

Resilient Communities through Partnerships

Partnership between the Local Government Association of Queensland
(for and on behalf of Queensland councils) and the State of Queensland
through the Department of Community Safety



Preamble

Disaster resilience is the collective responsibility of all sectors of society, including all levels of government, business, the non-government sector and individuals. With these sectors working together in partnerships, with a united focus and a shared sense of responsibility to promote disaster resilience, the collective effort will be far more effective than the individual effort of any one sector or agency.

This Memorandum of Agreement (MOA) outlines the principles and governance arrangements for the implementation and operation of the Resilient Communities Partnership between the Department of Community Safety and the Local Government Association of Queensland, on behalf of Queensland councils. This MOA builds on the previous Agreement pertaining to the Queensland Disaster Management Alliance.

This MOA aims to support Queensland councils to build more self-reliant, disaster resilient communities through existing programs and activities, by taking advantage of existing policy levers where appropriate, so as to maximise the benefits from limited resources.

As signatories to this MOA each party recognises and acknowledges that:

- ❖ *The Department of Community Safety and Local Governments have respective roles in the management of the state's disaster management system.*
- ❖ *Good will, commitment, trust and a need for continuous improvement are fundamentally important to the relationship between both parties.*

More specifically, the parties to this MOA:

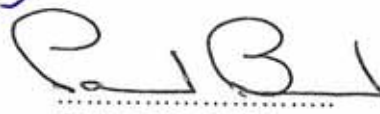
- Understand that climate change is resulting in more frequent and more severe extreme weather events, natural disasters and consequential impacts;
- Commit to working collaboratively with all levels of government, business, the non-government sector and individuals to strengthen community resilience to natural disasters in Queensland;
- Recognise the inherent value of disaster resilience for individuals, families, communities, councils as well as the benefits that are realised for the state as a whole;
- Agree to devolve decision-making and resilience building to the most local level possible; and
- Acknowledge that this agreement is entered into to contribute to Queensland communities' natural disaster resilience, and to therefore reduce the harm, cost and impact of natural disasters.

Signed on this day June 14th of June2010



The Hon Neil Roberts MP
Minister for Police, Corrective Services
and Emergency Services

Department of Community Safety



Cr Paul Bell AM
President

Local Government Association of
Queensland

1. Foundations of the Memorandum of Agreement

This MOA is between the Queensland Government, through the Department of Community Safety, and the Local Government Association of Queensland, for and on behalf of Queensland councils.

In developing disaster resilient Queensland communities, the parties:

- Share a mutual interest in increasing community self-reliance and resilience and reducing the impact of natural disasters;
- Have unique responsibilities and authority within this field; and
- Will work together and with other parties, including the private and non-government sectors, volunteers, the media and community organisations to achieve the objective and outcomes of this agreement through partnerships.

1.1 Underpinning Principles

The parties agree that the MOA will be based on the following principles and actions:

Principles	Actions
Cooperation	
<ul style="list-style-type: none">• Act in good faith to achieve the outcomes of the MOA.• Support the other parties to the MOA.• Acknowledge concerns and provide feedback as required.	<ul style="list-style-type: none">• Develop a project plan to deliver the aim and outcomes of the MOA.• Develop and implement a joint communications plan to raise awareness in Councils of the outcomes described by the MOA.• Jointly develop guidelines and tools to assist councils improve disaster resilience in their communities.• Use each party's existing communication channels to deliver messages to councils and receive feedback.• Provide opportunities for other parties to participate in meetings and presentations related to the MOA's aim and outcomes.• Work together to implement key activities and actions arising from the MOA and its project plan.

