

3.4 LOCAL DISASTER COORDINATION CENTRE SOP

BRISBANE CITY COUNCIL LOCAL DISASTER COORDINATION CENTRE STANDARD OPERATING PROCEDURES

TABLE OF CONTENTS

AMENDMENT REGISTER AND VERSION CONTROL	v
DISTRIBUTION LIST	vi
REFERENCES / ABBREVIATIONS	vi
SECTION 1 - INTRODUCTION	1
BCC Obligations	1
Purpose of SOP	1
Supporting SOPs	1
QLD Disaster Management Structure	1
BCC Disaster Management Structure	1
SECTION 2 – LOCATION AND SET-UP	2
Primary Location	2
Secondary (Alternate) Location	2
Layout	2
Security/Access	2
Electronic Equipment	2
Set-up	2
Equipment Checklist	2
Emergency Power	2
Phone Locations and Numbers	2
Contact List	3
SECTION 3 – ACTIVATION	4
Activation Levels within Council	4
Activation Levels for the LDCC	4
LDCC Structures	4
SECTION 4 – STAFFING	7
Staffing the LDCC at Level 3	7
Duty Statements	8
Staffing the Enhanced LDCC	8
Zero Harm	8
Fatigue Management	9
Staff Welfare	9
SECTION 5 – OPERATIONS	10
LDCC Operations	10
Daily Operating Schedule	10
Information and Task Management	10
Situation Report	11
LDCC Groupwise Account	11
Display of Information	11
Control of Information	11
Classified Waste	11
Archive	12
External Reporting Procedures	12
Briefings	12
Shift Handover	12
Request for Assistance	12
Catering	12
Media	13
SECTION 6 – TRANSITIONAL PROCEDURES	14
Decision for Transition	14

Critical Decision Points/Issues	14
Escalation Procedures (Level 3 to Level 4)	14
Responsibility of the Chair/XO BCLDMG	14
Responsibilities of the DOM	14
Responsibilities of the LDCC IC	15
Roles of the LDCC Team Leaders	15
Transition Completion	16
De-escalation Procedures	16
Debriefing/Post Event Report	16
Further Support	16
SECTION 7 – COMMUNICATIONS	17
Communication Networks	17
Emergency Communications	17
Communication between LDCC IC and Enhanced LDCC Functional Groups	17
Communication between LDCC Staff and Council Business Units	17
Communication with BCLDMG	17
Communication between LDCC and Council LOs	17
Communication between LDCC and External Agencies	18
Media	18
APPENDIX 1 – LAYOUT	1
APPENDIX 2 – VISITORS LOG	7
APPENDIX 3 - SET-UP CHECKLIST	8
APPENDIX 4 – EQUIPMENT	10
APPENDIX 5 – DUTY STATEMENTS	11
Duties of Local Disaster Coordination Centre Incident Controller	11
Duties of Operations Team Leader	12
Duties of Planning Team Leader	13
Duties of Sitrep Writer	14
Duties of Logistics Team Leader	15
Duties of Administrator	16
Duties of Crisis Communications Officer	17
Contact Centre Liaison Officers	17
Duties of LDCC Support Staff	18
Duties of Intelligence Team Leader	19
Duties of Intelligence Coordinator	20
Duties of Analyst	21
Duties of Intelligence Liaison Officer	22
Duties of Intelligence Team Support Staff	23
Duties of Geospatial Information System Officer	24
APPENDIX 6 – STAFFING TRANSITION	25
APPENDIX 7 – DAILY OPERATING SCHEDULE	26
APPENDIX 8 – RECORD OF CONVERSATION	27
APPENDIX 9 – OPERATIONS LOG TEMPLATE	28
APPENDIX 10 – SITREP TEMPLATE	29
APPENDIX 11 – INFORMATION DISPLAYS	33
APPENDIX 12 – BRIEFING PROCEDURE	34
SMEACZ Briefing Procedure	34
Situation	34
Mission	34

Execution	34	
Administration and Logistics		35
Command Control and Communications		35
Zero Harm	36	
Reinforcement of Critical Issues		36
Mapping and Documentation for Briefings		36
Delegations/Responsibilities		36
APPENDIX 13 – SHIFT HANDOVER BRIEF		37
APPENDIX 14 – REQUEST FOR ASSISTANCE		40
APPENDIX 15 – TRANSITION CHECKLIST		41
APPENDIX 16 – DE-ESCALATION CHECKLIST		43
ENCLOSURE 1 - ABBREVIATIONS		44
ENCLOSURE 2 – CONTACT LIST		45

AMENDMENT REGISTER AND VERSION CONTROL

1. The Executive Officer (XO) to the Brisbane City Local Disaster Management Group (BCLDMG) may approve minor/inconsequential amendments to this Standard Operating Procedure (SOP). Any changes to the intent of this document are to be endorsed by the BCLDMG. A copy of each amendment must be forwarded to the members identified in the distribution list, and when the amendment has been inserted the Amendment Status sheet updated and signed.
2. Proposed amendments to this SOP are to be forwarded in writing to the Disaster Operations Manager (DOM).

Local Disaster Coordination Centre SOP Version Control

Version	Date	Prepared by	Comments

3. The DOM is to ensure that this SOP is reviewed and updated annually. It is to be tested via a scenario exercise at least once each calendar year.
4. The SOP is also to be reviewed as part of the debrief process following actual activations of the Local Disaster Coordination Centre. The DOM is to ensure that lessons identified from operational activations are incorporated into these SOP.

DISTRIBUTION LIST

Recipient	Number of Copies
Brisbane City Council Disaster Operations Manager	Master Copy (hard)
Council Intranet Site	Master Copy (electronic)
Chair – Brisbane City Local Disaster Management Group	1
Deputy Chair – Brisbane City Local Disaster Management Group	1
Disaster District Coordinator	1
EMQ Area Director	1
LDCC - 2 sites, 2 at each site,	4
FOG, FPG, ISG and DIG – 2 sites, 1 at each	8

REFERENCES / ABBREVIATIONS

1. Further information can be found in:
 - a. Queensland Disaster Management Act 2003, Reprint 2B, effective 01 December 2009
 - b. Australian Emergency Management Glossary – Manual 3
 - c. Brisbane City Council Disaster Management Concept of Operations, October 2009
 - d. Brisbane City Council Disaster Management Plan 2010
2. A list of abbreviations and acronyms used in this Standard Operating Procedure is located at Enclosure 1.

SECTION 1 - INTRODUCTION

BCC Obligations

- 1.1 Brisbane City Council (Council) has an obligation to be able to respond to and recover from a broad range of natural and human-made disaster events. Council currently meets its legislative requirements and obligations under Section 57(1) of the Queensland State Government's *Disaster Management (DM) Act 2003*.
- 1.2 Council has articulated its response and recovery procedures in an endorsed Disaster Management Concept of Operations (CONOPS). This SOP has been developed to meet statutory requirements and should be read in conjunction with the CONOPS and the Brisbane City Council Disaster Management Plan.

Purpose of SOP

- 1.3 The purpose of this SOP is to outline the processes and procedures within the LDCC at Level 3 and the Enhanced LDCC at Level 4 activation¹. The primary objectives of this document are:
 - a. To ensure that the level of LDCC activation and Council response is appropriate to meet the requirements of the event.
 - b. To ensure that the functions within the LDCC are scalable and flexible to guarantee appropriate levels of coordination.
 - c. To outline the transition process between activation Levels 3 and 4 within the LDCC.
 - d. To ensure the transition process is conducted efficiently and effectively.
 - e. To ensure LDCC staff are conversant with the functional roles of the LDCC.
 - f. To provide checklists for operational activities.

Supporting SOPs

- 1.4 Each functional group within the Enhanced LDCC has a SOP for its operations at Level 4. These supporting SOPs are to be read in conjunction with this LDCC SOP.

QLD Disaster Management Structure

- 1.5 The QLD disaster management structure is detailed in References A, C and D.

BCC Disaster Management Structure

- 1.6 The LDCC is the facility which coordinates and prioritises the use of resources and assets to support Council's response and recovery operations. The LDCC is responsible for the implementation of BCLDMG priorities and reports directly to the BCLDMG.
- 1.7 The relationship between the LDCC and the BCLDMG is shown in Figures 1 and 2.

¹ The definition of these activation levels is at Reference C

SECTION 2 – LOCATION AND SET-UP

Primary Location

- 2.1 The primary location for the LDCC is the training rooms, Level 1 Brisbane Square, 266 George Street, Brisbane.

Secondary (Alternate) Location

- 2.2 The secondary or alternate location for the LDCC is in the East Regional Business Centre, 2 Millennium Blvd, Carindale.

Layout

- 2.3 The layouts for the LDCC/Enhanced LDCC at the primary location are at Appendix 1.

Security/Access

- 2.4 **Council Staff.** Access to the LDCC is restricted to LDCC staff, Lord Mayor, XO BCLDMG, DOM and Liaison Officers (LO) from other internal and external agencies. Selected personnel may be granted entry through agreement with the LDCC IC. Media representatives are not permitted in the LDCC.
- 2.5 Access to the LDCC will be via Council swipe card or visitor swipe card from security.
- 2.6 **Liaison Officers.** The Administrator will escort LOs into the LDCC and record their details in the visitors log (See Appendix 2 for Visitors Log).

Electronic Equipment

- 2.7 Only authorised electronic equipment is permitted within the LDCC/Enhanced LDCC.

Set-up

- 2.8 The LDCC Incident Controller (IC) is responsible for the set-up and initiation of LDCC/Enhanced LDCC operations. A checklist, which is primarily for the Administrator to use for the set-up, is at Appendix 3.

Equipment Checklist

- 2.9 A list of the equipment required for set-up and operations in the LDCC/Enhanced LDCC is at Appendix 4.

Emergency Power

- 2.10 In the case of power failure, both LDCC locations have uninterrupted power supplies.

Phone Locations and Numbers

- 2.11 Phone locations and associated numbers are shown on the LDCC/Enhanced LDCC layouts at Appendix 1.

2.12 The Administrator is to ensure that once activated these numbers are promulgated to all areas within the LDCC/Enhanced LDCC.

2.13 The BCC Information Services will support the set-up of these systems.

Contact List

2.14 The contact list for use in the LDCC/Enhanced LDCC is at Enclosure 2.

SECTION 3 – ACTIVATION

Activation Levels within Council

- 3.1** Through the CONOPS, Council has adopted a flexible and scalable approach to activation of its event response management arrangements. This approach, which uses four levels of activation based on community impacts or consequences, has been implemented to ensure appropriate levels of coordination are available in order to respond to events.
- 3.2** Section 5 of the CONOPS provides further information on these levels of activation.

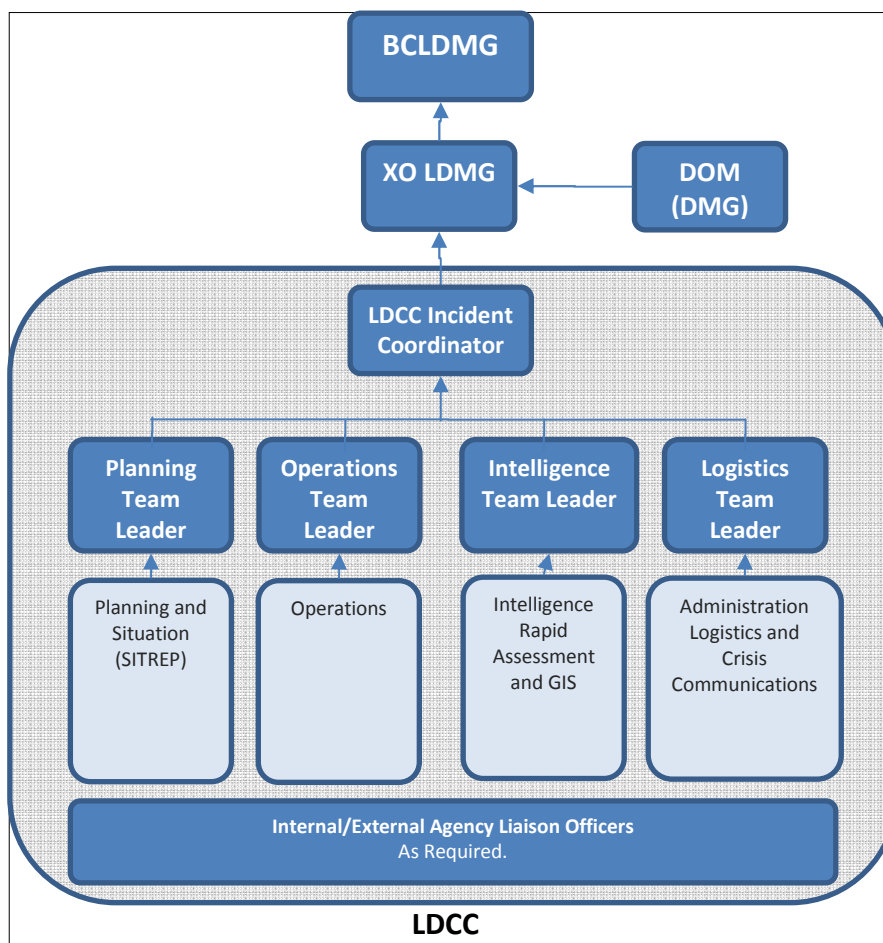
Activation Levels for the LDCC

- 3.3** The level of activation for the LDCC depends on the complexity, nature and extent of the disaster or emergency. The decision to change the level of activation will be made by the XO BCLDMG or as directed by the Immediate Action Team (IAT), with advice from the DOM.
- 3.4** The LDCC will be activated only at CONOPS activation Level 3 and Level 4 when coordination of resources is greater than that expected during normal working procedures.
- 3.5** Upon transition to CONOPS Level 4 the LDCC will become the Enhanced LDCC.

LDCC Structures

- 3.6 LDCC - Level 3.** At Level 3 activation the LDCC is capable of fulfilling the necessary operational task coordination for the event. Primarily, tasks will be undertaken by Council business units with limited external support.
- 3.7** The LDCC Incident Controller (LDCC IC) is responsible for the coordination of these operations and reports directly to the XO BCLDMG.
- 3.8** The following functions are located within the LDCC at Level 3:
- a. **Planning Team.** Responsible for current planning (0-72 hours) and compilation of the Sitrep.
 - b. **Operations Team.** Responsible for coordination and management of operational tasking.
 - c. **Intelligence Team.** Responsible for the conduct of rapid damage assessments, information analysis and GIS support.
 - d. **Logistics Team.** Responsible for administration, logistics and crisis communications.
- 3.9** Coordination of non-council supporting agencies will be achieved through the utilisation of LOs. These LOs will be located in the DIG/Planning room with the exception of financial and District Disaster Management Group (DDMG) LOs who will be located in the ISG/Logistics Room.
- 3.10** Figure 1 outlines the structure and functions of the LDCC at Level 3.

FIGURE 1 – LEVEL 3 LDCC FUNCTIONS



3.11 Enhanced LDCC – Level 4. At CONOPS Level 4 the functions and capability of the LDCC have been enhanced through the establishment of functional groups and additional staffing. The LDCC becomes known as the Enhanced LDCC. The Enhanced LDCC provides greater coordination through the utilisation of functional groups. At this level escalation of operations which include State, Federal and Non-government organisations is probable.

3.12 The functional groups which together form the Enhanced LDCC are:

- a. **Forward Planning Group (FPG).** The FPG develops from the Planning Team and is led by the FPG Manager. The FPG enhances the existing planning function of the LDCC and focuses on strategic and forward-looking planning. This permits efficient and effective resource allocation and management, and enables the commencement of recovery considerations and planning. The Sitrep Writer is located in the FPG but is responsible to the LDCC IC.
- b. **Disaster Intelligence Group (DIG).** The DIG develops from the Intelligence Team and is led by the DIG Manager. The DIG ensures that all information from the event is captured and assessed in order to provide timely and accurate situational awareness to the Enhanced LDCC functional groups. This information is used within the Enhanced LDCC to enable appropriate tasking, decision making and forward planning.
- c. **Field Operations Group (FOG).** The FOG develops from the Operations Team and is led by the FOG Manager. The FOG coordinates and manages Council's operational response and internal logistical support to an event. The FOG provides information to the LDCC IC on the progress of Council's on-ground response and communicates emerging issues.

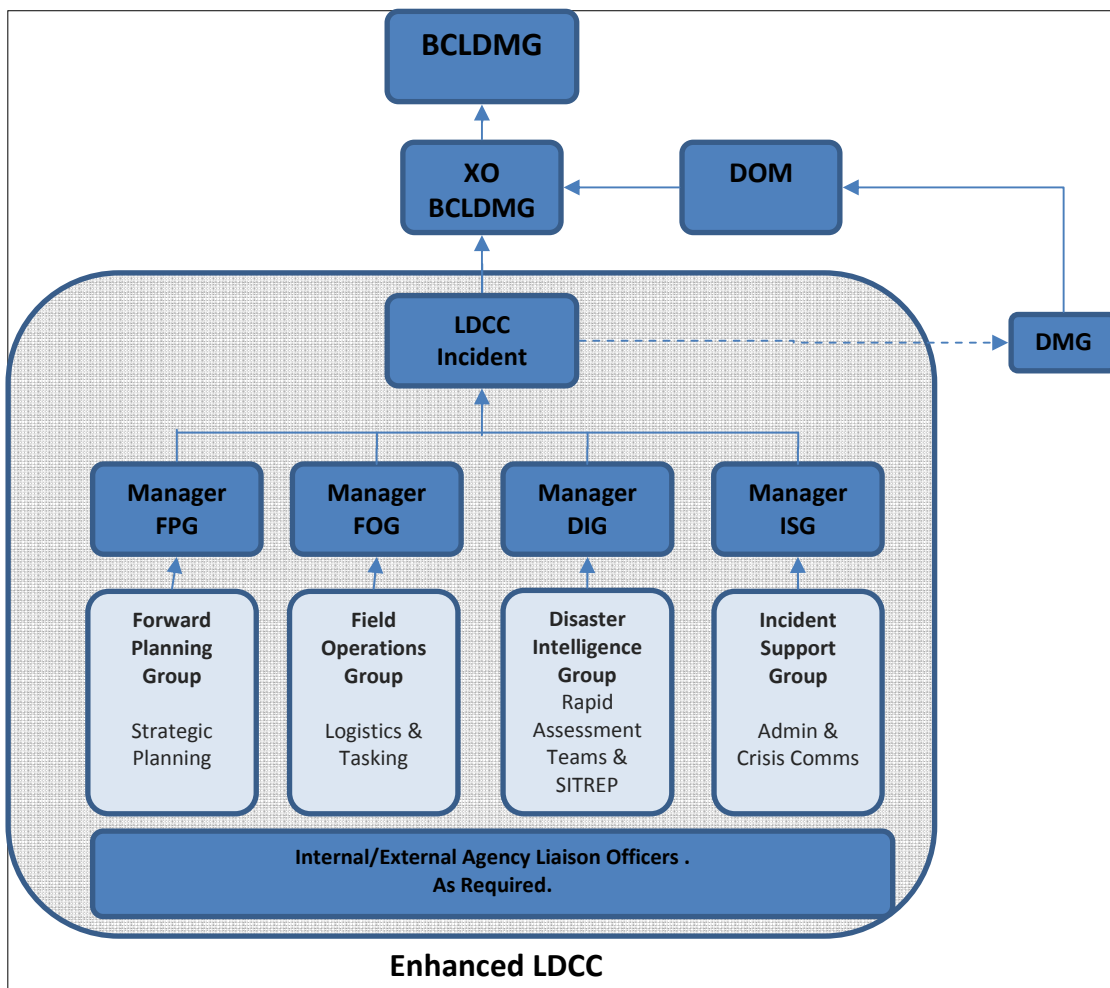
- d. **Incident Support Group (ISG).** The ISG develops from the Logistics Team and is led by the ISG Manager. The ISG encompasses the Enhanced LDCC support functions to the event. It includes Administration, Logistics, and Crisis Communications.

