guidance Notes:

- The Queensland Get Ready website provides guidance on how to tune into weather and disaster warnings.

- The QCOSS Community Door website provides a sample disaster management plan template for organisations.

- The Queensland Evacuation Guidelines provides assistance to disaster management groups during the planning and implementation of the evacuation process within Queensland.

- The Business Queensland site provides information and assistance to help small businesses and primary producers prepare for, and recover after, a natural disaster.

- The Australian Emergency Management – Evacuation Planning – Handbook 4 provides guidelines to assist in the development of evacuation plans.

- The Victorian Government's Relocation, sheltering and evacuation guide developed by the Department of Health and Human Services is a guide to emergency planning for the health and human services sectors.

ACTION 9.	Service providers assist their clients to develop personal/family disaster preparedness and recovery plans	
Strategies:	**Aimed at:**	**To be Supported by:**
9.1 Provide clients with information about disaster risks in their local areas as well as human and social consequences.	Service providers Community organisations	Local councils DCCSDS QCOSS
9.2 Provide clients with guidance on general preparedness strategies as well as strategies tailored for their specific needs.	Service providers Community organisations	Local councils DCCSDS QCOSS
9.3 Provide clients with guidance on how and where to access information on disaster risk and disaster planning resources.	Service providers Community organisations	Local councils DCCSDS QCOSS

Guidance Notes:

- The Flinders University – Torrens Resilience Institute – Household Resilience Toolkit provides the individual worker or volunteer going into households with key questions or topic areas that can be used to initiate the process of increasing resilience to disasters.

- The Queensland Get Ready website provides a range of advice and resources to help people better understand the risks of disasters and how to be more prepared.

- The Australian Red Cross Emergency Redi-plan provides advice and tips to help people be more aware of and prepared for disasters. There are also versions for people with a disability, their family and carers, and seniors.

- Self-assessment of emergency preparedness for people with disability: A report on the field application of the Individual Self-Assessment Tool – Emergency Preparedness (ISAT-EP) University of Sydney, 2017.

- The Disaster Management website provides the public with access and links to all Queensland Government disaster management and planning resources.

ACTION 10. Engage with key partners at a local level – including community services, businesses and tourism operators		
Strategies:	**Aimed at:**	**To be Supported by:**
10.1 Hold local activities (e.g. workshops or forums) with key partners to provide advice and guidance on how to plan and prepare.	Local councils	Service providers Community organisations Businesses Tourism operators

Guidance Notes:

- Good-practice for planning and hosting workshops or forums:

  Planning the event

  o Find people to collaborate with (e.g. state partners, service providers, sponsors, etc.), develop preliminary issues to address and explore sharing of tasks/costs/logistics

  o Set a date and find a location to suit local requirements and attendees, set the objectives/agenda and connect with stakeholders.

  Running the event

  o Consider dynamic formats for the engagement – e.g. small working groups

  o Include guest speakers in the program to provide context to discussions in an interesting and meaningful way

  o Ensure actions items are recorded, presented back to the attendees and followed through on.

  Publicity and media

  o Showcasing that community partners attended the event

  o May also assist to raise community awareness of preparedness activities

  o Invite elected officials and local policy makers.

ACTION 11. Explore opportunities to include requirements for disaster planning and preparedness in funding agreements with service providers		
Strategies:	**Aimed at:**	**To be Supported by:**
11.1 Government agencies which fund service providers to deliver services to vulnerable clients consider reviewing funding agreements to include consideration of disaster planning and preparedness in the contract terms and conditions.	DCCSDS	Service providers

Guidance Notes:

- This action will be investigated by DCCSDS in alignment with state procurement practice.

ACTION 12. Publish a consolidated set of tools and resources to support implementation of the Framework		
Strategies:	**Aimed at:**	**To be Supported by:**
12.1 Web publish relevant tools and resources (including but not limited to those referenced throughout this plan) with links posted on the Queensland Government Disaster Management Portal.	DCCSDS	Local councils QFES QCOSS
12.2 Seek recommendations from stakeholders for further tools and resources to be published on the portal.	DCCSDS	Local councils QFES QCOSS

Guidance Notes:

- The Disaster Management Portal is designed to enhance collaboration and information sharing among Queensland's disaster management stakeholders. The Portal has been designed to align with the comprehensive approach encompassing all hazards and the four phases of disaster management: prevention, preparedness, response and recovery.

