

# Risk-Based Planning

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Manual – M.1.137



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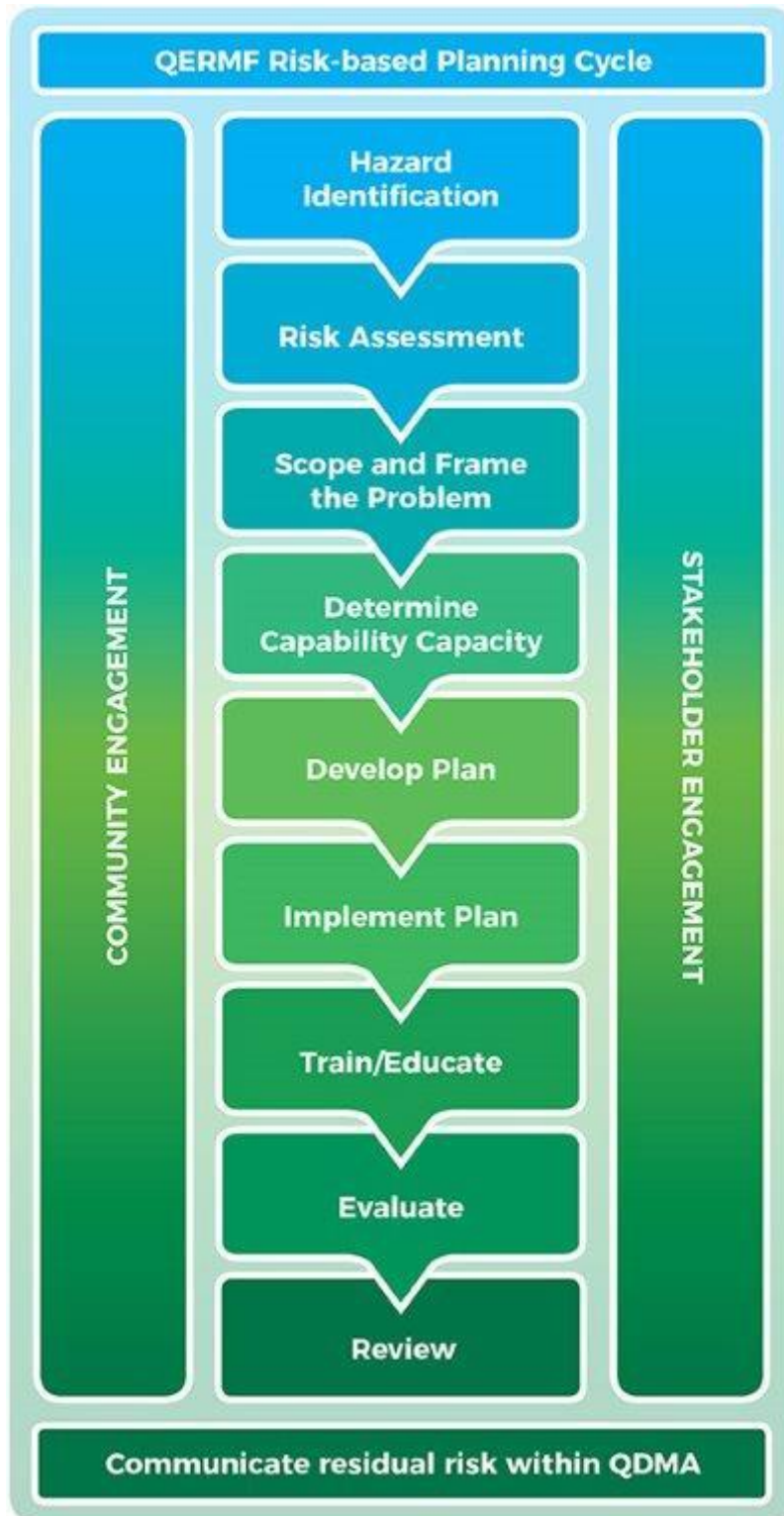




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## CHAPTER 1: HAZARD IDENTIFICATION

- To identify hazards to be assessed in the relevant area undertaking a risk assessment, the risk assessor needs to evaluate information drawn from multiple sources.
- Intelligence may be drawn from sources such as the Bureau of Meteorology who provide data relating to meteorological events or Geoscience Australia who provide data relating to geological hazards such as earthquakes.
- To determine anthropogenic hazards, risk assessors will need to work with relevant agencies who monitor these types of hazards. For example Queensland Health who monitor statistics relating to human pandemic probability, Queensland Police Service who have intelligence data on hazards such as terrorism, or the Department of Agriculture and Fisheries who hold data relating to Animal or Plant borne pandemic.
- By establishing credible information relating to hazards, this enables the risk assessor to determine the necessary stakeholder group to take part in the risk assessment.

## CHAPTER 2: RISK ASSESSMENT

- Conducting a risk assessment enables the risk assessor to identify vulnerabilities to elements exposed to particular hazards within the area under assessment. Refer to the [Queensland Emergency Risk Management Framework](#).
- It evaluates existing risk treatment controls and the control effectiveness of plans or projects to mitigate or manage risk.
- This helps with identifying gaps with systems, processes or people being used to manage or respond to identified risks.

## CHAPTER 3: SCOPING AND FRAMING

- Scoping and framing the problem space helps to identify the extent of potential impact and complexity of vulnerability identified.
- Scoping is the broad analysis of what is being seen or is likely to be seen when a hazard manifests and interacts with a particular area.
- Framing is defining the actual problem (vulnerability or vulnerabilities) that may arise out of that interaction.
- By framing the problem, it enables the risk assessor (Local Disaster Management Group (LDMG) Disaster Management Officer (DMO)/District Disaster Management Group (DDMG) Executive Officer (XO)) to determine what capability exists to manage/plan for the gap and informs considerations for planning.