3.13 The operational procedures for each of these functional groups are provided as enclosures to this SOP.

3.14 Each group manager reports directly to the LDCC IC. The LDCC IC remains responsible for the coordination of operations at Level 4 and continues to report directly to the XO BCLDMG.

3.15 Figure 2 outlines the structure and functions of the Enhanced LDCC.

FIGURE 2 – LEVEL 4 ENHANCED LDCC FUNCTIONS



3.16 Section 6 of this SOP provides the procedures for the transition of the LDCC at Level 3 to the Enhanced LDCC at Level 4.

SECTION 4 – STAFFING

Staffing the LDCC at Level 3

- 4.1** This section identifies the key functions and minimum staffing numbers required in the LDCC at Level 3. The LDCC IC is to adjust staffing levels as necessary to meet the requirements of the event.
- a. **LDCC Coordination.** Coordinates the response to an event, including the operation of the LDCC.
 - (1) **LDCC IC.** Overall coordination of Council's operations.
 - (2) **LDCC Support Staff.** Supports LDCC IC.
 - b. **Planning Team.**
 - (1) **Planning Team Leader.** Reports to the LDCC IC and manages, evaluates and makes recommendations in relation to all intelligence coming into the LDCC via the Intelligence Team.
 - (2) **Planning Team Support Staff.** Reports to the Planning Team Leader and provides clerical and telephone operator support.
 - (3) **Sitrep Writer.** Reports to Planning Team Leader and is responsible for the compilation of the BCLDMG Sitrep.
 - c. **Operations Team.**
 - (1) **Operations Team Leader.** Reports to the LDCC IC and controls LDCC operations.
 - (2) **Operations Team Support Staff.** (x6) Reports to the Operations Team Leader and provides clerical and telephone operator support (Operators and Log Keeper)
 - d. **Logistics Team.**
 - (1) **Logistics Team Leader.** Reports to the LDCC IC and coordinates financial, personnel and administrative aspects of an event including the operation of the LDCC.
 - (2) **Administrator.** Reports to the Logistics Team Leader and coordinates LDCC welfare staff and liaison officers assigned to the LDCC. A checklist for the Administrator throughout LDCC operations is with the Administrator duty statement at Appendix 5.
 - (3) **Crisis Communications Officer.** (x2) Reports to the LDCC IC and is responsible for the preparation of all community, public and media communiqués.
 - (4) **Logistics Team Support Staff.** Reports to the Logistics Team Leader and provides clerical and telephone operator support.
 - (5) **Contact Centre LO.** Reports to LDCC IC (through the Crisis Communications Manager) and is responsible for receiving, monitoring, recording and forwarding all calls for assistance through to the LDCC.
 - (6) **Finance LO.** Provides financial support and guidance.

e. **Intelligence Team.**

- (1) **Intelligence Team Leader.** Reports to the LDCC IC and manages the collection and analysis of information.
 - (2) **Intelligence Coordinator.** Reports to the Intelligence Team Leader and is responsible for coordinates intelligence functions.
 - (3) **Intelligence LO.** Reports to the Intelligence Team Leader and is responsible for liaison with other LDCC teams, business units and external organisations and agencies.
 - (4) **Analyst.** Reports to Intelligence Coordinator and is responsible for analysing and verifying information.
 - (5) **Intelligence Team Support Staff.** (x2) Reports to the Intelligence Team Leader and provides clerical and telephone operator support.
 - (6) **Geospatial Information System Officer.** Reports to the Intelligence Team Leader and is responsible for the display and update of all graphical data sets.
- f. **Liaison Officers.** LOs from other agencies may be requested or they may request to attend the LDCC. Their function is to provide advice and direct communication with their agency.
- g. **BCC Liaison Officers.** Council LOs may be required to provide support to supporting agencies. These LOs will remain within the Council command structure.

Duty Statements

4.2 Duty Statements for LDCC staff (Level 3 and 4) are at Appendix 5.

Note: Duty statements for positions within the FOG, FPG, DIG and ISG are in the appropriate SOP for that group.

Staffing the Enhanced LDCC

- 4.3 At Level 4 activation the Enhanced LDCC staffing requirement is increased to provide enhanced coordination of event activities. The staff within each LDCC team are transferred to the relevant Enhanced LDCC group (for example Operations Team personnel fulfil duties within the FOG). Each Enhanced LDCC functional group is augmented by additional staff.
- 4.4 The functions described above remain within the Enhanced LDCC; however greater staff numbers are required to fulfil the increased demands of the Level 4 activation.
- 4.5 The transition of staffing from the LDCC to the Enhanced LDCC, including staffing numbers and functions are provided at Section 6 and Appendix 6.

Zero Harm

- 4.6 Council takes workplace health and safety seriously. It protects safety and promotes health by striving for zero harm to anyone in the workplace, at home or in public spaces through its 'Zero Harm' policy.
- 4.7 Zero Harm is to be a paramount consideration in any response.

Fatigue Management

- 4.8** Fatigue management is to be monitored by the Planning Team Leader/Enhanced LDCC Group Managers in accordance with Council policy. More information on fatigue management is provided in the Brisbane City Council Disaster Management Plan.

Staff Welfare

- 4.9** The LDCC IC, through the Logistics Team Leader/Enhanced LDCC Group Managers, is responsible for the welfare of all persons on shift in the LDCC.

SECTION 5 – OPERATIONS

LDCC Operations

- 5.1 This section of the SOP outlines operations within the LDCC only at Levels 3 and 4. Refer to the SOPs at Enclosures 3, 4, 5 and 6 for information on the operations undertaken by the functional groups within the Enhanced LDCC.

Daily Operating Schedule

- 5.2 The LDCC Daily Operating Schedule is at Appendix 7. This schedule is based on 24 hour continuous operations and uses three shifts. Each shift is eight hours duration, excluding shift handovers.
- 5.3 The schedule can be adjusted by the LDCC IC to meet the demands of the BCLDMG and briefing requirements for media purposes.
- 5.4 The LDCC IC will manage the Daily Operating Schedule at Levels 3 and 4.

Information and Task Management

- 5.5 The fundamentals of information management are provided in the LDCC SOP.

Record it. Capture as much detail as possible and store it (electronically or in hard copy, text, sound or vision);

Time and Date. Ensure everything is time and date stamped for during and post operational use;

Share information with all relevant stakeholders;

Establish a **Master Log** for all information (regardless of format); and

Take appropriate **action** and record the details of actions taken.

- 5.6 Good information management ensures all personnel involved in the operation have far greater 'situational awareness' and, post the emergency, will be able to reconstruct what happened, and when. This facilitates organisational learning, by continuous improvement, through analysis of past operations. It will also ensure information is not lost and is processed in a thorough and systematic manner. Personnel needing to make decisions can be assured they have the most up-to-date and complete information with which to work.
- 5.7 Controlled and systematic information and task management in the LDCC is vital to enable timely and appropriate decisions and action (Refer to Figure 3).
- 5.8 The following procedures are to be employed:
1. **Collect.** Information or requests are received and sought by the LDCC Operators from multiple sources. A record of conversation form is at Appendix 8.
 2. **Record.** Information/request is ultimately passed to the Log Keeper for registration, recording and copying. An electronic log will be utilised, with paper copies made every 30 minutes (this will ensure information is retained is power is interrupted).

3. **Distribute.** *Original* initially received by the Operations Team. Operations Team subsequently delegates the task to the appropriate section for action.
4. **Action.** The Operations Team issues the task for action and monitors its progress. Awareness of the progress of tasks that have been passed to the LOs is to be maintained by the Operations Team.
 - (1) The Operations Team Leader is responsible for the maintenance of the LDCC operational log which is used to record all key events (including briefings, shift hand-overs and visits), decisions and major items of communication. All recordings are to be made in chronological order.
 - (2) The template for the operations log is at Appendix 9.
5. **Completion.** Once a task is completed the Operations Team advises the Log Keeper who will record completion details.
6. **File.** Any associated documentation is filed chronologically.

Situation Report

5.9 The Planning Team Leader/FPG Manager, through the Sitrep Writer, is responsible for the compilation and timely completion of the Sitrep. The Sitrep is to be used to provide and inform key stakeholders e.g. Mayor, DDC, BCLDMG, and key staff and agencies with summarised information about the emergency, which is to include resources deployed, activities for the period covered (both past, present and future intentions), damage assessments and any other relevant information.

5.10 The template for the Sitrep is at Appendix 10.

LDCC Groupwise Account

5.11 A Groupwise account is available to all LDCC members to utilise during events. The Groupwise account can be accessed via the following user name and password:

User name: LDCC - Password: LDCC

Mail: LDCC@brisbane.qld.gov.au

Display of Information

5.12 The information displays required in the LDCC are at Appendix 11. It is the responsibility of the LDCC IC to ensure that all necessary displays are made available.

Control of Information

5.13 All documentation produced by the LDCC is to be adequately protected from loss or theft or inadvertent release. All staff are to be advised of correct information release procedures and security policy concerning document protection.

Classified Waste

5.14 On standown of the LDCC, Team Leaders/Group Managers are to identify documentation required for archiving. All material no longer required, including any notes or draft reports, is to be destroyed by shredding.

Archive

- 5.15** Following stand down of the LDCC all documentation is to be archived under the direction of the DOM for a period in accordance with Council policy. A Council file is to be created for each event and is to be used as the repository for all event documentation. This file is to be maintained in accordance with Council's record management policy.

External Reporting Procedures

- 5.16** The LDCC will report to the BCLDMG in accordance with guidance and timelines directed by the BCLDMG, or as programmed in the Daily Operating Schedule.

Briefings

- 5.17** Where possible, prior to being employed within the LDCC, staff are to attend a briefing session under the direction of the Operations Team Leader. A guide for briefing content and format is at Appendix 12.

Shift Handover

- 5.18** The outgoing LDCC IC and Team Leaders are to prepare a shift handover brief for their incoming counterparts. (Refer to Appendix 13). The brief is to commence 15 minutes prior to the intended shift handover. Shift handover briefs are to be filed in the Master File.
- 5.19** Following a shift handover, both incoming and outgoing key personnel attend an update brief within the LDCC, to ensure situational awareness is provided to the incoming personnel
- 5.20** The outgoing person remains responsible for their duties until the shift handover is completed and the oncoming member has accepted the handover. The oncoming member accepts the responsibility by signing the handover brief
- 5.21** All other LDCC appointments only require an informal brief from the incumbent they are replacing. This brief should cover current and outstanding activities. The oncoming staff are to attend a central brief by the LDCC IC to update their situational awareness of the event.
- 5.22** Once the shift handover is complete, all outgoing staff are to leave the LDCC immediately.

Request for Assistance

- 5.23** Request for external assistance will be actioned by the Logistics Team in accordance with the disaster management framework described in the Brisbane City Disaster Management Plan. The Request for Assistance form at Appendix 15 is to be used for these requests.

Catering

- 5.24** The Administrator is responsible for organising catering support for LDCC staff, including mid-shift meals and light refreshments.
- 5.25** Meal breaks are to be staggered to meet LDCC requirements and to ensure the continuity of operations. All meals are to be consumed in the break out area.

Media

- 5.26** Media representatives are not permitted in the LDCC. All media liaison is handled by Crisis Communication staff. Staff working within the LDCC are to have no direct contact with the media. The media liaison to the LDCC will be a staff member of Council's Crisis Communication Team.

SECTION 6 – TRANSITIONAL PROCEDURES

Decision for Transition

- 6.1** The level of activation for the LDCC will be decided by the BCLDMG, or as directed by the CEO. This decision will be based on information provided by the LDCC IC (Sitreps) and through briefings from the DOM.

Critical Decision Points/Issues

- 6.2** The critical decision points, or issues that may influence a change in the LDCC level of activation include:
- a. Nature and complexity of information flow and information sources.
 - b. Magnitude of impact (buildings, infrastructure, services).
 - c. Resource requirements and possible deficiencies.
 - d. Coordination requirements.
 - e. Location and size of area impacted.
 - f. Future threats (determined through intelligence assessments).
 - g. Community and political expectations.

Escalation Procedures (Level 3 to Level 4)

- 6.3** A checklist for the transitional procedures from the LDCC (Level 3) to the Enhanced LDCC (Level 4) is at Appendix 14.

Responsibility of the Chair/XO BCLDMG

- 6.4** The Chair/XO BCLDMG will direct that the activation level of the LDCC be changed when considered necessary, based on information provided by the DOM and LDCC.

Responsibilities of the DOM

- 6.5** The specific transition responsibilities of the DOM are:
- a. To inform LDCC IC of transition requirement.
 - b. To provide situational awareness to the XO BCLDMG with regard to the transition progress.
 - c. To inform the XO BCLDMG when the transition is completed.

Responsibilities of the LDCC IC

6.6 The specific transition responsibilities of the LDCC IC are:

- a. To provide early warning to the LDCC Team Leaders (Planning, Operations, Intelligence and Logistics) that a transition is probable. This will be made by the most expedient means available (telephone, email, text message).
- b. To receive direction from the Chair/XO BCLDMG to change the level of activation of the LDCC.
- c. To direct each LDCC Team Leader to commence transition procedures.
- d. To maintain coordination of LDCC capability during the transition.
- e. To monitor progress of transition.
- f. To provide situational awareness and update briefs to Enhanced LDCC Group Managers.
- g. To advise BCLDMG and DOM of transition progress
- h. To advise DOM when transition is completed.

6.7 The LDCC IC remains the link between the LDCC and the BCLDMG during the transition.

Roles of the LDCC Team Leaders

6.8 The specific transition roles of the LDCC Team Leaders are:

- a. To continue coordination of LDCC activities during the transition.
- b. To supervise the recall of staff for the first LDCC shift.
- c. To physically establish their group (furniture, stores, IT, phones, electrical support (printer, copier, shredder, smart board, projector, stationery boxes) with the assistance of the Administrator.
- d. To ensure contact lists are available through the Administrator.
- e. To ensure tabards are available and worn. If tabards are not available the Team Leaders are to ensure that the functional areas within their group are clearly identified.
- f. To establish communications and information networks;
 - (1) **Internally** to the LDCC IC, other Group Managers and within the Council.
 - (2) **Externally** to personnel deployed to the field, liaison officers, suppliers and other supporting agencies.
- g. To brief staff to enhance situational awareness of the event.
- h. To ensure staff are fully conversant with regard to their roles and responsibilities.
- i. To supervise the coordination of staff for the second shift.
- j. To advise the LDCC IC when transition is completed.

Transition Completion

- 6.9** Transition of the LDCC from Level 3 to Level 4 will be considered complete when the following conditions have been met:
- a. Group managers within the Enhanced LDCC have confirmed to the LDCC IC that their groups are set up for Level 4 activities.
 - b. The checklist at Appendix 14 is to be used during the transition process. The completed checklist is to be signed by the group manager and handed to the LDCC IC as formal confirmation of transition completion.
 - c. LDCC IC has confirmed the transition completion to the BCLDMG.

De-escalation Procedures

- 6.10** The de-escalation process should follow a graduated step-down approach that ensures a seamless transition from the response to recovery.
- 6.11** Upon commencement of the transition from response to recovery and the consequent de-escalation of operational coordination required by the Enhanced LDCC, the LDCC IC will supervise the scaling back operations of personnel within the LDCC.
- 6.12** When advised to do so by the XO BCLDMG, the LDCC IC will coordinate the reversion of the Enhanced LDCC to the LDCC.
- 6.13** The procedures for the de-escalation from the Enhanced LDCC to the LDCC are provided in the checklist at Appendix 15. On completion of de-escalation group managers and team leaders are to sign the checklist as formal notification to the LDCC IC that responsibility for their functions have been transferred and are completed.
- 6.14** The LDCC will remain operational until the handover of recovery operations to the recovery committees has been completed through a formal brief by the LDCC IC to the committee Chairs.

Debriefing/Post Event Report

- 6.15** As soon as practicable after the stand down of the LDCC the DOM is to ensure that a Post Event Report is provided to the XO BCLDMG. This report is to clearly articulate outstanding tasks and issues related to the event so that improvements can be made to Council disaster management arrangements.

Further Support

- 6.16** Following all events, all staff will be formally debriefed by the DOM.

SECTION 7 – COMMUNICATIONS

Communication Networks

- 7.1** The Council telephone lines (phone/fax), email and internet facilities will be used as the primary communications network until the ability to do so is lost.
- 7.2** The mobile telephone system will also be used until it is no longer operational.
- 7.3** Further information on networks specifically required for communications between the Intelligence Team/DIG and the Rapid Assessment Teams (RATs), and between the FOG and the Regional Incident Management Teams (RIMT) is provided in the DIG and FOG SOPs.

Emergency Communications

- 7.4** Hand held radios can be made available when all other means of communication have been lost. These radios have a limited battery charge capacity and should be used only when no other form of communication is available.

Communication between LDCC IC and Enhanced LDCC Functional Groups

- 7.5** It is imperative that a robust communication flow is established and maintained within the Enhanced LDCC. Communication difficulties are likely with the physical dislocation of the functional groups from the LDCC IC, increased tempo, heightened tension to complete priority tasks and rapidly changing circumstances. A representative from each of the Enhanced LDCC functional groups is to attend all briefings and shift handovers in the LDCC and subsequently brief their group's staff.

Communication between LDCC Staff and Council Business Units

- 7.6** At Level 3 members of the Operations and Logistics Teams will communicate directly with the appropriate units using normal Council protocols. At Level 4, the FOG will coordinate and control all information and communication between the Enhanced LDCC and Council business units in order to maintain consistency and accuracy of information and tasking.

Communication with BCLDMG

- 7.7** It is the responsibility of the LDCC IC to keep the BCLDMG, or delegate, informed of event information. This includes current and future activities, resource requirements (including requests for assistance when local resources are unable to cope or are expected to be unable to cope).
- 7.8** The LDCC IC is the conduit between the LDCC and the BCLDMG. Communication will be through Sitreps and briefings as detailed in the Daily Operating Schedule (Appendix 7) or as directed by the XO BCLDMG.

Communication between LDCC and Council LOs

- 7.9** Council LOs that are assigned to supporting agencies are to maintain regular communications with the LDCC IC. The frequency of this communication will be determined by the tempo of the operations, however the LO is to update the LDCC IC on current operations at least twice every shift.

Communication between LDCC and External Agencies

7.10 The LDCC IC will initiate communication between the LDCC and external agencies. When there is the need for constant communication with another agency the LDCC IC will request that an agency LO attend the LDCC. This will assist the provision of information and expedite task allocation and the decision making process.

Media

7.11 All information for public release is produced by Crisis Communications. (Refer to the ISG SOP and the Crisis Communication Manual). All other LDCC staff are not to liaise or discuss LDCC operations with media representatives.