- The Portal provides functionality for users of the system to share and maintain information across all levels.

- It provides functionality to share documents, set announcements and alerts and discuss document reviews.

APPENDIX A – Identifying key local community partners and agencies

The following table provides a range of examples that may assist in effectively identifying organisations that provide services to people who are vulnerable or may become vulnerable as a result of disasters:

Cohorts	Examples
People who reside in and/or daily occupy facility settings and who require support	May include, but is not limited to: • Aged care facilities • Retirement villages • Hospitals • Schools • Group homes and day/activity centres for people with disabilities, frail, aged and/or who are socially isolated • Childcare centres • Early childcare facilities • Prisons and correctional services • Mental health facilities • Emergency accommodation for people in crisis and/or escaping violence • Out of home care support services for children and young people.
People who have 'high support needs', either reside in private homes, commercially run premises, or who are homeless, and require carer and/or medical support to be able to function on a daily basis	May include, but is not limited to: • Meals on Wheels • Aged care in-home providers • Community Care – e.g. in home support with bathing/toileting, general nursing and palliative care • DCCSDS or National Disability Insurance Scheme service providers • Primary Health Networks • Mental health facilities or support agencies • Homelessness services • Carers who support people with high support needs • Vulnerable clients of General Practice Medicine clinics.
Other agencies and faith groups which run local facilities, or provide in-home support or community access/social outings	May include, but is not limited to: • Rooming /boarding houses and hostels • Caravan parks where there are long-term residents who may be vulnerable to disasters • Community Care service providers • Local Volunteer Groups – e.g. CWA, Combined Church Groups.

Cohorts	Examples
Agencies which manage tourism facilities or operators who are in direct contact with people who are travelling through or visiting locations that have been, or are prone to being, impacted by disasters or emergencies	May include, but is not limited to: • Tourism operators and accommodation providers • National Parks • Other wilderness or recreational facility owners. • Education and Conference facilities • Backpacker Hostels, Motels/Hotels.
Key businesses employing itinerant or seasonal workforces	May include, but is not limited to: • Temporary Skill Shortage Visa Sponsors • Rely on 417 and 452 Work/Holiday Visa cohort (e.g. Fruit and Vegetable Picking, Hoteliers) • Industries who rely on Fly In Fly Out workforces (e.g. mining, construction) • Local primary producer or fruit and veg grower groups • Local business/industry/hotelier groups/associations.
People who are Self Employed	May include, but is not limited to: • Chamber of Commerce • Industry Groups • Home-based businesses • Tradespeople • Primary Producers • Small Business Operators • Transport Owner/Operators.
Culturally and linguistically diverse people	May include, but is not limited to: • People who do not speak English or for whom English is a second (or more) language • Migrants or refugees • Migrant or refugee support services • Workers on Visa arrangements • Tourists • Local Multicultural Groups and Networks • Government and non-government CALD workers • Tour Groups/tourism operators.

Cohorts	Examples
People who are geographically isolated	May include, but is not limited to: • People who live, work or are visiting remote areas • People who become geographically isolated as a result of disaster impacts (e.g. roads flooded, bridges destroyed, etc.).
People who are experiencing financial distress	May include, but not limited to: • Community Services – e.g. Emergency Relief, No Interest Loans Service, Good Money Stores • Centrelink • Financial Counselling Services • Queensland Rural and Industry Development Authority • Pay Day Lenders • Banks/Lending Institutions • Taxation Office • Insurance Companies.

APPENDIX B – Other sources of guidance and reference material

Knowledge Hubs

There are a wealth of studies, resources and tools available to people who wish to seek further guidance on the topics discussed throughout the Framework and this Toolkit. A few examples of these include:

Knowledge Hub

https://www.emknowledge.org.au/

DM Portal

https://dmportal.disaster.qld.gov.au

Zilient: A global resilience network

www.zilient.org

QCOSS

http://communitydoor.org.au/