## CHAPTER 4: DETERMINING CAPABILITY

- Capability assessment involves evaluating what you may have at your disposal to address vulnerabilities.
- Key considerations may include:
  - Logistics and equipment available (heavy machinery, generators, emergency supplies such as (food, water, clothing, bedding), safety equipment such as (personal protective equipment (PPPE), emergency lighting), first aid supplies.
  - Human resources (staff, volunteers, auxiliary teams). Rostering and fatigue management should be considered.
  - Finances – funding for betterment projects, reallocation of primary budgets in response to risk prioritisation, major works projects etc.
  - Time – How long to get things in place (risk treatment plans/strategies, people, logistics etc.).
  - Policy – restrictions implied by policy, or benefits with effective use of policy.





## CHAPTER 5: DEVELOP THE PLAN

Recommended structure of a Local/District Disaster Management Plan:

- Plan title
- Administration and governance
- LDMG/DDMG
- Disaster risk assessment:
  - Community context
  - Hazards
  - Risk analysis
  - Risk statement
  - Risk treatment
- Community disaster resilience and capacity building:
  - Prevention
    - Community education
    - Mitigation and improvement strategies
  - Preparedness
    - Coordination
    - Training
    - Exercising
- Response strategy:
  - Activation and triggers
  - Disaster coordination centre
  - Declaration of a disaster situation
  - Communications and systems for public information and warnings
  - Evacuation and sheltering arrangements
  - Logistics
  - Financial arrangements
  - Offers of assistance
  - Post-disaster assessment
- Recovery strategy:
  - Human and social
  - Economic
  - Environment
  - Building
  - Roads and transport
- LDMG/DDMG Sub-plans.

Refer to the planning considerations within the Prevention, Preparedness, Response and Recovery Disaster Management Guideline.

## CHAPTER 6: IMPLEMENT THE PLAN

- Link to relevant agency/stakeholder specific plans that may be relied upon to support Local/District Disaster Management Plans during an activation.
- Validate the plan with the stakeholder group (LDMG/DDMG and relevant stakeholders)
- Once the plan is validated and tabled at the relevant group, the plan is signed off by the LDMG or DDMG Chair and can then be implemented.
- Implementation also requires the plan to be embedded on relevant websites accessible by the public and by relevant members within Queensland's disaster management arrangements.





## CHAPTER 7: TRAIN/EDUCATE

- Staff responsible for enacting the operational plans within the Local/District Disaster Management Plans should be trained where required to ensure they can perform their expected function/role within the plan.
- The Queensland Disaster Management Training Framework outlines the core training courses and inductions relevant to disaster management stakeholders to support the effective performance of their role.
- Disaster Management Groups should regularly assess training needs and develop a training program in consultation with their regional Emergency Management Coordinator.

## CHAPTER 8: EVALUATE

- Exercise management is key to evaluating plan effectiveness.
- This can be completed by exercising a component of the plan, or the plan in its entirety.
- Exercising can be conducted in a desk top scenario analysis or through a coordinated practical exercise.
- Exercising enhances planning outcomes and enables the implementation of lessons identified.
- Plans must be adjusted where necessary, based on lessons learned or plan effectiveness.

## CHAPTER 9: REVIEW

- Reviewing the overarching Local/District Disaster Management Plans is an annual requirement, however when it comes to operational plans, it is apt to adjust these plans as required, if/or when things change.
- Post exercise reviews or after action reviews post events, may identify critical elements of an operational plan that require adjustment, or the addition of information or tasks not previously considered.
- When undertaking the annual plan review, it is prudent to review currency of risk assessments which inform risk-based plans.

## CHAPTER 10: STAKEHOLDER GROUP

- Stakeholders are pivotal in assisting a risk assessor to determine the most likely and credible worst case scenario likely to eventuate from the manifestation of a hazard, for which they have direct knowledge or data relating to the hazard.
- Stakeholders provide the risk assessment process with integral information such as data and research, existing risk management/treatment strategies, specific plans, points of contact, general and technical knowledge about the hazard/s and previous events.
- Stakeholder relationships are imperative to creating effective planning due to the interoperability of systems and community reliability of a coordinated response.
- Stakeholders should be engaged throughout all stages of risk-based planning.

## CHAPTER 11: COMMUNITY ENGAGEMENT

- Engagement with community groups prior to, during and upon completion of risk assessments and risk-based planning is invaluable.
- After completing risk assessments and developing risk-based plans, it is key to establish community awareness programs.
- Effective engagement programs help to identify:
  - Usable local knowledge to help inform the risk assessment.
  - Locally established community groups who can provide a readily accessible resource of skills based people.





- Gaps in community understanding of hazards and expectations of community response during events.
- Strategies for LDMGs and DDMGs to address key community risks to increase preparation for events leading to enhanced resilience across their community.

## CHAPTER 12: COMMUNICATE RESIDUAL RISK

- After identifying residual risk it is imperative to communicate with relevant partners the intended strategies that will be employed to either:
  - accept the risk;
  - treat the risk; or
  - manage the risk.
- Communicating the gaps in capability that may be leading to residual risk ensures those either accepting the management of the residual risk or looking to share the management of the residual risk, can clearly plan to address the gaps.
- Plans or strategies developed to manage the residual risk, need to be complementary between relevant agencies at each level within Queensland's disaster management arrangements.