Appendices:

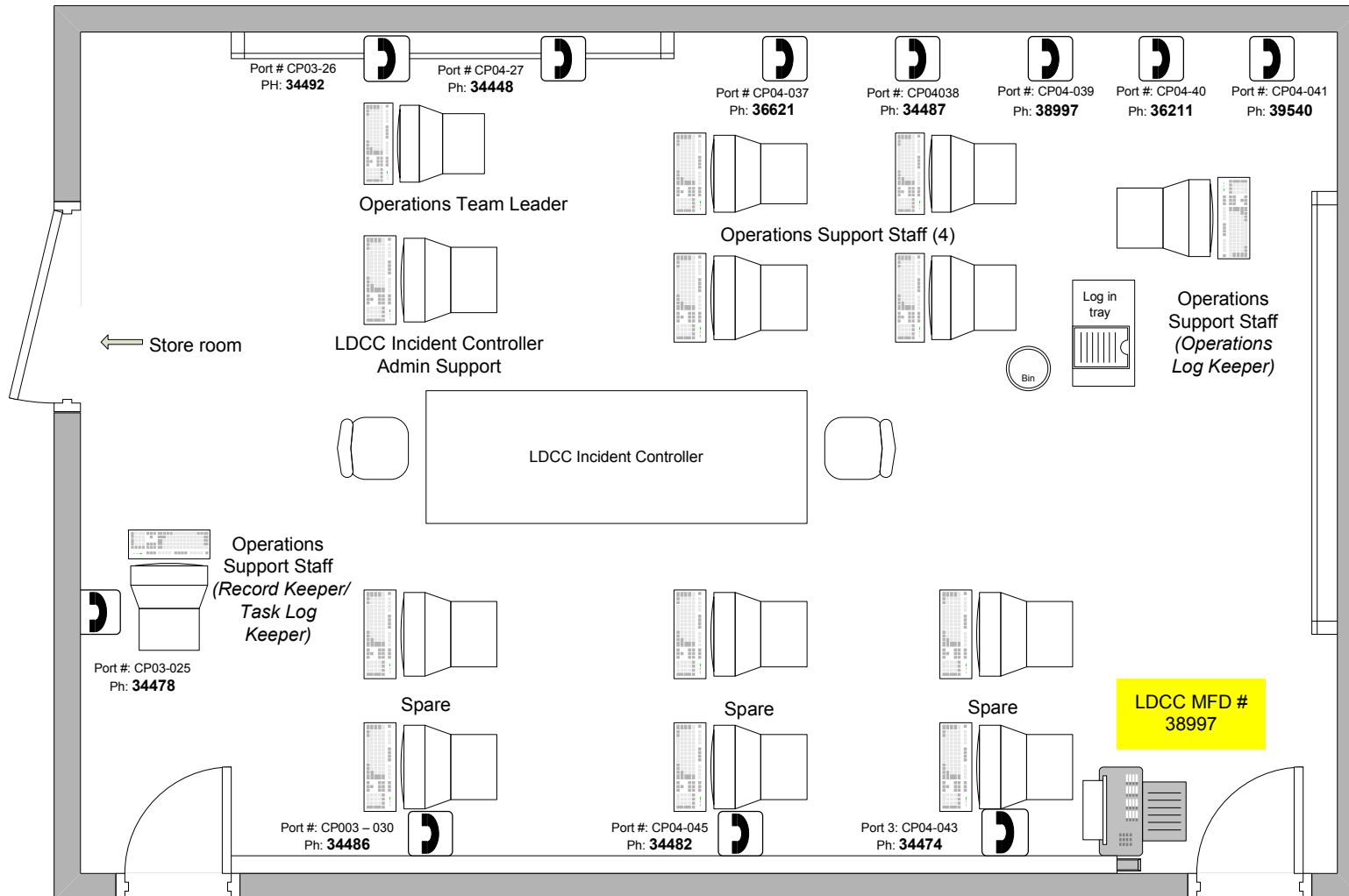
1. Layout
2. Visitors Log
3. Set-up Checklist
4. Equipment Checklist
5. Duty Statements
6. Staffing Transition
7. Daily Operating Schedule
8. Record of Conversation Form
9. Operations Log Template
10. Sitrep Template
11. Shift Handover Brief
12. Request for Assistance
13. Transition Checklist
14. De-escalation Checklist

Enclosures:

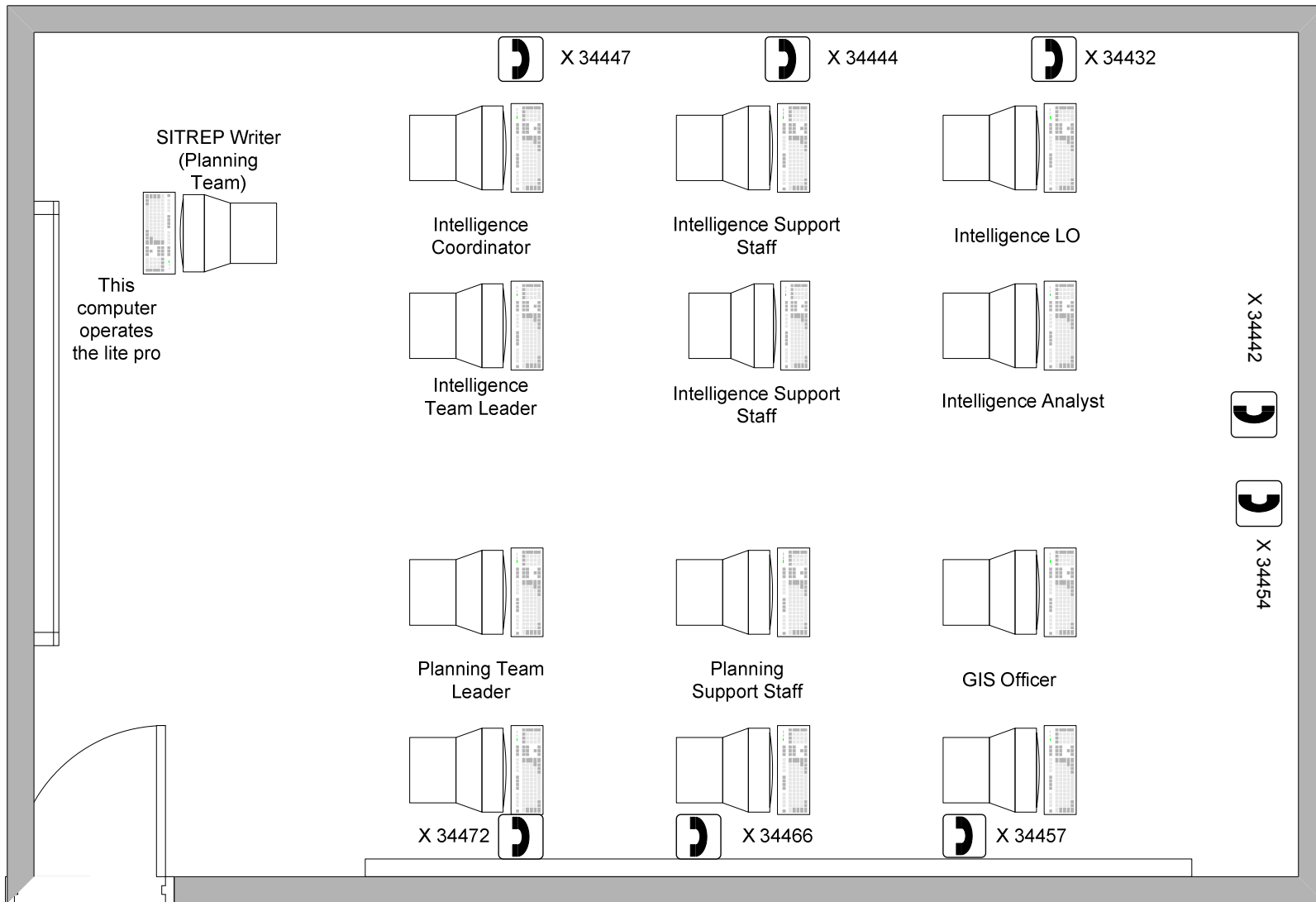
1. Abbreviations
2. Contact List
3. FOG SOP
4. FPG SOP
5. DIG SOP
6. ISG SOP

APPENDIX 1 – LAYOUTS

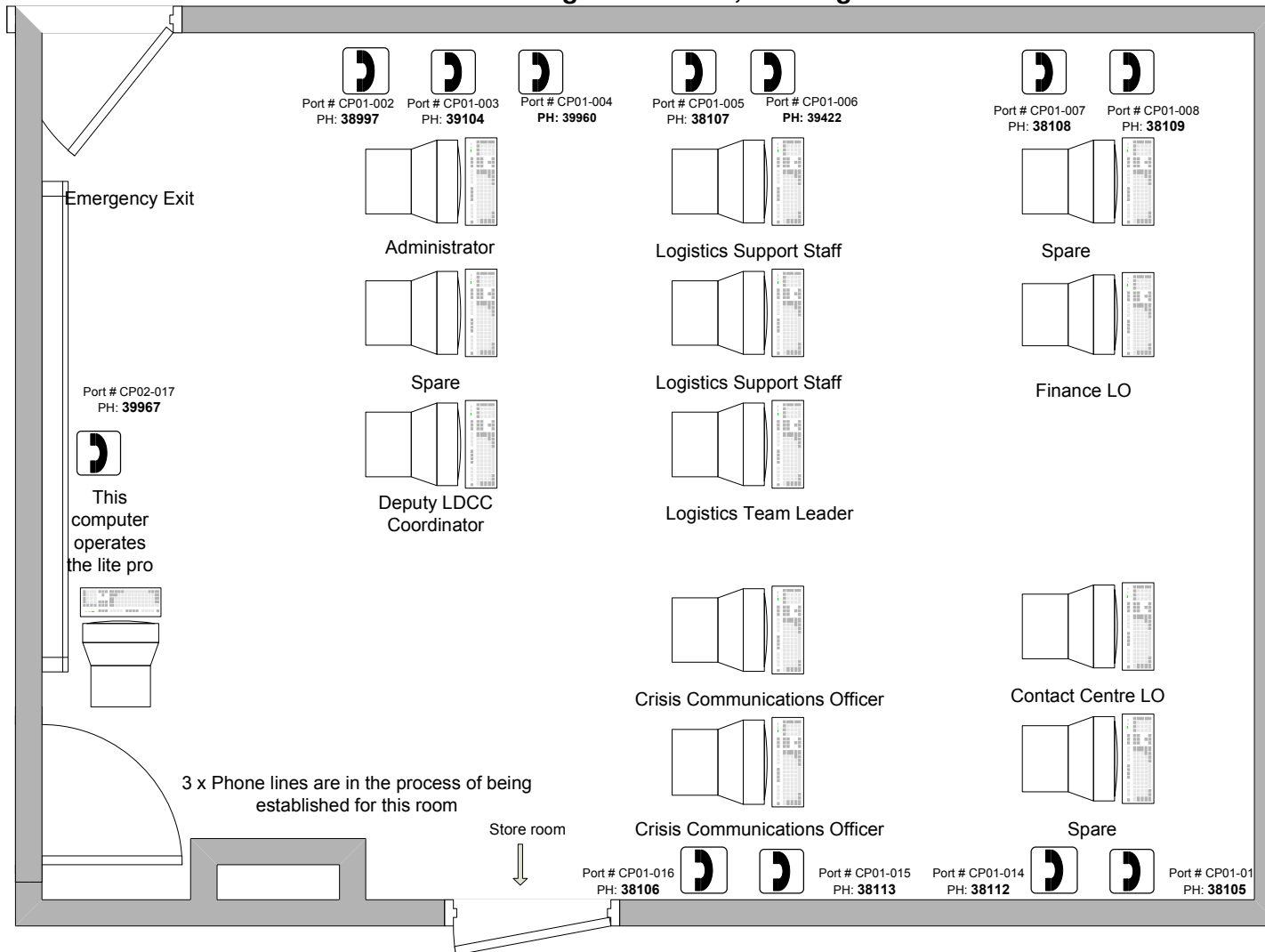
Level 3 – LDCC Operations, Training Room 2



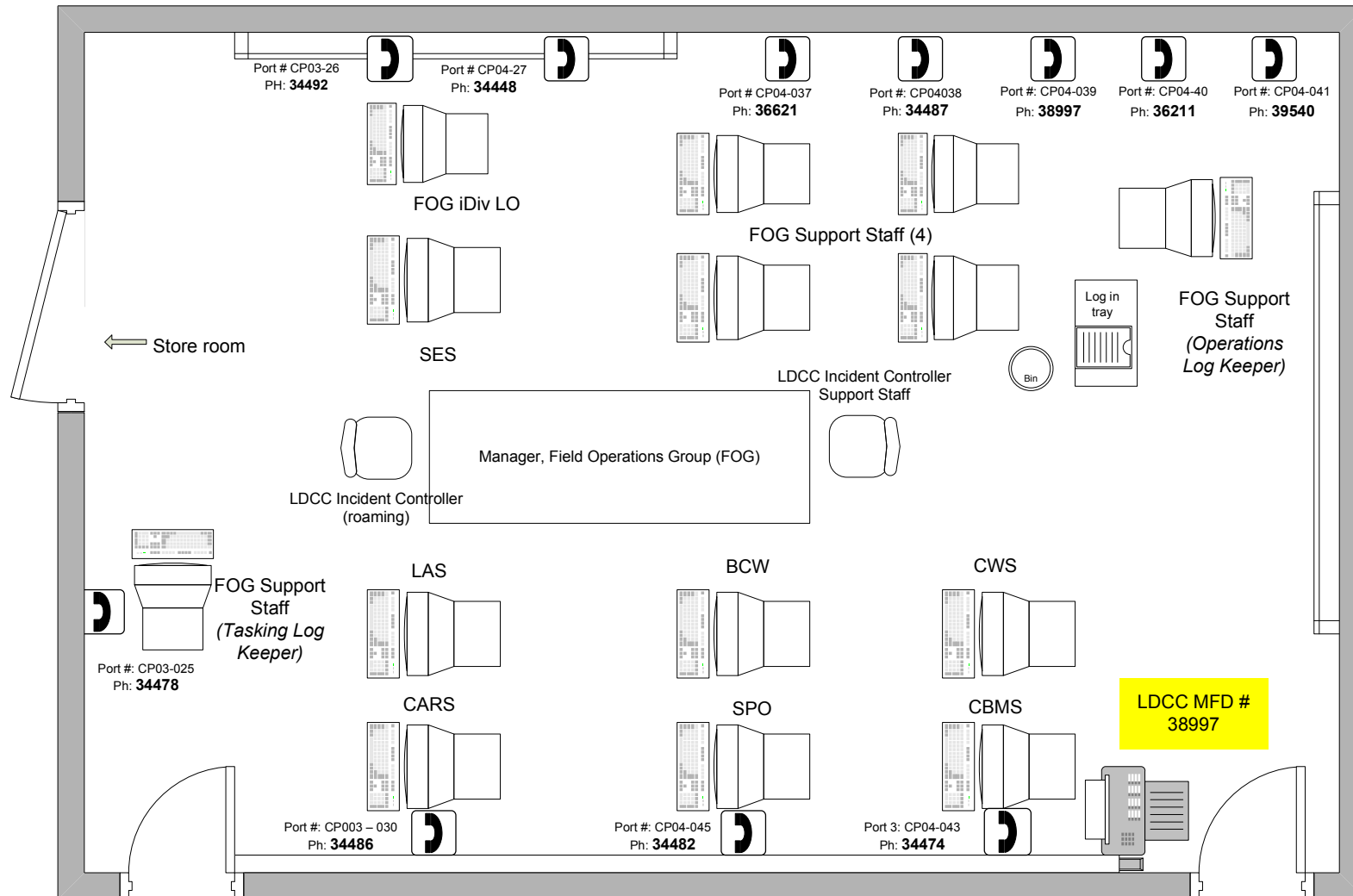
Level 3 – LDCC Intelligence and Planning Teams, Training Room 1



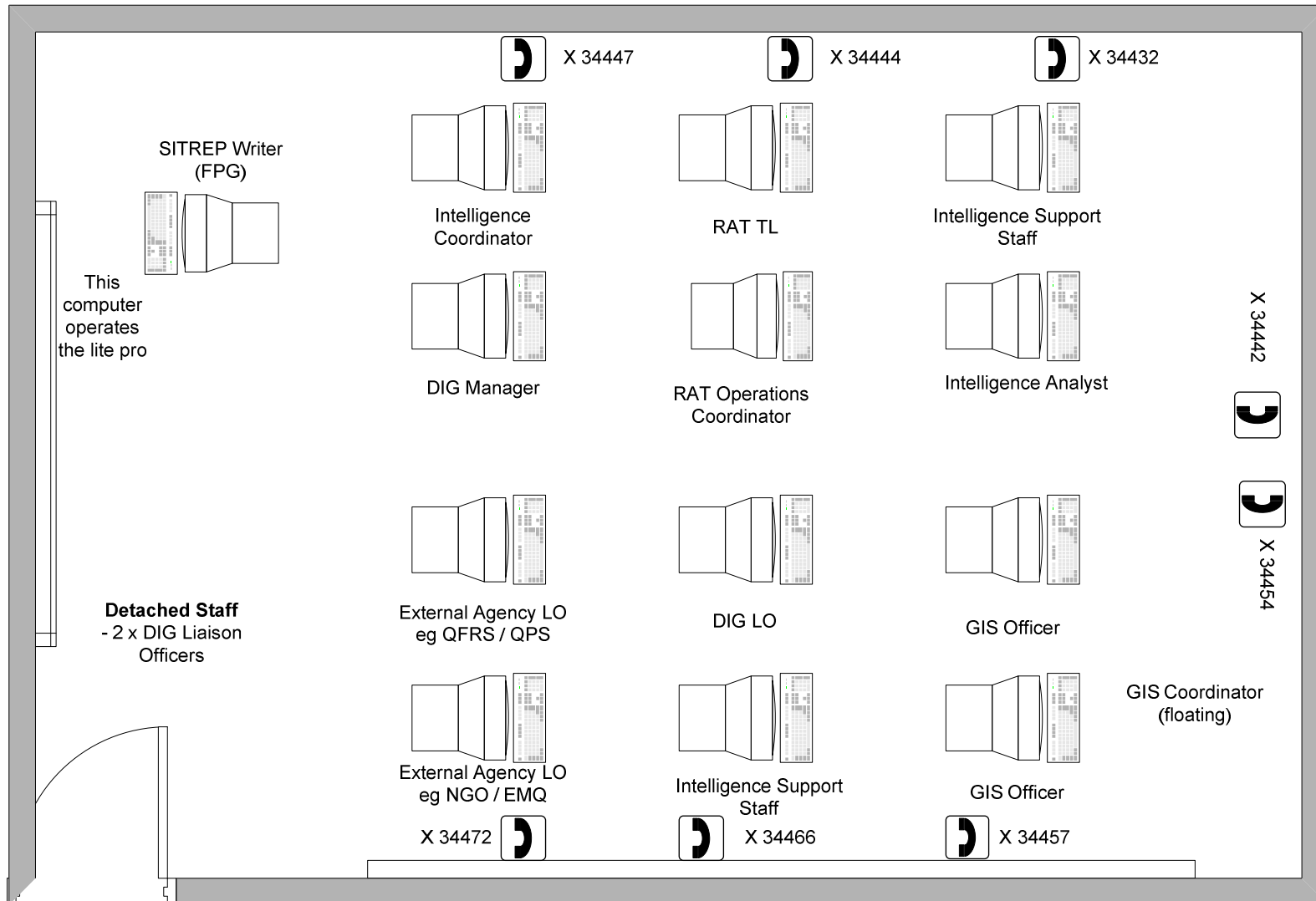
Level 3 – LDCC Logistics Teams, Training Room 3



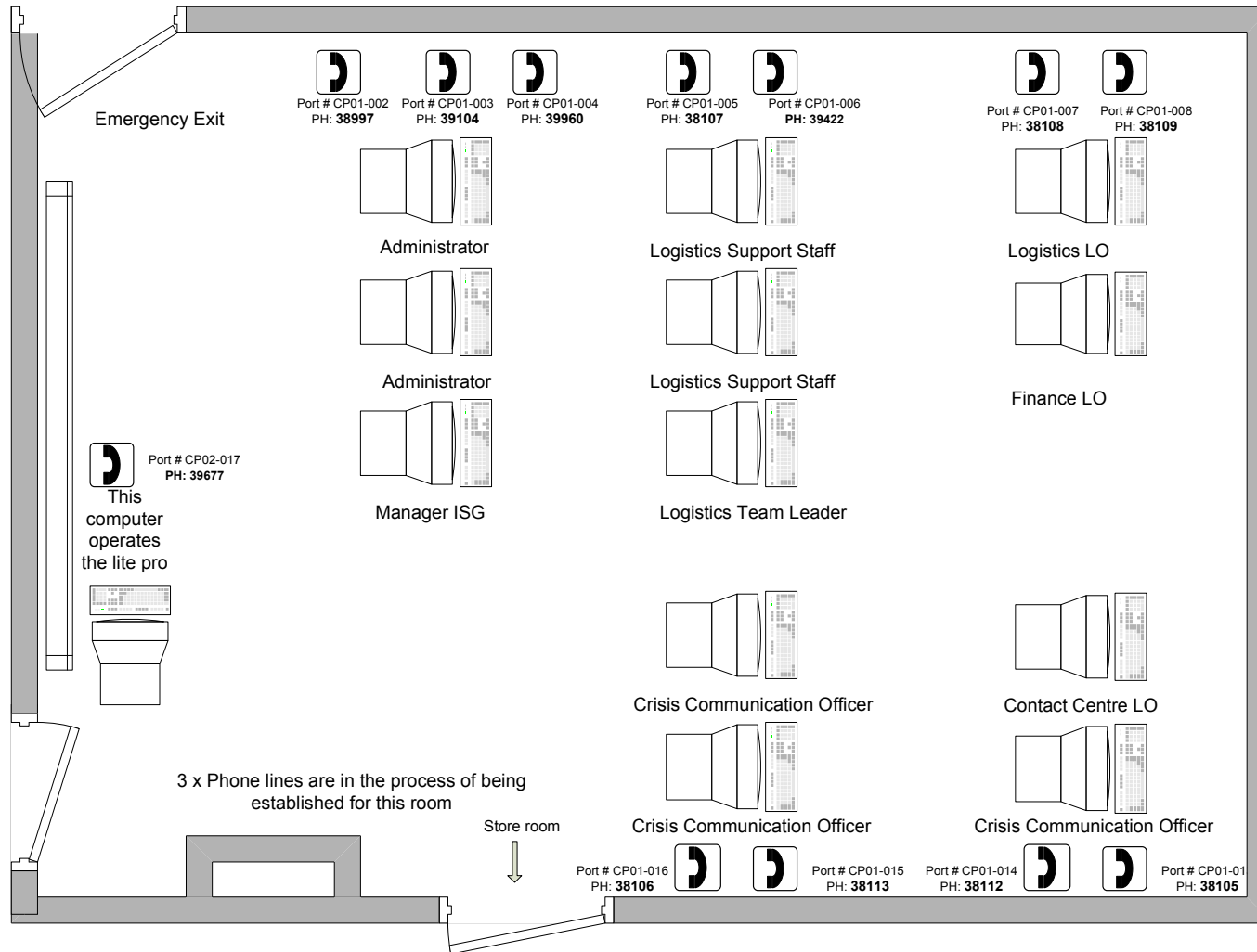
Level 4 – Field Operations Group



Level 4 – Disaster Intelligence Group



Level 4 – Incident Support Group



APPENDIX 3 - SET-UP CHECKLIST (ADMINISTRATOR)

Task	Date/Time Commenced	Responsibility	Contact	Date/Time Completed
Recall Staff		Organisation: Officer:	Ph Mob Fax	
Physically open the facility		Organisation: Officer:	Ph Mob Fax	
Staff the LDCC to appropriate level		Organisation: Officer:	Ph Mob Fax	
Provide Duty Statement to staff		Organisation: Officer:	Ph Mob Fax	
Distribute equipment (Appendix 4 refers)			Ph Mob Fax	
Confirm telecommunications facilities within LDCC		Organisation: Officer:	Ph Mob Fax	
Confirm internet facilities		Organisation: Officer:	Ph Mob Fax	
Staff confirm email access		Organisation: Officer:	Ph Mob Fax	
Ensure appropriate agency liaison officers attend the LDCC		Organisation: Officer:	Ph Mob Fax	
Ensure information displays are available		Organisation: Officer:	Ph Mob Fax	
Confirm communications capability between the LDCC LOs and their various headquarters		Organisation: Officer:	Ph Mob Fax	
Contact Corporate Conference Room manager to clear rooms of pre-bookings		Organisation: Officer:	Ph Mob Fax	
Contact Information Services to test technology		Organisation: Officer:	Ph Mob Fax	
Ensure security of LDCC, contact security.		Organisation: Officer:	Ph Mob Fax	
Ensure that appropriate plans and other documents are sourced and available for reference		Organisation: Officer:	Ph Mob Fax	
Organise parking cards		Organisation: Officer:	Ph Mob Fax	
Organise transport for LDCC staff		Organisation:	Ph Mob	

BRISBANE CITY COUNCIL DISASTER MANAGEMENT PLAN
SECTION 3.4 - LOCAL DISASTER COORDINATION CENTRE STANDARD OPERATING PROCEDURES

Task	Date/Time Commenced	Responsibility	Contact	Date/Time Completed
		Officer:	Fax	
Sign in/out all staff and guests.		Organisation: Officer:	Ph Mob Fax	
Extended operations – develop personnel roster		Organisation: Officer:	Ph Mob Fax	
Extended operations – provide appropriate eating and rest areas		Organisation: Officer:	Ph Mob Fax	
Ensure the provision of adequate catering		Organisation: Officer:	Ph Mob Fax	

APPENDIX 4 – EQUIPMENT

Keys:

There are 2 sets of keys kept on site. One set of keys is held with Chubb Security, the other set is kept at the Level 1 reception desk.

The Level 1 keys are kept on a hook under the reception desk. (If a receptionist is at the desk ask them for the keys). This will be the **primary** set of keys.

Keys **must** be returned to their original location once all stores have been reconditioned.

Equipment:

Sufficient equipment and stationary is held in the LDCC Store Room for initial set up and transition to Level 4 activation. The Administrator is to coordinate any additional equipment that may be required.

LDCC Phone Storage and MFD location:

The phones are stored in the locked bench inside the Training Room 3. The key to access this bench is held with the other stores keys.

A small MFD will be kept in the alcove between the reception desk and the Wellness Centre on Floor 1. During LDCC operations the MFD will be unplugged and wheeled to the LDCC. The MFD can be plugged into any of the active ports in the Operations Room.

APPENDIX 5 – DUTY STATEMENTS

Duties of Local Disaster Coordination Centre Incident Controller

Controls/ Coordinates:	Controls LDCC activities and directs task on behalf of BCLDMG
Sits in:	LDCC
Reports to:	BCLDMG, CEO, DOM
General Tasks:	<ol style="list-style-type: none"> 1. Manage Council's response to an event (at strategic and political level). 2. Ensure LDCC is established for use. 3. Manage the overall operation of the LDCC. 4. Continually review the effectiveness of the operations (support requirements, external reactions and perceptions). 5. Advise the BCLDMG and District Disaster Management Group (DDMG) that LDCC is operational. 6. Activate Threat Specific plans. 7. Authorise financial expenditure up to managerial delegation. 8. Be the interface between BCLDMG and LDCC. 9. Regularly update the CEO and Lord Mayors office with event status and issues. 10. Through the Administrator, activate Information Services (extension 35711) and request 'Desk Top Support' rep to provide initial IT support during set up. 11. Appoint key personnel and conduct initial briefing. 12. Set tasks, timings and priorities with key staff. 13. Regularly update BCLDMG, BCLDMG staff, DDMG, CEO, Mayor, Councillors and DDC. 14. Ensure operational co-operation with all units of Council and participating agencies including other councils. 15. Establish communications with other Council divisions. 16. Ensure that adequate resources are available, and request external resources from BCLDMG and DDMG. 17. Liaise and consult with support agencies. Prioritise and review requests for assistance from other response agencies. 18. Manage the compilation and dissemination of situation reports (Sitreps) to the BCLDMG & DDMG. 19. Liaise with Crisis Communications Officer and authorise media releases and Lord Mayor briefings. 20. Ensure messages for community and public regarding safety measures are promulgated. 21. Coordinate briefings at shift handover and at the end of the event. 22. Notify all parties of stand-down status, once advised by XO BCLDMG. <p>Note: Refer to checklists at Appendices 3, 7, 13 and 14 for additional responsibilities.</p>
Training Requirements	
Essential:	
EMA	
EMQ	
AIIMS	

Duties of Operations Team Leader

Controls/ Coordinates:	Operations Function within LDCC
Sits in:	Operations Cell
Reports to:	LDCC Incident Controller (IC)
General Tasks:	<ol style="list-style-type: none"> 1. Understudies LDCC IC. 2. Manage and supervise all operational activities within the LDCC Level 3. 3. Responsible for tasking within the LDCC. Obtain a briefing from the LDCC IC. 4. Initially, prioritise, review and redirect requests for assistance to appropriate response agencies. 5. Communicate with liaison officers, Plans, Logistics and Intelligence Team Leaders and Council response agencies for updates. 6. Review, confirm and update information for situation reports (Sitreps). See Sitrep template at Appendix 10. 7. Coordinate plans and sub-plans. 8. Maintain the Operational Log, and report special events or accidents. 9. Receive all requests for assistance coming into the LDCC, evaluate and prioritise requests then forward to Operations. Record all such requests. <ul style="list-style-type: none"> • Record Keeper files the Ops Log chronologically. • Log Keeper maintains the Ops Log. • Operators receive all incoming and outgoing calls and log the information. These are calls from those areas managing operations in the field, not the public. 10. Confirm additional resources with LDCC IC and Planning Team Leader. 11. Request regular situation reports from council LO and disseminate to Planning Team Leader & LDCC IC. 12. Ensure all information on completed tasks is recorded and available for Planning Team Leader & LDCC IC. 13. Assist Police with evacuation operations in accordance with Disaster Management Plan. 14. Nominate a Deputy when absent from the LDCC.
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Planning Team Leader

Controls/ Coordinates:	LDCC Planning Activities
Sits in:	Plans Cell
Reports to:	LDCC Incident Controller (IC)
General Tasks:	<ol style="list-style-type: none"> 1. Prepare regular status reports for LDCC IC. 2. Responsible for maintaining status and information related to all tasks. 3. Brief Planning Team. 4. Establish liaison with other agencies' plans functions. 5. Cooperate with GIS for mapping requirements, based on information from the Intelligence Team (identify where jobs are occurring, establish trends or issues). 6. Collect information that may affect operations (weather, risks, resources and communications). 7. With the LDCC IC and Police, identify the need for evacuations. 8. With the Operations Team Leader and the Logistics Team Leader, initiate evacuations arrangements (transport, accommodation, welfare) in accordance with the Disaster Management Plan. 9. Conduct current and future planning activities. The planning timeframe will be dictated by the nature and complexity of the event, but a guide is to plan for: <ol style="list-style-type: none"> a. 24 – 48 hr b. 48 – 72 hr, and c. 72 hr to 7 days. <p>Note: This planning guideline is only when the LDCC is at Level 3, the FPG is responsible for future planning at Level 4.</p> <ol style="list-style-type: none"> 10. Conduct planning meetings. 11. Conduct recovery planning.
Training Requirements	
Essential:	
EMA	
EMQ	
AIIMS	

Duties of Sitrep Writer

Controls/ Coordinates:	Compilation of Sitrep
Sits in:	Planning Team
Reports to:	LDCC Incident Controller (IC)
General Tasks:	<ol style="list-style-type: none"> 1. Coordinates input for Sitrep from all LDCC Teams and LOs. 2. Compiles Sitrep.
Training Requirements	
<i>Essential:</i>	
EMQ	
AIIMS	

Duties of Logistics Team Leader

Controls/ Coordinates:	LDCC Logistics activities
Sits in:	Logistics Team
Reports to:	LDCC Incident Controller (IC)
General Tasks:	<ol style="list-style-type: none"> 1. Manage the logistics and administration functions and the Logistics Team. 2. Maintain all event financial records through the Administrator and Finance LO. 3. Manage and coordinate Requests for Assistance with the DDMG. 4. Brief Logistics Team on event. 5. Check LDCC Administration for all phases of operation. 6. Maintain LDCC security. 7. Responsible for the drafting of staff rosters & contacting staff to fill rosters through the Administrator. 8. Responsible for LDCC Shift Changeovers through the Administrator. 9. Responsible for catering arrangements and supply arrangements for LDCC through the Administrator. 10. Responsible for the maintenance and cleaning of LDCC through the Administrator. 11. On request from Planning Team Leader, arranges resources necessary for the event. 12. Through the Administrator, arrange transport for LDCC staff. 13. Responsible for LDCC Support Staff located in the Logistics cell. 14. Establish liaison with other agencies' logistics functions. 15. Provide logistics advice to LDCC IC, Operations, Plans and Intelligence Teams. 16. Monitor logistics functions, especially finances, contracts, procurement and transport.
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Administrator

Controls/ Coordinates:	LDCC Welfare
Sits in:	Logistics Team
Reports to:	Logistics Team Leader
General Tasks:	<ol style="list-style-type: none"> 1. Under the direction of the LDCC IC, notify first LDCC team and liaison staff to prepare for activation. 2. Advise the following that the LDCC is activated if this has not done by the DMG: <ul style="list-style-type: none"> • Contact Centre [REDACTED] • Security [REDACTED] • Corporate Conference Centre [REDACTED] - to ensure the rooms are available. • GIS [REDACTED] - for mapping support. • Crisis Communications [REDACTED] for communications support. • Information Services [REDACTED] for IT support (initial stage only, unless required through out the event). • Finance LO [REDACTED] for financial support. • City Building & Maintenance [REDACTED] • BMTMC 3. Check LDCC Administration for all phases of operation. 4. Maintain LDCC security. 5. Draft staff rosters & contacting staff to fill rosters. 6. Coordinate LDCC Shift Changeovers. 7. Responsible for the welfare of all persons on shift in the LDCC. 8. Arrange catering and supply arrangements for LDCC. 9. Arrange maintenance and cleaning of LDCC. 10. Arrange transport for LDCC staff, including cab vouchers and parking cards. 11. Collect/record expenditure such as taxi voucher receipts 12. Contact IT support for IT problems and during set up of LDCC. 13. Contact City Building and Maintenance for facility issues. 14. Collect classified waste and dispose of it via a shredder. 15. Ensure LDCC staff have sufficient stationary. 16. Other tasks as directed by the Logistics Team Leader <p>Note: The checklist at Appendix 3 provides further information on these duties.</p>
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Crisis Communications Officer

Controls/ Coordinates:	LDCC Media activities
Sits in:	Logistics Team
Reports to:	LDCC IC
General Tasks:	<ol style="list-style-type: none"> 1. Staff member of Council's Media Relations Team 2. Implement Council's Crisis Communication Plan. 3. Monitor public information. 4. Draft media releases and community service announcements for dissemination via the media and obtain appropriate sign off prior to release. 5. Liaise with relevant media outlets and contacts as required. 6. Endeavour to ensure consistent messaging and factual information across relevant government and non-government organisations involved in the response. <p>Note: The Crisis Communication Manual provides further information.</p>
Training Requirements	
Essential:	
EMQ	

Contact Centre Liaison Officers

Controls/ Coordinates:	Incoming messaging coordination
Sits in:	Logistics Team
Reports to:	As advised by LDCC Incident Controller (IC), Crisis Communications
General Tasks:	<ol style="list-style-type: none"> 1. Liaises with the Contact Centre. 2. Provide statistics for the LDCC on call volumes and nature of calls. 3. Provide input to Sitrep. 4. Develops scripting for Contact Centre enquiries with Crisis Communications. 5. Circulate information from LDCC to Contact Centre staff and to the Corporate Website.
Training Requirements	
Essential:	
EMQ	
Local Training	

Duties of LDCC Support Staff

Controls/ Coordinates:	Nil
Sits in:	Various
Reports to:	Various
General Tasks:	<ol style="list-style-type: none"> 1. Provide general clerical support to LDCC IC, Planning Team Leader, Operations Team Leader and Logistics Team Leader (N.B. during a major emergency there will be a requirement for specialised skills to assist each section in the LDCC e.g. data entry, call taking, data collection, reporting and filing.
Training Requirements	
<i>Essential:</i>	
EMQ	
Local Training	

Duties of Intelligence Team Leader

Controls/ Coordinates:	Rapid Assessment Teams Intelligence Activities
Sits in:	Intelligence Team
Reports to:	LDCC Incident Controller
General Tasks:	<ol style="list-style-type: none"> 1. Supervise the collection and collation of information from multiple sources. 2. Appoint and supervise liaison officers. 3. Identify critical information requirements and prioritise same. 4. Identify information gaps. 5. Develop collections plans. 6. Identify key issues and time lines. 7. Ensure Rapid Assessment Teams (RATs) are deployed efficiently and effectively in order to achieve rapid collection of information. 8. Receive information from RATs. 9. Establish sectors based on census data. 10. Monitor the activities and well being of staff within the Intelligence Team. 11. Maintain a high level of situation awareness and advise the LDCC IC of any emerging issues. 12. Ensure Damage Assessment Collection Sheets are being electronically collated in a timely and appropriate manner. 13. Maintain a close working relationship with the GIS Teams. 14. Produce relevant information for inclusion into the SITREP. 15. Produce reports as required. 16. Produce and conduct briefings as required. 17. Attend meetings and briefings as required. 18. Ensure all data and information is stored in a safe and secure manner.
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Intelligence Coordinator

Controls/ Coordinates:	Coordinates intelligence functions. Supports the Intelligence Manager, Disaster Intelligence Group.
Sits in:	Intelligence Team
Reports to:	Intelligence Team Leader
General Tasks:	<ol style="list-style-type: none"> 1. Work within the Intelligence Team and reports to the Intelligence Team Manager. 2. Supervise the collection and collation of information from multiple sources. 3. Appoint and supervise liaison officers. 4. Identify critical information requirements and prioritise same. 5. Identify information gaps. 6. Develop collections plans. 7. Identify key issues and time lines. 8. Ensure Rapid Assessment Teams are deployed efficiently and effectively in order to achieve rapid collection of information. 9. Monitor the activities and well being of staff within the Disaster Intelligence Group. 10. Supervise the Team Leader, Analyst and Support Officers. 11. Maintain a high level of situation awareness and advise the Intelligence Manager of any emerging issues. 12. Ensure Damage Assessment Collection Sheets are being electronically collated in a timely and appropriate manner. 13. Maintain a close working relationship with the GIS Teams within the Disaster Intelligence Group. 14. Maintain a close working relationship with the LDCC IC and other section heads. 15. Maintain clear communication with all members of the Intelligence Team. 16. Produce relevant information for inclusion into the SITREP. 17. Produce reports as required. 18. Produce and conduct briefings as required. 19. Attend meetings and briefings as required. 20. Ensure all data and information is stored in a safe and secure manner. 21. Perform the role of Intelligence Team Leader as required. 22. Perform any other task as required by the Intelligence Team Leader.
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Analyst

Controls/ Coordinates:	Conducting analysis and assessments.
Sits in:	Intelligence Team.
Reports to:	Intelligence Coordinator
General Tasks:	<ol style="list-style-type: none"> 1. Work within the Intelligence Team and report to the Intelligence Coordinator. 2. Conduct analysis of information and intelligence for the purpose of providing direction and focus for operations. 3. Conduct analysis of information and intelligence for the purpose of identifying threats and risks. 4. Develop options and alternative courses of action. 5. Maintain a high level of situation awareness and advise the Intelligence Coordinator of any emerging issues. 6. Attend meetings and briefings as required. 7. Produce reports and briefings as required. 8. Identify critical information requirements. 9. Identify information gaps and develop collections plans. 10. Identify key issues. 11. Maintain a close working relationship with the GIS Teams within the Intelligence Team. 12. Maintain a close working relationship with liaison officers. 13. Produce relevant information for inclusion into the SITREP. 14. Perform any other task as required by the Intelligence Coordinator or Intelligence Team Leader.
Training Requirements	
Essential:	
EMQ	
AIMMS	

Duties of Intelligence Liaison Officer

Controls/ Coordinates:	<p>Liaising with both internal and external organisations.</p> <p>Supporting the Intelligence Coordinator and Intelligence Manager.</p>
Sits in:	Intelligence Team
Reports to:	Intelligence Coordinator
General Tasks:	<ol style="list-style-type: none"> 1. Work within the Intelligence Team. 2. Report to the Intelligence Coordinator. 3. May represent the Brisbane City Council at external locations. 4. Attend meetings and briefings. 5. Seek answers to critical information requirements and information gaps. 6. Identify and report key issues and information. 7. Support collection plan activities. 8. Maintain a high level of situation awareness regarding the activities of the internal/external organisation and advise the Intelligence Coordinator of any emerging issues. 9. Maintain a close working relationship with the internal/external organisation. 10. Maintain clear lines of communication between the internal/external organisation and the Intelligence Team. 11. Produce relevant information for inclusion into the SITREP. 12. Produce reports as required. 13. Perform any other task as required by the Intelligence Coordinator or Intelligence Manager. <p>Examples of internal organisations include – CARS, FOG, FIC, LAS, BCW, Water Distribution, Communications, Contact Centre, Communities, BT, BMTMC.</p> <p>External Organisations - SES, EMQ, ENERGEX, ADF, BoM, Police, Fire, Ambulance, Red Cross, Dept. of Communities.</p>
Training Requirements	
Essential:	
EMQ	
AIIMS	

Duties of Intelligence Team Support Staff

Controls/ Coordinates:	Providing support services to the Intelligence Team.
Sits in:	Intelligence Team
Reports to:	Intelligence Team Coordinator
General Tasks:	<ol style="list-style-type: none"> 1. Conduct data entry of information collected by the Rapid Assessment Teams. 2. Maintain the running log ensuring all tasks and actions are recorded. 3. Maintain situation awareness and advise the Intelligence Team Leader of any emerging issues. 4. Perform any other task as required by the Intelligence Team Leader. 5. Attend meetings and briefings as required. 6. Contribute to the production of reports and briefings.
Training Requirements	
<i>Essential:</i>	
EMQ	
Local Training	

Duties of Geospatial Information System Officer

Controls/ Coordinates:	GIS activities
Sits in:	Intelligence Team
Reports to:	Intelligence Team Coordinator
General Tasks:	<ol style="list-style-type: none"> 1. Reports to Intelligence Team Leader. 2. Sets up computer equipment & displays requiring operational datasets. 3. Creates appropriate GIS mapping for the event. 4. Ensures adequate hard copy maps are available.
Training Requirements	
<i>Essential:</i>	
EMQ	
Local Training	

APPENDIX 6 – STAFFING TRANSITION

Level 3 - LDCC		Staff Per Shift	Level 4 – Enhanced LDCC		Staff Per Shift
Team	Roles		Team	Roles	
LDCC	Incident Controller	1			
Intelligence					
Intelligence Team	Intelligence Team Leader	1	Disaster Intelligence Group (DIG)	GIS Coordinator	1
	Intelligence Coordinator	1		Team Leader Rapid Assessment Teams	1
	Intelligence Analyst	1	Additional Level 4 Roles	RAT Operations Coordinator	1
	Intelligence Liaison Officer	2		Intelligence Liaison Officer	4
	GIS Officer	1		GIS Officer	2
	Support Staff	2			
Operations					
Operations Team	Operations Team Leader	1	Forward Operations Group	SPO LO	1
	Support Staff	4		LAS Representative	1
	Records Keeper	1		CARS Representative	1
	Operations Log Keeper	1		CWS Representative	1
			Additional L4 Roles	BCW Representative	1
				SES LO	1
				CBMS Representative	1
				Information Services LO	1
Planning					
Planning Team	Planning Team Leader	1	Forward Planning Group	FPG Manager.	1
	Support Staff	1		Planning Officers	5
	Sitrep Writer	1	Additional L4 Roles		
Logistics					
Logistics Team	Logistics Team Leader	1	Incident Support Group	ISG Manager	1
	Administrator	1		Administrator	2
	Support Staff	2		Logistics Liaison Officer	1
	Crisis Communications Staff	2	Additional L4 Roles	Crisis Communications Staff	3
	Contact Centre LO	1			
	Finance LO	1			

APPENDIX 7 – DAILY OPERATING SCHEDULE

Note: This example is for the LDCC at Level 3 and 4. It can be adjusted to suit local needs for LDMG or regular briefings for radio/TV and other media. It serves as a guide on how to establish a routine in which people can function in order to deliver products and briefings accurately and on time.

	Date/ Time	Event	Responsible Officer	Key Attendees	Comments
1	0545-0630	Shift Handover & Changeover	Group Managers/Team Leaders - Handover for key LDCC pers	All Shift Staff	
2	0600	Brief / Update (note: BCLDMG brief may be separate based on availability and space)	LDCC IC	LDMG, Ops, Plans, Log, Admin	Brief for BCLDMG. On-coming Out going shifts attend
3	0700	BCLDMG SITREPS sent from LDCC to DDMG. (note: The frequency will be directed by LDMG)	Planning Team Leader / FPG Manager (Sitrep Writer)	Ops, Plans, Log, Admin	SITREP approved by LDCC IC to release
4	0730	Media Brief prepared for BCLDMG	Media Officer	LDCC IC, Key staff as required	For BCLDMG action & dissemination
5	0800	Ops/Plans Working Group	FPG Manager /Planning Team Ldr	Ops, Plans, Log, Admin	Develop plan to support BCLDMG tasks
6	1000	Brief/Update (on direction - dependant on intensity of event)	LDCC IC	Ops, Plans, Log, Admin	BCLDMG may attend
7	1345-1430	Shift Handover & Changeover	Group Managers/Team Leaders - Handover for key LDCC pers	All Shift Staff	
8	1400	Brief / Update (note: BCLDMG brief may be separate based on availability and space)	LDCC IC	Ops, Plans, Log, Admin	Brief for BCLDMG. On-coming Out going shifts attend
9	1500	BCLDMG SITREPS sent from LDCC to DDMG. (note: The frequency will be directed by BCLDMG)	Planning Team Leader / FPG Manager (Sitrep Writer)	Plans, Log, Admin	SITREP approved by LDCC IC for release
10	1530	Media Brief prepared for BCLDMG	Media Officer	LDCC IC, Key staff as required	For BCLDMG action & dissemination
11	2145-2230	Shift Change over	Group Managers/Team Leaders - Handover for key LDCC pers	All Shift Staff	
12	2200	Brief/Update (note: BCLDMG brief may be separate based on availability and space)	LDCC IC	Ops, Plans, Log, Admin	On-coming Out going shifts attend
13	2300	BCLDMG SITREPS sent from LDCC to DDMG. (note: The frequency will be directed by LDMG).	Planning Team Leader / FPG Manager (Sitrep Writer)	Plans, Log, Admin	SITREP approved by LDCC IC for release

APPENDIX 10 – SITREP TEMPLATE

BCC Local Disaster Coordination Centre SITUATION REPORT

Phone: 3403 3
Facsimile: 3403 3



TO:

- Brisbane City Local Disaster Management Group
- Lord Mayor
- Chief Executive Officer
- Disaster District Coordinator
- Regional Manager EMQ

EVENT NAME:

SITREP NUMBER:

DATE:

PRIORITY:

PERIOD:

EVENT TYPE

OPERATIONS AND ASSESSMENTS

-
-
-
-
-

CURRENT ACTIVITIES:

-
-
-
-

FUTURE OPERATIONS AND ACTIVITIES:

- .
- .
-
-

ISSUES:

Community Issues

-
-
-
- .

Economic

-
- .

Environment

-
- .

ADMINISTRATION:

-

OVERALL ASSESSMENT:

-

See Annex A for detailed report.

Annex A to SITREP No:

Date:
Period:

To:

DAMAGE REPORT

AREAS AFFECTED:

ITEM	COMMENTS
Impact Area and Scale	
Communications	
Electricity	
Water Supply	
Sewerage	
Gas	
Transport	
Hospitals/Schools etc	
Public Services	
Properties/Buildings	

STATUS REPORT

ITEM	COMMENTS
Supply Problems (Food, clothing, etc)	
Equipment (Sandbags, lighting, etc)	
Labour (Volunteers, contractors, etc)	
Communications	
Media Issues	
Political Issues	
City Waste Issues	
External Stakeholder Issues	
Internal Work Unit Issues	

JOB REPORT

DESCRIPTION	LAS	SES	Veg	EH	RAT
Number of jobs received					
Number of jobs generated by Regional Incident Management Team					
Total number of jobs					
Total number of jobs completed to this time					
Total jobs remaining					
Expected delay for teams to new jobs (if known)					
Number of teams activated					

Evacuations REPORT

From:	To:	Persons Evacuated:
TOTAL EVACUATED:		

AUTHORISATION:

Name: _____ **Signature:** _____

Date and Time: _____

APPENDIX 11 – INFORMATION DISPLAYS

ITEM	REMARK
Current Operations Display Board	White board showing all tasks being carried out in the affected area/s.
Situation Map Board	An appropriate map/s (paper or digital) of the impacted areas marked with the developing threats and known information from the impact.
Situation Report Board	White board displaying a summary of the current operational situation for the affected area/s.
Contacts Display Board	Paper or digital file/board to record important contact telephone and fax numbers for use during operations. Contact numbers in regular use are permanently displayed
Resources Allocation Board	Displaying resource location, resources committed, resources available but not committed.
Weather Display Board	Digital or paper image displaying all relevant weather and hazard warning information
Topographical and Road maps of the affected area.	GIS product.
Personnel Roster	Required for protracted operations.
Daily Operating Schedule	Timing and details of Briefings/Meetings/Situation Reports.
Copies of publicly released material.	For situational awareness.
TV and radio	Located in or near the LDCC to enable news bulletins and warnings to be monitored

APPENDIX 12 – BRIEFING PROCEDURE

1. The purpose of a briefing procedure is to ensure pertinent and timely information is communicated to personnel involved in operational and support roles at an emergency incident. It is an important process and ensures all the necessary information is covered.

SMEACZ Briefing Procedure

2. Supervisors at all levels of the incident management system should use the briefing format identified by the acronym SMEACZ when briefing personnel under their control or direction. The SMEACZ acronym stands for:
 - a. Situation;
 - b. Mission;
 - c. Execution;
 - d. Administration (and logistics);
 - e. Command, Control and Communications; and
 - f. Zero Harm.

Situation

3. Identification of the past, present and predicted situation including the following points:
 - a. The incident,
 - b. Life and property,
 - c. Location,
 - d. Weather details,
 - e. Resource deployment,
 - f. Constraints, and
 - g. General safety considerations.

Mission

4. Identification of the mission statement.
5. In some situations it may also be necessary to identify the objectives specific to particular units/groups within the Enhanced LDCC structure.

Execution

6. Identify the means of achieving the incident objective including:
 - a. Name geographic sectors and their roles.
 - b. The general strategies and tactics which will be utilised in each sector.

- c. The allocation, composition and status of resources at the incident including Council resources, support agencies, specialist resources, aircraft.
- d. Specific strategies and tactics assigned to single resources, strike teams, task forces and sectors, and critical time frames and milestones for operations.
- e. Locations of control points, operations points, the Enhanced LDCC, staging areas, and other facilities established to manage the incident, personnel and resources.
- f. The method of movement to, from, and around the incident area, including transport routes and any barriers and restriction to travel, and the locations of access points, helicopter landing grounds, hazard areas and safety zones, egress points and escape routes.
- g. Availability of maps and local guides.
- h. Timings for travel and deployment, the arrival of resources and equipment, the return of resources and equipment. .
- i. Changeover arrangements, including timing location and method, transport arrangements, pre and post changeover requirements,.
- j. Personnel and resource safety issues resulting from extremes and changes in weather patterns and known and anticipated hazards created by slope, fuel loads, barriers, hot spots, flooding, downed power lines and exposure.
- k. Dress standards, including requirements for protective clothing and personal protective equipment.

Administration and Logistics

7. Identification of administrative and logistical support arrangements including;
 - a. Locations and roles of administrative and support centres.
 - b. Catering arrangements.
 - c. Supply and resupply arrangements.
 - d. Dress requirements, including protective clothing, personal protective equipment, ancillary clothing, personal requisites.
 - e. Service arrangements and locations.
 - f. Location and arrangements for mechanical maintenance and refuelling services.
 - g. First aid and medical arrangements.
 - h. Administrative requirements, including use of registration booklets and time keeping records, authorisation for expenditure, accounting requirements.

Command Control and Communications

8. Incident management structure.
9. Communications Plan:
 - a. Radio networks and channel allocation,
 - b. Telephone networks and important numbers,

- c. Interagency communications,
- d. Communications equipment, and
- e. Maintenance arrangements.

Zero Harm

10. Identification of critical safety issues including:
- a. Weather,
 - b. Known and anticipated hazards,
 - c. Access,
 - d. Welfare requirements,
 - e. Dress standards,
 - f. Personnel trained and suitably experienced to undertake tasks,
 - g. Identified hazards to personnel and resources, and
 - h. Use of anchor points.

Reinforcement of Critical Issues

11. Briefings are to end with a short question and answer session. This will allow personnel who have been briefed to check their understanding of any points and allow the person who has delivered the briefing to confirm critical issues identified during the briefing have been fully understood.

Mapping and Documentation for Briefings

12. When practicable, briefings should be delivered using notes, summary displays and mapping prepared with reference to the incident control plan and current situation reports. Briefing notes, display material and maps used for this purpose should indicate the date and time of preparation.

Delegations/Responsibilities

13. The number of people being briefed at one time must be kept to a manageable size to ensure the briefing is delivered efficiently and that information being communicated is understood.
14. Briefings should be conducted using a process of delegation, with supervisors at every level in the incident management structure being responsible for briefing personnel under their control or direction.

APPENDIX 13 – SHIFT HANDOVER BRIEF

Briefing No.	Names of Outgoing LDCC Management Team
Date: / /	LDCC Cont.:
Time: : am/pm	Plans:
	Ops:
	Log:
	Int:
1. Overview of Current Activities	
Last Sitrep/New Sitrep Due	
Urgent Matters	
Status of Essential Services	
Other Agencies	
Evacuations	
Transport/Road Issues	
Reported Damage	
2. Feedback from Last Shift	

What Worked Well	
What Didn't work	
3. Future Operations	
Response Overview	
LDCC Operations	
4. Weather Update/Other Predictions	
5. Media Issues	
6. Administration	

Political Activity	
Catering/Welfare	
Evacuation Centre Operations	
Records/General Information	
Visitors	
<i>7. General Business</i>	

Compiled by: Name: _____

Signature: _____

Date: _____

Content of this shift handover brief are understood: Name: _____

Signature: _____

Date: _____

APPENDIX 14 – REQUEST FOR ASSISTANCE

Local Disaster Co-ordination Centre

TO: DISASTER DISTRICT CO-ORDINATOR

FROM: CHAIRMAN / EXECUTIVE OFFICER

OPERATION _____

REQUEST NUMBER: _____

SUBJECT	
OWN RESOURCES <input type="checkbox"/> FULLY UTILISED <input type="checkbox"/> NOT APPROPRIATE <input type="checkbox"/> OTHER: _____	
PURPOSE/NATURE OF REQUEST	
DELIVERY Where to? _____ By when? _____ Transport type _____	
CONTACT Name _____ Organisation _____ Address _____ Telephone _____	
PRIORITY <input type="checkbox"/> URGENT <input type="checkbox"/> 12 Hours <input type="checkbox"/> 24 Hours <input type="checkbox"/> 72 Hours <input type="checkbox"/> NON URGENT	
CARGO Size: _____ Weight: _____	
AUTHORISING OFFICER _____ Signature (Mayor/CEO/DDC/Delegate) _____ Name	
DATE: ____/____/____ TIME ____:____ hrs	

APPENDIX 15 – TRANSITION CHECKLIST FROM LEVEL 3 TO LEVEL 4

No.	Task	Date/Time Commenced	Responsibility	Date/Time Completed
1	Advise LDCC IC to commence transition.		DOM	
2	Provide transition update to XO BCLDMG.		DOM	
3	Inform XO BCLDMG when transition is complete.		DOM	
4	Issue warning order of impending transition to LDCC Team Leaders.		LDCC IC	
5	Direction received from BCLDMG to transition.		LDCC IC	
6	Issue instruction to LDCC Team Leaders to commence transition.		LDCC IC	
7	Coordinate LDCC capability during transition.		LDCC IC	
8	Monitor progress of transition (through LDCC Team Leaders).		LDCC IC	
9	Advise DOM of transition progress.		LDCC IC	
10	Brief newly formed Enhanced LDCC Group Managers on situation.		LDCC IC	
11	Advise DOM transition completed.		LDCC IC	
12	Recall staff for initial shift.		Administrator	
13	Obtain stores/equipment required for group.		Administrator	
14	Continue coordination of LDCC team specific activities.		LDCC Team Leaders	
15	Monitor progress of transition from Teams to Groups.		LDCC Team Leaders	
16	Obtain contact lists for use in the functional groups.		Administrator	
17	Establish and confirm communications and information networks.		Administrator	
18	Brief staff, including Group Manager if manager is not the previous Team leader, on event (current situation)		LDCC Team Leaders	
19	Ensure tabards are worn or functions clearly identified.		LDCC Team Leaders	
20	Brief staff on roles and		LDCC Team Leaders	

No.	Task	Date/Time Commenced	Responsibility	Date/Time Completed
	responsibilities.			
21	Coordinate 2 nd shift personnel		Administrator	
22	Advise LDCC IC transition is complete and group has commenced operations as an Enhanced LDCC functional group (FOG, FPG, DIG or ISG).		Group Managers	

Confirmation that tasks 4 to 11 are completed:

LDCC IC: _____ (Print Name)

Signature: _____

Confirmation that tasks 12 to 22 are completed and FOG/FPG/DIG/ISG (circle as appropriate) is at Level 4 Activation:

Group Manager: _____ (Print Name)

Signature: _____

APPENDIX 16 – DE-ESCALATION CHECKLIST FROM LEVEL 4 TO LEVEL 3, OR TO STANDOWN

No	Task	Date/Time Commenced	Responsibility	Date/Time Completed
1	Advise LDCC IC to de-escalate to either Level 3 or standown.		DOM	
2	Provide de-escalation update to XO BCLDMG.		DOM	
3	Inform XO BCLDMG de-escalation/standown is complete.		DOM	
4	Direct LDCC Team Leaders to de-escalate to Level 3 or to standown.		LDCC IC	
5	Continue coordinate of LDCC capability during de-escalation/standown.		LDCC IC	
6	Prepare handover brief for recovery operations to recovery committees		LDCC IC (with Group Managers as required)	
8	Monitor progress of de-escalation/standown.		LDCC IC	
9	Advise DOM of de-escalation/standown progress.		LDCC IC	
10	Brief remaining staff (if de-escalating to Level 3) on roles and responsibilities.		LDCC IC	
11	Advise DOM de-escalation/standown is completed.		LDCC IC	
12	If de-escalating to Level 3, continue coordination of LDCC team specific activities.		LDCC Team Leaders	
13	Brief staff on roles and responsibilities.		LDCC IC	
14	Coordinate future shift personnel		LDCC Team Leaders	
15	Advise DOM LDCC is at Level 3 or stood down.		LDCC IC	

ENCLOSURE 1 - ABBREVIATIONS

Act	Queensland Disaster Management Act, 2003
BCC	Brisbane City Council
BCLDMG	Brisbane City Local Disaster Management Group
BDDC	Brisbane Disaster District Coordinator
BDDMG	Brisbane Disaster District Management Group
CEO	Chief Executive Officer
CONOPS	Concept of Operations
DDC	Disaster District Coordinator
DIG	Disaster Intelligence Group
DM	Disaster Management
DOM	Disaster Operations Manager
Information Services Branch formerly iDivision	
ISG	Incident Support Group
FOG	Field Operations Group
FPG	Forward Planning Group
GIS	Geospatial Information Systems
IC	Incident Controller
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LO	Liaison Officer
RAT	Rapid Assessment Team
SDMG	State Disaster Management Group
SES	State Emergency Services
Sitrep	Situation Report
SOP	Standard Operating Procedure/s
XO	Executive Officer

ENCLOSURE 2 – CONTACT LIST

Refer to Contacts List Section 4.4

Brisbane City Council
Disaster Management Plan
Crisis Communication Manual
Last updated October 2010

Date updated	31 October 2010
Next review date (6 months)	31 March 2011

Table of Contents

1.0	About this Manual	3
1.1	LDCC Phases.....	4
2.0	Crisis Communication Team (CCT) - Roles and Responsibilities	4
2.1	Crisis Communication Manager	4
2.2	Crisis Communication Co-ordinator.....	5
2.3	Crisis Communication Officers	7
2.4	Media Support Officers.....	8
2.5	Communication Support Officers	8
2.6	Field Media Officers.....	9
2.7	Online strategy officers.....	9
2.8	Contact Centre Officers	9
3.0	CCT Operations Area	11
3.1	Resources for the CCT Operations Area.....	11
3.2	CCT Members' Resources	11
3.3	CCT templates.....	11
4.0	Division of Responsibilities.....	14
4.1	Responsibilities of Lord Mayor's Office	14
4.2	Responsibilities of the CCT	14
5.0	Training Requirements	16
5.1	CCT Training	16
5.2	Contact Centre Staff Training	16
5.3	LDCC Training Program	16
6.0	Managing communication during the crisis (response phase)	17
6.1	Immediate communication needs – strategic approach	17
6.2	Priorities for the first hour	17
6.3	Priorities for the first 8-12 hours	18
6.4	Ongoing communication phase (24 hours + until LDCC stood down).....	19
6.5	Priorities for 24 hours +	19
7.0	Audiences and Stakeholders	21
7.1	Audiences and Stakeholders.....	21
7.2	Potential Expert Third Parties and Opponents	21
8.0	Key messages and communication channels	23
8.1	Determining key messages	23
8.2	Communication Channels	23
8.3	Communication protocols between key agencies	24
8.4	Critical disaster management contacts.....	25
9.0	Key messages and supporting facts for use in natural disasters	27
9.1	Messages for use in all Natural Disasters (earthquake, severe storms, cyclones, floods, bushfires).....	27
9.2	Message for use in Flood Related Natural Disasters	29
9.3	Message for use in fire-related natural disasters.....	32
9.4	Message for use in Storm-Related Natural Disasters	33
9.5	Message for use in earthquake and landslip-related natural disasters	35
10.0	Key messages and supporting facts for use in non-natural disasters ..	36
10.1	Messages for use in failure of major, Council-owned utilities.....	36
10.2	Message for use in disasters which are contained to one site	37
10.3	Message for use in disasters with potential to spread beyond initial site ...	39
10.4	Communicating during or immediately after a major terrorist incident	40
11.0	Communication during the recovery phase (post initial crisis).....	41

1.0 About this Manual

This crisis communication manual has been designed as a resource for Brisbane City Council's Disaster Management Group (DMG) and Local Disaster Co-ordination Centre (LDCC).

In the event of a crisis situation, Marketing and Communication branch will be contacted by the Disaster Operations Manager (DOM) and asked to assemble the Crisis Communication Team (CCT).

In a crisis situation the function of the CCT is to assist the LDCC to communicate quickly, consistently, honestly and clearly with Council's key stakeholders in order to:

- Ensure all audiences and stakeholders have the information they require in order to respond appropriately to the crisis or disaster situation
- Ensure an ongoing flow of up-to-date information to stakeholders throughout the initial response period of the crisis
- Safeguard Council's relationships with key audiences and stakeholders by managing the messages and perceptions surrounding the crisis situation.

The CCT will use this manual as the principal resource to guide them through the crisis communication process.

The Crisis Communication Manual:

- Relates to the initial response period during LDCC activation
- Provides a brief overview of the role of communications in the recovery process once the LDCC has been deactivated. It is crucial that communication with stakeholders continues throughout the process of long term recovery
- Encompasses communication with a limited number of stakeholders. Communication with many stakeholder groups (eg. government agencies, major utilities providers, education providers, the health care sector and elected representatives) is the responsibility of LDCC, DMG and DDC members (see pages 14 and 15 for a list of stakeholder communication responsibilities)
- Defines the division of responsibilities between the Lord Mayor's Office and the CCT.

1.1 LDCC Phases

There are **four levels** of activation for the LDCC (from BCC CONOPS):

Level One

Managed through core business functions and normal incident response reporting as per corporate policies and procedures.

The Marketing and Communication Branch will operate within its normal business and on call arrangements at this level.

Level Two

Managed by key BCC business units. The XO (CEO) may request an Immediate Action Team or IAT (normally including members of EMT and a communication representative, the DOM and other Council officers as required) meeting to determine which BCC business unit takes the lead response and make decisions

regarding Council's priorities and management of the situation. The DOM will notify and inform key stakeholders of the incident with potential for standby for the event to escalate to level three or four and require the activation of the LDCC.

The Marketing and Communication Branch will operate within its normal business and on call arrangements at this level.

Level Three

Events that require an activation of the LDCC. The LDMG may be activated at this level. The XO (CEO) may request a meeting of an IAT if this level is the initial activation.

The Operations Controller assumes control from the DOM and/or IAT and the DOM becomes BCC's liaison officer to the District/State disaster organisation

The CCT will be part of the Logistics Team under Level Three.

This will require the activation of at least one (1) Crisis Communication Officer in the LDCC and a Media Support Officer on Level 19.

Level Four

Events that require a complex response through high level coordination, resource allocation and forward planning from a range of stakeholders, including some external to Council. Level four would see a full activation of the expanded LDCC functions and possible escalation to State, Federal and NGO agencies. The CCT will be part of the Incident Support Group (ISG) under Level Four.

A Level Four activation will require a response from the majority of Marketing and Communication Branch members, and possibly MIPO and Brisbane Marketing. Contact lists for communications staff external to the M&C Branch are available in the LDCC toolbox.

Level Four will require Crisis Communication Officers (2), Media Support Officers (3), Online Strategy Officer (1) and Communication Support Officers (3).

2.0 Crisis Communication Team (CCT) - Roles and Responsibilities

2.1 Crisis Communication Manager

Craig Stevens, Manager Marketing and Communication is the Crisis Communication Manager (CCM) and member of the Immediate Action Team (IAT).

Delegated authority to act as CCM:

Back-up 1

Greg Swain, Acting Media and Public Relations Manager

Back-up 2

Brenda Walker, Corporate Communication Manager

Back-up 3

David Moody, Online Communication Manager

Role of Crisis Communication Manager

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program • Keeps updated with Disaster Management stakeholders (internal and external) policies and processes • Ensure Disaster Management training for M&C branch employees
During a Crisis	<ul style="list-style-type: none"> • Attends IAT meeting (Craig to delegate to member of BMT if necessary) • Activates Crisis Communication Team once LDCC ‘stood up’ • Conducts initial briefing • Oversees Council’s communication response to the crisis (in conjunction with shift Crisis Comms Co-ordinator [CCCo]) • Maintains contact with the Lord Mayor’s media advisor/s, Divisional Manager and other senior stakeholders • Meets regularly with the Incident Controller and representatives of the Lord Mayor’s office and CEO’s office. In conjunction with the CCCo leads discussion of communication response to crisis. • Works with the Incident Controller, Disaster Operations Manager and CEO’s office to implement regular and timely communication with Council’s Executive Management Team
After a crisis	<ul style="list-style-type: none"> • Contributes to post crisis/recovery phase communication strategy and implementation • Contributes to debrief sessions and post crisis report.

2.2 Crisis Communication Co-ordinator

The Crisis Communication Co-ordinator (CCCo) manages the Crisis Communication Team (CCT) in the LDCC. The role of the Crisis Communication Co-ordinator for each LDCC shift may be delegated to the following team of senior marketing and communication officers.

Principal Officers	Senior Officers
Greg Swain, Media and Public Relations Manager	Krysten Booth, Senior Officer Media and PR
Brenda Walker, Corporate Communication Manager	Jo Plowman, Senior Officer Media and Public Relations
David Moody, Online Marketing Manager	Sonja Graetz Senior Officer Marketing & Communication Lisa Martin, Media and Public Relations Officers

Role of Crisis Communication Co-ordinator

Each shift of the LDCC requires a Crisis Communication Co-ordinator who will lead the Crisis Communication Team (CCT) and undertake the following activities:

<p>Before a Crisis</p>	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program • Ideally have participated in the CCT during LDCC activation for a disaster or crisis event
<p>During a Crisis</p>	<ul style="list-style-type: none"> • Leads the CCT, overseeing Council’s communication response to the crisis • Co-ordinates the strategic direction of the communication response • Sets up a Reactive Media Enquiry Tracker and CSA Tracker and advises staff of its location • Enters data on CSA drafting, approval and distribution into CSA Tracker • Acts as the link between the LDCC and CCT • Maintains contact with the Lord Mayor’s media advisors in conjunction with Crisis Communications Officers • Ensures handovers are done at the start at each shift across the CCT • Provides briefing regarding outcomes of daily LDMG meetings to CCT • Ensures the Lord Mayor’s media advisors are kept up to date with all LDCC discussions, decisions and developments, both on a regular basis and as event unfolds • Leads analysis of stakeholders and audiences and updates lists as required • Provides timely and accurate updates to Brisbane residents and Council employees on Council’s response to the crisis or disaster • Oversees communication with all stakeholder groups that fit within the CCT’s area of responsibility, including maintaining contact with the Crisis Communication Network (State Government body) • Ensures communication with the media (through the Lord Mayor’s Office) and the CCT’s communication with stakeholders are consistent • Ensures liaison occurs with legal advisors to secure their input on key messages and written material (as required) • Ensures all material issued is approved by the Operations Controller • Oversees communication with the Contact Centre to ensure the Call Centre, corporate website and www.ourbrisbane.com are updated on new public information and ensure appropriate messages are conveyed through these channels • Pre-emptively increase in calls to Call Centre or hits on Corporate Website and implements pre-emptive action to minimise overload (in conjunction with Contact Centre

	<p>Officer)</p> <ul style="list-style-type: none"> • Monitors SITREPS and the Event Log to help determine immediate communication requirements • Ensures all communication information is updated into the LDCC Event Log • Ensures CCT is adequately staffed; plans and coordinates shifts for CCT members in conjunction with LDCC • Accesses additional staff before they are actually required; or contacts staff to advise not to attend LDCC if situation deescalates or LDCC stood down • Ensures all contact databases are up to date to receive the latest media releases and employee information • Determines if field media officers need to be deployed to assist with management of media at external locations • Completes handover form at the end of shift for incoming shift; provides full briefing and handover to the incoming Crisis Communication Co-ordinator/Team • Determines if pool footage is required to assist media and where required minimise media access to a disaster site • Provides briefing from outcomes of briefing to morning shift LDCC Crisis Communications Officer
After a crisis	<ul style="list-style-type: none"> • Contributes to post crisis/recovery phase communication strategy and implementation • Contributes to debrief sessions and post crisis report.

2.3 Crisis Communication Officers (made up of employees from Media Relations, Corporate Marketing, MIPO and Brisbane Marketing)

A Crisis Communication Officer (minimum 1) will be located in the LDCC and work with the Crisis Communication Co-ordinator to help deliver crisis communication activity during a disaster (for their designated shift).

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a Crisis	<ul style="list-style-type: none"> • Completes the stakeholder needs analysis in the first CCT meeting. Uses this document to manage the implementation of stakeholder communication • Implement crisis communication activities in the LDCC • Draft and distribute Community Service Announcements (CSAs) and draft media releases on request by LMO • Actions any requests by LDMG as soon as possible • Undertakes media liaison with relevant media outlets to ensure communication of essential crisis information • Maintains contact with LDCC liaison officers and other officers as required to source information for dissemination to the public • Ensures Contact Centre representatives are given advance warning about CSAs that direct public to call Contact Centre or new information being released to the public • Ensures crisis communication coordinator is kept up-to-date with all CCT activities and incoming

	<ul style="list-style-type: none"> information/developments or emerging issues • Liaises with legal advisors as necessary to secure input on key messages • Provides responses to Online Strategy Officers as requested on Twitter/Facebook questions on a 2 hourly basis maximum or as required • Ensures all material issued is approved by the Incident Controller, Council officers (as appropriate) and Lord Mayor’s Office
After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report.

2.4 Media Support Officers

Media Support Officers may be used during a crisis to provide media administrative support to the CCT. Media Support Officers may either be located in the LDCC or remain in the Media and PR Team pod on Level 19. These officers can be brought onto the CCT depending on the scale of the crisis.

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a Crisis	<ul style="list-style-type: none"> • At the outset of the crisis contact media monitoring provider and coordinate immediate notification of all relevant print, electronic and online news coverage • Review media contact lists and ensure they are up to date. Ensure all CCT members are aware to add Ward Offices distribution list when sending out CSAs • Provide four hourly media monitoring report (more often if required) outlining key media messages, overall coverage of the crisis, emerging issues, and coverage of Council’s response • Brief contact centre staff to refer all media enquiries directly to media support team • Draft and distribute media material as directed • Take calls from journalists, recording details and co-ordination of response and approvals • Set up and manage media briefing/interview areas if required
After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report.

2.4 Communication Support Officers

Before a crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a crisis	<ul style="list-style-type: none"> • Draft and co-ordinate printing and distribution of fact sheets, community newsletters, posters and letterbox leaflets as required • Draft and co-ordinate production and placement of advertisements (including billboard ads) as required • Draft radio scripting and organises production and placement if required • Seeks approval for content community newsletters, posters, fact sheets, leaflets and advertisements via the LDCC Crisis Communications Officers • Supports the Media Support Officers if required

After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report

2.5 Field Media Officers

In certain situations Field Media Officers may be required to help manage media at disaster scenes or field command posts. For example, Field Media Officers may be required at evacuation centres, forward command posts at the scenes of major disasters such as building collapse or other external locations as required.

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a Crisis	<ul style="list-style-type: none"> • Attends the scene of the event or command post as required • Liaises closely with the Field Operation Controller to monitor emerging issues in the field • Manages onsite contact with journalists and film crews and directs them to designated filming points (if required) • Manages infield media interviews with approved spokespeople • Co-ordinates filming of pool footage • Provides regular updates to the Crisis Communication Co-ordinator on emerging issues and management of onsite media • Provides information to the CCT on content for CSAs • Liaises with other infield media officers (from other agencies eg. Queensland Police Service) to assist in providing a co-ordinated infield media response • Identifies infield media opportunities to support Council's response and communication about the crisis
After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report.

2.6 Online strategy officers

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a Crisis	<ul style="list-style-type: none"> • Develops online crisis strategy (in conjunction with CCCo and Contact Centre Officers) • Provides all online content needs for the organisation in partnership with the Contact Centre. This includes keeping the corporate website up to date, uploading all media releases/CSAs to newsroom and providing a link via Twitter. • Ensures key messages online aligns with current strategy and messaging. • Monitors social media channels (Facebook and Twitter) and provides 2 hourly reports (maximum) to Crisis Communications Officers on 'hot' topics for a response. • Provides response to Twitter and Facebook questions from responses provided by Crisis Communications Officers.
After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report.

2.7 Contact Centre Officers (including the Online and Content team)

Before a Crisis	<ul style="list-style-type: none"> • Undergoes crisis training • Participates in LDCC Training Program
During a Crisis	<ul style="list-style-type: none"> • Is co-located in the CCT with Crisis Communication Co-ordinator and Crisis Communication Officer/s • Receives all CSAs and uses these as the basis for updating Call Centre scripts and the Corporate Website • Updates CCCo on Call Centre volumes and emerging issues and hits on Corporate Website • In conjunction with CCCo, pre-empts high volumes to Contact Centre and co-ordinates additional resourcing (in conjunction with Call Centre Management) • In conjunction with CCCo, pre-empts high volumes on Corporate Website and provides advance warning to iDivision to increase capacity • Co-ordinates amendments to Call Centre on hold message • Reviews Corporate Website home page content and disaster management content on site to ensures all info is relevant and timely • Responsible for corporate website content development • Activates 'dark site' if required
After a crisis	<ul style="list-style-type: none"> • Contributes to debrief sessions and post crisis report.

3.0 CCT Operations Area

The CCT's operations area is located on Level 19.

3.1 Resources for the CCT Operations Area

The following resources should be stored permanently in the CCT box, located in the LDCC Storage area:

1. Current and previous financial year's budget (hard copies)
2. Lord Mayor's budget speech for current and previous financial year (hard copies)
3. A hard copy of the corporate plan (in full)
4. Crisis Communication Manual
5. Folder with hard copies of all templates and sample communication messages
6. Contact list for key personnel in Marketing and Communication and Lord Mayor's office
7. White board pens
8. Small tape recorder and a supply of audio tapes
9. Workbooks and a supply of pens
10. Two in/out trays
11. A4 Arch Level file
12. A4 Dividers
13. Hole punch
14. Notepads
15. Stapler

Note: Re-stocking of boxes to occur after an LDCC activation. Corporate documents to be replaced in July following release of the Lord Mayor's budget and October/November following the release of the Annual Report and Corporate Plan.

3.2 CCT Members' Resources

When CCT members are notified of a crisis situation and asked to attend the CCT Operations area, they should take with them the following:

1. 24 hour Security pass
2. Mobile telephone and charger
3. Note book and pen
4. LDCC USB

3.3 CCT templates

Templates for use in the CCT can be found at:

Disaster Management Toolbox

Username: LDCC

Password: LDCC

Click on LDCC at top of page and then templates and files for LDCC will be available.

G Drive

G:\CSO\MC\103 COMM REL\510 Media Liaison\5304 Media Releases\LDCC - Crisis Communications Information M&C

OR

G:\MC\109 CORP MGT\590 Planning\2228 Crisis Mgt\Disaster Management\Templates

Templates

The following templates and sample communication tools are available:

External communication – templates and samples

1. Community Service Announcement (CSA) template
2. Media release template
3. Media response template
4. Community Service Announcement samples
5. Newsletter template
6. CSA checklist
7. Community newsletter samples
8. Fact sheet samples
9. Sample newsletter

External communication – processes

10. CSA approval process
11. Media release approval process
12. Media enquiry process
13. Newsletter approval process
14. Newsletter production and distribution process (including external printing and distribution contacts)
15. Process for updating Contact Centre (Call Centre and Corporate Web)
16. Online templates and processes eg. Updating twitter, ensuring corporate website can cope with high volumes
17. CSA/Media release distribution process
18. Advertisement approval, production and placement process
19. Twitter communication process and tips

Internal Communication – templates and samples

20. Sample admin groupwise
21. Sample CEO announcement
22. Draft SMS to all Council mobiles

Internal Communication – processes

23. Approval process for admin groupwise
24. Approval process for CEO announcement
25. Distribution process for admin groupwise
26. Distribution process for CEO announcement
27. Approvals and distribution process for SMS to all Council mobiles

CCT Administration

28. Handover templates
29. Marketing and Communication branch contacts list
30. CCT roster template
31. Draft roster
32. LDCC Spokespeople process (TBC)
33. Preferred supplier lists and contact details (including after hours)

4.0 Division of Responsibilities

In the event of a crisis situation, the Lord Mayor's Office will lead Council's communication with stakeholders, under the direction of the Lord Mayor's Chief of Staff.

4.1 Responsibilities of Lord Mayor's Office

Responsibilities of senior staff (Lord Mayor's Media Team, policy advisers and relevant Chair PLOs) from the Lord Mayor's Office will include, but not be limited to:

- Communication with the media:
 - Managing incoming media enquiries with assistance from the CCT
 - Identifying and quickly addressing arising issues in relation to angles being adopted by the media
 - Using the key messages agreed by the LDCC as the basis of all written and verbal communication
 - Producing media material, with assistance from the CCT
 - Distributing media material, with assistance from the CCT
 - Working closely with legal advisors in producing media material
 - Securing approval on all media material via Operational Controller, with assistance from CCT
 - Ensuring accuracy of all information prior to releasing to the media
- Assisting the Lord Mayor to prepare for media interviews and manage media conferences where appropriate
- Planning, securing and coordinating the involvement of expert third parties for media comment, with assistance from CCT
- Anticipating the individuals and groups who might make negative comment to the media and working to negate that risk to minimise reputational impacts on Council, with assistance from CCT
- Maintaining close contact with the Operations Controller and CCT throughout the crisis to:
 - Discuss and agree on key messages
 - Ensure communication with the media and other internal and external stakeholders is consistent
- Keeping an up-to-date log of all media enquiries received, responses provided and all contact initiated with the media; log to be sent to CCT daily
- Keeping relevant Councillors and Chairpersons updated with developments and emerging issues.

4.2 Responsibilities of the CCT

The CCT is responsible for undertaking all communication activity for the LDCC to respond to a crisis or disaster event.

The CCT reports to the Operations Controller and:

- leads discussion of communication response to crisis
- formulates and implements the communication strategies and tactics required to respond to the disaster
- develops a set of key messages (hourly or daily), which will form the basis of all communication with audiences and stakeholders (including the media)
- Is responsible for ensuring the Lord Mayor's media team is kept up to date with all LDCC discussions, decisions and developments by providing regular briefings

- Ensures communication with external audiences is consistent with internal audiences
- Ensures accuracy of all material released
- Verifies all statistics prior to releasing publicly
- Co-ordinates the approval process for communication materials
- Leads production and distribution of the following set of materials/activities:
 - CSAs/media releases
 - Community Newsletters and flyers
 - Advertisements
 - Online communication (websites and social networking)
 - Contact Centre updates
 - Employee communication materials/actions
- Manages and responds to media enquiries
- Provides full briefings/coaching to non-political spokespeople (TBC)
- Manages media briefings
- Adheres to all LDCC administrative process (updating SITREPS, logging info for the event logs)
- Maintains contact with program liaison officers (located in the LDCC) as required
- Ensures media have current and accurate info and immediately contacts media if misinformation is occurring
- Provides a regular (daily/hourly) summary of media coverage and issues
- Provides a regular report on Contact Centre/online activity, emerging issues, and pressure points
- Ensures external media and communication stakeholders (from State Govt/other agencies) are regularly updated on Council communication activity and messages

5.0 Training Requirements

5.1 CCT Training

Every staff member who may be called upon to act as a member of the CCT must undergo training which will equip them with the following:

- Familiarity with the Crisis Communication Manual
- Understanding of the division of responsibility between the Lord Mayor's office and CCT
- Familiarity with Brisbane City Council media protocol and how it is applied in the event of a crisis
- Familiarity with the audiences and stakeholder communication responsibilities of the:
 - LDCC
 - Lord Mayor's office, including the Lord Mayor's media advisor
 - CCT
- Understanding of their role within the CCT and experience carrying out that role in LDCC Exercises
- Familiarity with the resources available in the CCT operations area
- A thorough understanding of the actions required of them immediately a crisis is declared and during the hours immediately afterwards
- Understanding of the role and objectives of the CCT in a crisis situation

5.2 Contact Centre Staff Training

Contact Centre staff training will ensure call centre consultants are prepared for a crisis situation. Training will include:

- The process the CCT will follow in issuing information about the crisis to contact centre staff
- Ensuring staff are aware that the crisis communication co-ordinator, Lord Mayor's media advisor and the Operations Manager will develop messages for use in all communication
- How to use key messages in communicating with stakeholders during the a crisis
- How to quickly access additional crisis-oriented information
- The need to keep the CCT informed about frequently asked questions and the way in which this should be done
- Ensuring staff have an understanding of the other resources Council uses to provide information to the public (including Brisbane City Council's website) and directing callers to these resources
- Forwarding media enquiries to CCT or Council's Media and PR team
- How to manage confrontational callers
- Drills in updating online content, on hold messages and call centre scripts

5.3 LDCC Training Program

Council's Disaster Management Team coordinates an annual training program for the LDCC. All members of the CCT must participate in these events.

6.0 Managing communication during the crisis (response phase)

Crisis communication during the response phase is broken into three key areas:

1. Immediate communication needs to advise Brisbane residents of the crisis or disaster and Council’s initial response (the first 12 hours of the crisis)
2. Ongoing communication during the response phase to assist affected residents and businesses to start the recovery process (24 hours +)
3. Ongoing internal communication to key stakeholder groups to ensure employees are kept up to date and a Zero Harm approach is taken.

6.1 Immediate communication needs – strategic approach

During this period while intelligence about the event is being gathered and the scale of the crisis is being determined, communication activity should focus on:

- pushing information out via mainstream media, online and Contact Centre about impacts on Council services such as road closures, changes or cancellation of public transport services etc
- advising residents and businesses of telephone numbers of SES, emergency services and Council Contact Centre
- working with external agencies (such as DCS, Police) to manage onsite media
- monitoring media coverage/social networking sites (Twitter) to help and inform intelligence gathering
- working with internal stakeholders as required.

6.2 Priorities for the first hour

Immediately the Crisis Communication Manager (CCM) is advised of a crisis situation, the following should be carried out:

Action Responsibility	
Attend IAT meeting to <ul style="list-style-type: none"> • Confirm facts of event • Determine if LDCC will be activated • Initiate contact with Lord Mayor Media Team 	CCM - Craig Stevens, Manager Marketing and Communication Branch (or delegated officer)
Appoint and contact initial members of the CCT for the immediate response shift. The following roles should be appointed: <ul style="list-style-type: none"> • Crisis Communication Co-ordinator • Crisis Communication Officer/s • Online Strategy Officers (on standby) • Media Support Officers (if required) 	CCM - Craig Stevens / M&C BMT
Formally activate CCT	CCM
CCT members assemble on Level 19, Crisis Communications Officers to go to LDCC, Level 1	CCT
Advise media support officers to contact media monitoring and commence hourly update report	Crisis Communication Co-ordinator (CCCo)

(initially)	
Ensure all branch members are aware of distribution lists in Media Portal to send CSAs to	Media Support Officers
Commence log of all media and stakeholder enquiries	Media Support Officers
Attend LDCC briefing with Incident Controller to ascertain current situation and immediate priorities	Crisis Communication Officers
Draft Contact Centre and Website updates; seek content approval from LDCC Operations Controller; update Call Centre scripts and corporate website/OBC	Online Strategy Officers
Advise Contact Centre, Marketing Communication Branch and Lord Mayors Media Team of CCT contact phone numbers	CCCo
Commence whiteboard record of affected audiences, immediate priorities, key stakeholders, key messages and key contact numbers	CCCo
Review current SITREP (if available)	Crisis Communication Officers
Start developing key messages	Media Support Officers
Appoint Field Media Officers if required	CCCo
Draft CEO announcement or admin announcement to alert Council employees to the event	Internal Communication Officers
Field Media Officers (FMO) to attend forward command posts or designated field position	FMO
Determine spokespeople and confirm protocols (TBC)	CCM

6.3 Priorities for the first 8-12 hours

Priority	Responsibility
Chair the first CCT meeting	CCCo
Develop immediate response communication strategy and tactics (whiteboard)	CCT
Develop detailed target audience list	CCT
Develop set of key messages and gain approvals	CCT
Advise media and relevant stakeholders of LDCC contact numbers	CCT
Review priorities and emerging issues on an hourly basis	CCCo
Implement CCT rosters for extended period of LDCC activation	CCM
Update CEO announcement or admin announcement to keep Council employees up to date with the event (as required)	CCT
Respond to media enquiries in a timely manner	CCT
Activate Field Media Officers if required	CCM/CCCo
Update Operations Controller, CCM and LMO of media coverage and call centre volumes on a regular basis (min 2-3 hours if not more often); assist with intelligence gathering via media/online monitoring (eg. Twitter will provide first hand account of crisis; may pinpoint people in danger)	CCCo
Distribute CSAs and update Contact Centres, on hold message and websites as required; implement online	CCT

strategy (Twitter)	
Determine if community newsletter is/may be required and advise production and distribution suppliers to be on standby	CCCo
Initiate Contact with Crisis Communication Network (refer to Appendix?)	CCCo
Establish daily media conference process and spokesperson briefing	CCT

6.4 Ongoing communication phase (24 hours + until LDCC stood down)

During this phase, the strategic approach is focused on two way communication with affected residents and businesses to identify their immediate needs and assist them in the early response phase. Communication is tailored based on the channels available to residents and prioritised according to the most urgent needs. The following considerations are essential in determining the communication response:

- Residents may have no access to electricity, mobile phone coverage (or phone chargers) or TV/radio but will need to know about what assistance is available to them (eg. Rubbish collection)
- Residents may be trapped in their suburb/street due to fallen debris
- Recovery centres will take approx 2-3 days to be set up
- Council officers (LAS, CARS, BCW) will be on the ground in affected areas helping residents and updating intelligence information
- Information for residents should be consolidated and consistent across all agencies (Council generally takes the lead on communication in the Brisbane area)
- Affected residents will be highly emotional and potentially traumatised by the crisis – all information and messages should be sensitive to this
- All Council officers to be kept updated with Council's response to the event and reinforcing of Zero Harm messages

The following should also be noted when undertaking communication activity:

- Ensuring Council's efforts and response are reported accurately to avoid negative criticism of Council
- Politicians to avoid publicly questioning or commenting negatively about Council's response effort
- Criticism of other stakeholders or government agencies is avoided (a crisis is no time to play the blame game or for political point scoring)
- Key stakeholders are updated regularly on Council's key messages and public information (eg ensuring Translink is aware of impacts on public transport services so they can update their website/Contact Centre as well).

6.5 Priorities for 24 hours +

Priority Responsibility	
Chair shift CCT meetings	CCCo
Develop daily communication strategy and tactics (whiteboard) based on available channels and immediate needs of affected audiences	CCT
Refine and update target audience list – segmented by suburb and available channels; priorities most severely	CCT

affected	
Refine key messages and gain approvals	CCT
Review priorities and emerging issues every 2-3 hours	CCCo
Monitor and update rosters – ensure staff on roster are aware of roles and times	CCM
Review internal communication activity	CCT / IC team
Respond to media enquiries in a timely manner	CCT
Activate Field Media Officers if required – review daily	CCM/CCCo
Update Operations Controller, CCM and LMO of media coverage and call centre volumes on a regular basis (min 2-3 hours if not more often); assist with intelligence gathering via media/online monitoring (eg. Twitter will provide first hand account of crisis; may pinpoint people in danger)	CCCo
Distribute CSAs and update Contact Centres, on hold message and websites as required; implement online strategy (Twitter)	CCT
Implement community newsletter or other communication channels as required	CCCo
Attend/phone link Crisis Communication Network (daily meetings - refer to Appendix?)	CCCo
Undertake daily media conference and spokesperson briefing	CCT
Regular employee updates	CCT

7.0 Audiences and Stakeholders

7.1 Audiences and Stakeholders

During a crisis or disaster event, communication will occur with the following audiences and stakeholders:

External audiences	External Stakeholders
<ul style="list-style-type: none"> • Residents and business immediately affected by the disaster or crisis • All other Brisbane residents and businesses • Commuters and motorists • Media – local, state, national and international • Tourists, visitors to Brisbane (may be stranded) 	<ul style="list-style-type: none"> • Crisis Communication Network (State Govt body) • Other agencies as required eg. Energex, Red Cross, Translink, Telstra, Optus, Insurance companies • Department of Emergency Services • Queensland Police Service • Evacuation Centre Co-ordinators • SES • Department of Community Services
Internal Audiences	Internal Stakeholders
<ul style="list-style-type: none"> • All Council employees (in regards to Council's response NOT providing specific direction to employees in their response effort; this role is reserved to the Operation Controller and Field Controller) • Members of the LDCC • Marketing and Communication branch • Contact Centre (online and call centre) • BMT MC • Councillors 	<ul style="list-style-type: none"> • Executive Management Team • Lord Mayor's Administration • Relevant branch managers as required • CEO • Liaison officers relevant to the event • Corporate Risk Management • Procurement • HR (Work Environment (WH&S) and Employee Arrangements (Industrial Relations)) • Brisbane Transport • BMT MC

7.2 Potential Expert Third Parties and Opponents

The CCT must consider those stakeholders who are likely to act as:

- third party experts - external stakeholders who can be drawn on to help Council convey important messages and information to stakeholders. Potential supporters and experts should be identified, contacted, briefed and involved by the Lord Mayor's Communication and Media staff, with the assistance of CCT
- Opponents - generating negative messages and potentially drawing stakeholders' attention away from the information they require in order to respond appropriately to the crisis situation. Potential opponents should be identified, contacted, briefed and involved.

The following is a guide to some of the stakeholders who may act as third party

experts and opponents. Other stakeholders should also be considered.

- Victims (ie. casualties) and their families
- Affected residents and neighbours
- Local Government opposition
- Relevant State Government Departments (eg. National Parks and Wildlife)
- State and Federal Government Ministers and Opposition
- Industry Associations (REIQ, PCA, UDIA, MBA, Commerce Qld etc)
- RAC Q
- Affected businesses
- Major employers
- Unions
- Academics
- Interstate fire services
- Institute of Public Affairs
- CSIRO (principal research scientist)
- Insurance companies
- Insurance Council
- Former council employees
- Retailer groups and individual retailers
- Columnists (mainstream media)
- Impacted industry groups
- Volunteers and volunteer organisations
- Farmers in adjoining affected areas
- Farming associations
- Defence Department
- Roofing companies
- Recovery task force members
- Authors of relevant white papers
- Politicians from other, relevant countries
- Medical practitioners
- Hospital workers
- Engineers and their professional institution
- Surveyors and their professional institutions
- Bureau of Meteorology staff
- Consultants with relevant areas of expertise
- Victims/volunteers/rescue services involved in previous, similar disasters

8.0 Key messages and communication channels

8.1 Determining key messages

All political and non-political spokespeople speaking on behalf of Council and commenting on its response to the crisis or disaster situation should adopt the following approach when dealing with the media.

- Refrain from criticising Council or its employees to the media
- Refrain from apportioning blame for an event to any party (until after the immediate crisis situation has passed and the recovery process is underway)
- Refrain from commenting negatively about the response effort in general
- Refrain from politicising the crisis event.

In addition spokespeople should refer to the following list of key messages relevant to the specific crisis event. Note: These messages and supporting facts are a guide only and should be checked and expanded upon at the time of the event. All key messages must go through the normal CCT approval processes.

This manual sets out:

- Draft key messages and supporting facts for natural disasters
- Draft key messages and supporting facts for non-natural disasters relating to the failure of a major, Council-owned utility
- Draft key messages and supporting facts for non-natural disasters that are contained to one site
- Draft key messages and supporting facts for non-natural disasters with the potential to spread beyond an initial site
- The process for communicating with stakeholders in the event of a major terrorist attack

Internal key messages should mirror external key messages with a focus on addressing industrial relations issues and zero harm messages as required.

8.2 Communication Channels

External Communication Channels	Internal Communication Channels
<ul style="list-style-type: none"> • Media releases • Community service announcements • Corporate website and www.ourbrisbane.com • Contact Centre • Smart services Queensland (State Govt Call Centre and website) • Twitter updates • Community newsletter (letterbox dropped) • Flyers (letterbox dropped and delivered to local businesses, evacuation or recovery centres) • Posters (delivered to local 	<ul style="list-style-type: none"> • Admin groupwise • CEO announcement • SMS to Council mobiles • Internal Communication 'champions' • Cityweb • Divisional and branch intranets • Posters • Flyers

businesses, evacuation or recovery centres) <ul style="list-style-type: none">• BCW and Water Distribution trucks – loud hailers• Newspaper advertisements• Corflute signs (available from Brisbane Transport Workshops)	
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8.3 Guide to online communication channels

Twitter

1. Go to cotweet.com
2. Click on Sign In
3. Enter Email: media.matters@brisbane.qld.gov.au and Password: mediateam
4. Click on 'Create a new update' on right hand side of page
5. Enter date and time you want to issue tweet.
6. Enter website you want to link to where it says 'Type a URL to shorten' and click on the arrow to the far right.
7. Type in message in black space.
8. Click on 'Post Update'

BCC Newsroom

1. Go to <http://newsroom.brisbane.qld.gov.au/admin/>
2. Enter Username: media and Password: Council1 and click on Login
3. Click on News on left hand side of page
4. Click on Add New at top of page
5. Enter heading and put copy into Notepad before copy and pasting it into the Newsroom template.
6. When you have entered all copy, check the box next to 'Display Homepage' and the category your media release fits into, then click on 'Save and go to file upload'.
7. Attach document or image if required. Click on 'Save and Finish'.

Media Portal

1. Go to www.mediaportal.com and log in.
2. Go to Target and click on Media Releases.
3. Click on New Folder and input a name into the pop up box. Click on 'Create Release Folder'.
4. Click on Show Releases in Folder.
5. Click on Send New Release.
6. Scroll down to Email into the Preferred Delivery line.
7. Insert headline and copy.
8. Upload release if required.
9. From Standard List, select 'Brisbane press, radio and TV'.
10. Select Timezone as Brisbane and select time you want the release to go out. (Release can be sent immediately or at a future time.)
11. Review release for accuracy and click 'Send Release' if happy with content.

To customise a contact list:

(Note: this must be done before the process of sending a media release is started)

1. Go to Target and click on Media Directory.
2. Search for media contact or media outlet.
3. Check the box next to the media contact/outlet you want to add to a customised list.
4. A pop up box will appear. Check the Add New List and type in name of contact list and then click Add. You can add as many contacts to this list as you want.
5. When finalised, repeat Steps 2 to 8 as described in the Guide to Uploading Media Releases on Media Portal. At Step 8, select your contact list from the Custom List and then go onto Steps 9 to 11.

8.4 Communication protocols between key agencies

Brisbane Metropolitan Traffic Management Centre (BMTMC)

The BMTMC will manage all public communication regarding road closures due to flooding and fallen trees. A link on Council’s website (home page) will be directed through to road closures listed on the www.131940.com.au (Qld Government) website.

Translink

Before issuing any communication about public transport (buses or City Cats) liaise with Translink (Andrew Berkman). Translink need to update their Call Centre and website. Translink will manage public communication regarding changes to timetables and public transport services, however Council may issue statements regarding cancellation or service impacts to City Cats.

State Emergency Services (SES) and Department of Community Safety (DCS)

DCS will manage all communication regarding the SES’s disaster response and other emergency services such as Queensland Ambulance Service and Queensland Fire and Rescue Service.

Queensland Police Service (QPS)

QPS will manage all communication regarding criminal investigations (in the case of a suspected terrorism incident), crowd control and emergency evacuations.

8.5 Critical disaster management contacts

For a list of M&C contacts refer to the Appendix.

Name Organisation	n	Email	Phone
Greg Scroope Manager – Community Safety branch	Brisbane City Council	[REDACTED]	Ph: [REDACTED] Mob: [REDACTED]
Chris Lavin – A/Disaster Operations Manager	Brisbane City Council	[REDACTED]	Ph: [REDACTED] Mob: [REDACTED]
Amelia Redman	BMTMC	[REDACTED]	Ph: [REDACTED]

Andrew Berkman	Translink	[REDACTED]	Ph: [REDACTED] Mob: [REDACTED]
Kirsten Roos	Department of Community Safety	[REDACTED]	Mob: [REDACTED] Ph: [REDACTED] 24/7 media on-call 3247 8186
Tony Montgomery- Clark	Queensland Police Service	[REDACTED]	Mob: [REDACTED] Ph: [REDACTED]
Simon Kelly, Acting Deputy Director			Ph: [REDACTED] Mob: [REDACTED] Media unit 24/7 [REDACTED]
Queensland Urban Utilities			[REDACTED]
Mike Foster	SEQ Water		[REDACTED]

9.0 Key messages and supporting facts for use in natural disasters

9.1 Messages for use in all Natural Disasters (earthquake, severe storms, cyclones, floods, bushfires)

The following four messages apply to all types of natural disaster.

Message one:

Council is here to help.

Brisbane City Council officers and crews are at (insert location) working to restore services to the affected community.

Message two:

We are working with emergency services, the State Government and neighbouring Councils (if relevant) to help residents and businesses recover from this disaster.

Message three:

We have planned for these types of disasters and have activated our plans to help residents and businesses

Message four:

We will provide further information as soon as it is available.

About evacuation centres:

Council is working closely with XXX (list agencies – e.g Dept of Community Safety, Dept of Community Services) to ensure the emergency needs of Brisbane residents are met

- Evacuation centres are located at (list locations)
- Where possible residents should find alternative overnight or short term accommodation or stay with family and friends in the short term.
- Currently, there are approximately XX Brisbane residents staying in evacuation centres. They have been evacuated from suburbs including (list suburbs)

About the SES:

- SES has been activated and are responding to calls for assistance. More than XX calls for assistance from the SES have so far been received and are being prioritised and teams dispatched
- In a life threatening situation, people should call 000 for assistance. Contact the SES on 132 500. If they require other assistance, they should contact Brisbane City Council on 3403 8888

About Infrastructure: (refer to draft CSAs in Appendix)

- The following roads and/or bridges are closed.
- The following bikeways are closed.
- Residents should avoid the following parks or bushland areas:
- All Council's available resources are concentrated on restoring critical infrastructure. We currently have XX people/teams working on XX (describe

road/bridge/area or areas affected by water/sewage problems)

Water and sewerage

- Refer enquiries to QUU [REDACTED]

Public transport (refer to draft CSAs in Appendix)

- Bus passengers can expect delays on bus services in the following suburbs
- CityCat and ferry services have been cancelled due to debris in the river.

General

- If you don't need help, check on your neighbours

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

Key community issues requiring communication:

- Tarps and securing roofs
- Contact the SES for assistance with tarps
- Rubbish and green waste removal – daily services for affected residents
- Dealing with rotting food
- Road closures
- Public transport impacts eg. Cancelling City Cat services
- Dealing with fallen trees
- Safety around the home eg. Flood waters and electricity don't mix
- Recovery Centres – locations and services offered
- Asbestos removal
- Illegal dumping
- Sightseers visiting affected areas
- Resumption of normal services
- Contaminated water supplies
- Further storm warnings and securing tarps
- Safety in parks and bushland areas

9.2 Message for use in Flood Related Natural Disasters

Message:

We are well prepared

Fast Facts:

- After years of drought it is easy to forget that historically Brisbane experiences periods of intense rainfall, which puts some homes at risk of flooding.
- All Brisbane residents have access to free and reliable FloodWise Property Reports. The Floodwise Property Report provides the most complete record of flood information available for a property. The reports are available free of charge online at www.brisbane.qld.gov.au/floodwise or from a Council Customer Service Centre or Regional Business Centre.
- In 2005 the Lord Mayor's Taskforce on Suburban Flooding was initiated to help reduce the impact of flooding from significant rainfall events.
- Council has committed \$292 million over six years to reduce the impacts of flooding. This includes working to reduce the risks through better town planning, installing advanced warning technology and upgrading our stormwater network.
- Properties may experience flooding from:
 - local creeks – occurs when the capacity of a creek is exceeded as a result of localised rainfall
 - the Brisbane River – occurs when widespread prolonged rain falls over the catchment area of the Brisbane River
 - storm surge along coastal areas – occurs from a combination of high tides and heavy seas usually associated with tropical storms or lows
 - overland flow flooding – occurs when parts of the stormwater drainage system (such as pipes and gully inlets) are blocked or capacity is exceeded from natural flow and run-off of water across land.
- Council's program of planning and maintenance includes:
 - Maintenance of Brisbane's 80,000 storm water gully traps (the metal grids
 - which cover storm water drains). Every trap is cleaned between four and six times per year. The frequency depends on the location and condition of the individual trap. Work is prioritised based on known critical locations, as well as being identified through closed circuit TV inspection of the pipe network and requests from residents
 - Replacing and upgrading gullies (the drainage holes covered by gully traps. Water enters Brisbane's 2,560 kilometres of storm water drains via these gullies)
 - Cleaning out of open channels. Council works to have 80 percent of open channel maintenance completed by the wet season each year, to reduce the impact of localised flooding from summer storms
- Progressive capital upgrading of the City's drainage networks. Cities around the world are progressively upgrading their drainage networks because of:

- Increased development
 - The need to replace infrastructure
 - Periodic damage to the drainage system (eg. during storms).
- 'Maximum height gauges' have been installed at key points in local creeks that provides Council with flood level data. Council has a network of approximately 400 maximum height gauges across the city.
 - Council has installed flashing lights alerting residents on flooded roads at Rocklea and Boondall.
 - Floodplain management practices implemented by Council include:
 - Minimising the impact of flooding by restricting development within defined waterway corridors
 - Setting minimum habitable floor levels for new developments
 - Council provides a flood level information service that is available to residents when purchasing a property, moving into rental accommodation, building a new dwelling or extending an existing dwelling. The information establishes the indicative type and levels of flooding that could occur on that property.
 - Council's Flood Information Centre liaises with the Bureau of Meteorology and the Department of Natural Resources and Mines to enable Council to forecast/predict flood levels along the river within the Brisbane City area.
 - The four steps to Be Floodwise:
 1. Understand your flood risk
 - get a [FloodWise Property Report](#)
 - talk to neighbours about any flood history
 - get advice from an engineer
 - look at the slope of the land
 2. Prepare your home and family
 - store valuables up high
 - get insurance
 - develop a FloodWise kit
 - know where to access flood information and warnings
 - listen out for warnings and be prepared
 - prepare your home and yard for the summer storm season and flash flooding
 - have an emergency plan and kit in place
 3. Responding when the water comes in
 - listen to weather updates
 - check with [RACQ](#) for safe roads
 - don't drive through floodwaters
 - keep children away from stormwater drains
 - follow directions from Police and SES

4. Recovering after the flood

- if you don't need help, check on your neighbours
- keep safe when cleaning up, floodwater holds contaminants
- apply for financial assistance if needed
- prepare for next time

Detailed information on the above four tips can be found at www.brisbane.qld.gov.au/floodwise.

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

Key community issues requiring communication:

- Tarps and securing roofs
- Contact the SES for assistance with tarps
- Rubbish and green waste removal – daily services for affected residents
- Dealing with rotting food
- Road closures
- Public transport impacts eg. Cancelling City Cat services
- Dealing with fallen trees
- Safety around the home eg. Flood waters and electricity don't mix
- Recovery Centres – locations and services offered
- Asbestos removal
- Illegal dumping
- Sightseers visiting affected areas
- Resumption of normal services
- Contaminated water supplies
- Further storm warnings and securing tarps
- Safety in parks and bushland areas

9.3 Message for use in fire-related natural disasters

Message:

We are well prepared

Fast Facts

Council's bushfire hazard reduction program:

- In order to reduce the potential impact of bushfire, Council implements a program of planned burning in all Council managed natural areas across the city
- Council utilises a range of information to assess the potential impact of bushfires including the Queensland Fire and Rescue Service Bushfire Risk Mapping which helps to identify factors such as fuel type, slope and aspect. Other considerations include the proximity of adjoining residential areas, roads, hazardous goods routes, airports, hospitals, etc
- Council works in partnership with Queensland Fire and Rescue Service to provide fire preparedness programs for private landowners.
- Council carries out slashing and mowing to reduce fire hazards in many areas of Council bushland (such as those near public roads).
- Fire access trails are also established and maintained by Council to ensure that, in the event of a bushfire, fire fighting crews have easy and safe access to high-risk sections of Council-owned bushland.
- In addition to fire access trails, recreational tracks and natural features (such as damp gully lines) are used to form the boundaries of fire blocks. A fire block is an area within which a single planned burn is carried out.
- Council continually assesses fuel load across all major natural areas (eg forests) which have a high risk potential.
- Council maintains a close working relationship with Queensland Fire and Rescue Service and Queensland Parks and Wildlife Service, as well as with our neighbouring Councils who have fire management responsibilities – Logan, Redlands and Moreton Regional Council. We also have a close working relationship with Griffith University for fire management at Toohy Forest and the South East Queensland Fire and Biodiversity Consortium.

About our fire fighting capability:

- Brisbane City Council has a comprehensive fire fighting procedure which adheres to the Australian Fire Authorities Council's Australian Inter-service Incident Management System (AIIMS)
- Council has more than 80 experienced fire fighting staff, all of whom have completed fire training in line with the National Fire Industry Competencies and who participate in combined agency training exercises to assist in their levels of preparedness.
- Council also has 16 fully equipped four-wheel-drive fire fighting vehicles which are specifically designed for bushfires. Each vehicle is uniquely equipped with specialist fire-fighting equipment and two-way radios that have the capacity to communicate across all emergency service agencies (including Queensland Fire and Rescue Service and Queensland Parks and Wildlife.)

9.4 Message for use in Storm-Related Natural Disasters

Message:

We are well prepared

Fast Facts

Brisbane's storm season runs from November through to February. Residents should prepare their homes for the summer storm season and follow the Severe Storm Action Plan.

Before the storm season

- trim tree branches well clear of your house
- if your property has large trees, schedule a qualified consulting arborist to conduct a check up
- have a portable radio and torch with fresh batteries
- have a first aid kit and basic first aid knowledge
- list your emergency contact numbers
- clear your yard of loose objects, including outdoor furniture
- clean and check roof, guttering and downpipes
- have a supply of plastic shopping bags to use as sand bags for emergency storm water diversion
- have masking tape for glass and plastic sheeting and large garbage bags for emergency rain protection
- familiarise your family with this action guide

As the storm approaches

- listen to the local radio station for information
- shelter and secure pets and animals
- shelter vehicles or cover with tarpaulins or blankets
- disconnect all electrical appliances
- tape (cross fashion "X") or cover large windows

When the storm strikes

- stay inside and shelter away from windows in the strongest part of the house, usually the bathroom or cellar
- if necessary, cover yourself under a table or with a mattress, blanket, doona or tarpaulin
- listen to your portable radio for storm updates
- if outdoors, find emergency shelter – not under a tree
- if driving, stop clear of trees, power lines and streams
- avoid using the telephone during the storm
- never drive or walk through floodwaters, keep children away from creeks and drains

After the storm passes

- check your house for damage
- listen to local radio for official warnings and advice

- if you need emergency assistance, call the appropriate emergency service on 000 or the State Emergency Services (SES) on 132 500
- if you don't need help, check your neighbours
- beware of fallen power lines, damaged buildings and trees and flooded watercourses
- stay at home and help others – don't go sight-seeing

Storm safety

Storm emergency kit checklist

- a portable radio and torch with fresh or spare batteries and bulb
- candles and waterproof matches or a gas lantern
- reasonable stocks of fresh water and tinned or dried food
- a first aid kit and basic first aid knowledge
- good supplies of essential medication
- strong shoes and rubber gloves
- a waterproof bag for clothing and valuables – collect valuables/certificates and place them in the bag in a safe place
- a list of your emergency contact numbers

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

Key community issues requiring communication:

- Tarps and securing roofs
- Contact the SES for assistance with tarps
- Rubbish and green waste removal – daily services for affected residents
- Dealing with rotting food
- Road closures
- Public transport impacts eg. Cancelling City Cat services
- Dealing with fallen trees
- Safety around the home eg. Flood waters and electricity don't mix
- Recovery Centres – locations and services offered
- Asbestos removal
- Illegal dumping
- Sightseers visiting affected areas
- Resumption of normal services
- Contaminated water supplies
- Further storm warnings and securing tarps
- Safety in parks and bushland areas

9.5 Message for use in earthquake and landslip-related natural disasters

Message:

We are well prepared

About earthquake and landslide hazard reduction:

- Council works with internal and external technical experts to continuously update Council's knowledge base and to identify areas potentially at risk of earthquake or landslide events.

Earthquakes

- Seismic activity occurs in the region but generally at such a low level that has little to no community impact.
- Less than 10 minor earthquakes have been felt in the city since its founding, some 180 years ago. The largest of these, the Richter magnitude ML 4.4 Mt Glorious earthquake of 1960 caused minor damage but was felt throughout Brisbane. That earthquake was enough to rattle windows and crockery but not enough to do structural damage.
- A maximum Richter magnitude of 6.5 is theoretically possible within the region, which includes Brisbane. Such an event would be capable of generating highly damaging effects at the source but is an extremely unlikely event for Brisbane.
- There is no definite way to predict earthquake events.

Landslide

- Landslides usually involve the movement of large amounts of either earth, rock, sand or mud or any combination of these.
- Landslides can be caused by earthquakes, volcanoes, soil saturation from rainfall or seepage or by human activity (e.g. vegetation removal, construction on steep terrain).

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

10.0 Key messages and supporting facts for use in non-natural disasters

10.1 Messages for use in failure of major, Council-owned utilities

Message one:

We have acted responsibly

Note: ensure early assessment to check if this is the case; do not state if not

Message two:

We are working to restore services as quickly as possible.

Supporting facts to refer to the next steps being taken and the likely timing of provision of normal services.

Message three:

Through our business continuity plan we can still provide an interim service to the community

Supporting facts to outline the specific back-up systems relevant to the systems failure and how residents can access services during the interruption to normal services.

Message four:

Our goal is to minimise any impact on services to the community.

Supporting facts to highlight what actions Council is taking to provide continuity of service.

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

10.2 Message for use in disasters which are contained to one site

This category of crisis includes:

- major ground or industrial accident
- building collapse
- aircraft crash

Message one:

Please avoid the area

Provide information about the specific location, impacts on traffic movements and changes to public transport services.

Message two:

We are working with emergency services and the police to help those affected (and to restore basic infrastructure requirements – if appropriate)

About evacuation centres:

- Council is working closely with XXX (list agencies – e.g Dept Emergency Services, Dept of Community Services) to ensure the emergency needs of Brisbane residents are met
- Evacuation centres are located at (list locations)
- Where possible residents should find alternative overnight or short term accommodation or stay with family and friends in the short term.
- Currently, there are approximately XX Brisbane residents staying in evacuation centres. They have been evacuated from suburbs including (list suburbs)

About the SES:

- SES has been activated and are responding to calls for assistance. More than XX calls for assistance from the SES have so far been received and are being prioritised and teams dispatched
- In a life threatening situation, people should call 000 for assistance. If they require other assistance, they should contact Brisbane City Council on 3403 8888

About Infrastructure: (refer to draft CSAs in Appendix)

- The following roads and/or bridges are closed.
- The following bikeways are closed.
- Residents should avoid the following parks or bushland areas:
- All Council's available resources are concentrated on restoring critical infrastructure. We currently have XX people/teams working on XX (describe road/bridge/area or areas affected by water/sewage problems)

Water and sewerage (refer to draft CSAs in Appendix)

- Water and sewerage services have been affected in the following areas
- Due to damage to water pipes, residents should not drink the water/boil water in the following suburbs

Public transport (refer to draft CSAs in Appendix)

- Bus passengers can expect delays on bus services in the following suburbs

- CityCat and ferry services have been cancelled due to debris in the river.

Message three:

We have acted responsibly (**For building collapse**)

Note: ensure early assessment to check if this is the case; do not state if not

Building approvals

- Council is responsible for development approvals, which relate to land usage and whether a proposed construction is a suitable use of the land.
- Once development approval is received, a private building certifier will then assess the planned construction and grant approval based on compliance with State Government legislation.
- If conditional approval is granted, the certifier will often revisit the development a number of times throughout construction to ensure the conditions have been satisfied.
- Independent building certifiers are not subject to regular monitoring, however the Queensland Building Services Authority (QBSA), a State Government legislative body, is called on to monitor private building certifiers' conduct and/or the granting of building approvals in the case of negligent behaviour or misconduct.
- While Council is still required to provide assistance to members of the public requesting building approvals and advice, these enquiries are directed to private building certifiers for investigating and actioning.

Include the following on all CSAs and media releases:

- Details of web site and contact centre (also Twitter reference for regular updates)
- Contact details for CCT
- Timings of regular media conferences/statements (if known).

10.3 Message for use in disasters with potential to spread beyond initial site

This category of crisis includes:

- oil spill
- chemical spill/gas release

Message one:

Either stay away from the area, or

Leave area immediately and assemble at ??? (based on liaison with SES and emergency services). For mass evacuations in the CBD refer to the Brisbane Secure Plan (CBD evacuation plan -

<http://www.police.qld.gov.au/programs/er/bsec/default.htm>)

Message two:

Council is working with emergency services and police to minimise the damage and help those affected

About the on-the-ground response:

The Department of Emergency Services is managing the on-the-ground response of (describe situation). Brisbane City Council is providing logistical support.

About evacuation centres:

Council is working closely with XXX (list agencies – e.g Dept of Community Safety, Dept of Community Services) to ensure the emergency needs of Brisbane residents are met

- Evacuation centres are located at (list locations)
- Where possible residents should find alternative overnight or short term accommodation or stay with family and friends in the short term.
- Currently, there are approximately XX Brisbane residents staying in evacuation centres. They have been evacuated from suburbs including (list suburbs)

About the SES:

- SES has been activated and are responding to calls for assistance. More than XX calls for assistance from the SES have so far been received and are being prioritised and teams dispatched
- In a life threatening situation, people should call 000 for assistance. If they require other assistance, they should contact Brisbane City Council on 3403 8888

About Infrastructure: (refer to draft CSAs in Appenix)

- The following roads and/or bridges are closed.
- The following bikeways are closed.
- Residents should avoid the following parks or bushland areas:
- All Council's available resources are concentrated on restoring critical infrastructure. We currently have XX people/teams working on XX (describe road/bridge/area or areas affected by water/sewage problems)

Water and sewerage

- Refer enquiries to QUU [REDACTED]

Public transport (refer to draft CSAs in Appendix)

- Bus passengers can expect delays on bus services in the following suburbs
- CityCat and ferry services have been cancelled due to debris in the river.

10.4 Communicating during or immediately after a major terrorist incident

This category of crisis includes:

- siege or hostage situation
- bombing or chemical/biological/radiological

Queensland Police Service (QPS) are responsible for managing all communication during terrorist incidents or disasters as a result of a criminal act.

Council messages and communication will be limited to providing information about roads, public transport or changes to daily essential services.

QPS are the only organisation that can declare a terrorist incident.

11.0 Communication during the recovery phase (post initial crisis)

Once the LDCC is de-activated, both the operational and communication response moves into the recovery phase to provide assistance to affected residents and businesses.

The following committees are activated to manage the recovery:

- Community Recovery Committee
- Infrastructure Recovery Committee
- Environmental Recovery Committee
- Economic Recovery Committee

More information about the various committees can be found at:

<http://www.brisbane.qld.gov.au/bccwr/lib261/2.0%20committees.pdf>

Marketing and Communication branch has a representative that sits on all of the committees.

12.0 Glossary

DMG	Disaster Management Group
LDCC	Local Disaster Co-ordination Centre
LDMG	Local Disaster Management Group
DOM	Disaster Operations Manager
CCT	Crisis Communication Team
CCM	Crisis Communication Manager
IAT	Immediate Action Team
CCCo	Crisis Communication Co-ordinator
CSA	Community Service Announcement
FOC	Field Operations Controller
BMT	Branch Management Team
M&C	Marketing and Communication branch
IC	Internal Communications
LMO	Lord Mayor's Office
DCS	Department of Community Safety
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
SES	State Emergency Service
NGO	Non-Government Organisation
BMTMC	Brisbane Metropolitan Traffic Management Centre
XO	Executive Officer