Principles	Actions
<p>Openness</p> <ul style="list-style-type: none"> • Share project related information. • Discuss and deal with disputes as they arise. 	<ul style="list-style-type: none"> • Each party will strive to provide balanced and objective information to assist decision making by the governance structures established to support the MOA. • Provide timely reports on any consultations and / or feedback. • Raise issues relating to the MOU and the project with other parties as they occur and work cooperatively to achieve a quick resolution.
<p>Respect</p> <ul style="list-style-type: none"> • Respect the views of each party. • Respect the constraints in which each party sometimes operates. • Respect and support the final decision once it has been made. 	<ul style="list-style-type: none"> • Consult with each other before making decisions that will affect the aims and outcomes of the MOA. • Provide adequate time for guidelines, tools, discussion papers to be researched and prepared. • Provide adequate time for parties to consult and receive feedback from their members and other stakeholders on various issues. • Actively promote joint decisions arising out of the governance structures that support the MOA to key stakeholders.
<p>Accountability</p> <ul style="list-style-type: none"> • Ensure economy and efficiency in using resources • Best outcomes for Queensland communities. 	<ul style="list-style-type: none"> • Ensure accountability for implementing this MOA and the activities that fall under it through effective governance arrangements. • Ensure accountability to Queensland communities through economy and efficiency in the use of resources, leveraging off existing policy and funding sources where appropriate.

1.2 Nature of the MOA

The parties agree and acknowledge that this MOA is not intended to create legal obligations between them. The MOA is designed to provide a common objective and outcomes for all parties to work toward and is designed to form a basis for further policies, programs, initiatives, and other activities in this field, undertaken by one or more of the parties. This MOA does not alter the roles and responsibilities of either party under any relevant legislation or policy.

1.3 Term of the MOA:

This MOA will exist for a period of two years (2010-12) from the date of signing and will be periodically reviewed as agreed by the parties. This MOA may be modified at any time by written agreement between the parties and will be documented as an annex to the MOA. The parties agree that the MOA will cease after 30 days of either party receiving written advice from one party that it will withdraw from the MOA.

2. Outcomes Sought

From a disaster management perspective, well prepared communities recognise current and future risk, reduce and manage those risks, and are better able to adapt to change and to recover from disasters.

Through collaborative effort, this MOA strives to achieve outcomes resulting in:

Resilient communities

Communities working collectively to reduce the impacts of natural disasters

Self-reliant communities

Communities, businesses, families, and individuals who take action to prevent, prepare for, and to recover from natural disasters.

Engaged communities

Communities who work with Local Government and State Government agencies to build resilience at a local level

Aware communities

Communities informed of their local natural hazard risks

These outcomes will be supported by the following key activities which will be collectively and continuously pursued over the life of the MOA:

- Promoting disaster resilience to Queensland communities via councils (including an understanding of natural hazards/risks and preparedness and mitigation measures);
- Implementing the Natural Disaster Resilience Program;
- Sharing of information between relevant stakeholders on disaster risks, management, preparation and resilience;
- Supporting volunteers, including contemporary methods of attraction, recruitment, retention and recognition; and
- Encouraging partnerships at all levels that advance disaster resilience.

3. Roles and Responsibilities of the Parties

Specific roles of each party include but are not limited to:

3.1 Local Government Association of Queensland

The Local Government Association of Queensland will:

- Collaborate with the Department of Community Safety in the achievement of the MOA's aim and outcomes;
- Lead, assist, support and guide Queensland councils in the achievement of these aims and outcomes;
- Assist the Department of Community Safety to implement relevant resilience programs and initiatives; and
- Act as an intermediary between Queensland councils and the Department of Community Safety in facilitating communications, disseminating information among all parties and enabling effective engagement with councils.

3.2 Department of Community Safety

The Department of Community Safety will:

- Work with councils and the Local Government Association of Queensland to better understand the resilience and vulnerability of Queensland's communities to natural disasters;
- Provide policy leadership, coordination, advice and best practice information;
- Engage with business, community groups and the media at a state-wide level in working toward the MOA's aim and outcomes; and
- Work to improve engagement and retention of volunteers at the state-wide level.

4. Governance Arrangements

The key governance structures under this MOA will be a Board and Management Committee. Both parties agree to support these important governance and management frameworks for the duration of this agreement.

4.1 Resilient Communities Board (RCB):

The Resilient Communities Board (RCB) comprises key executives and senior officers of the Department of Community Safety and the Local Government Association of Queensland as outlined below. The role of the RCB is to:

- Provide strategic support, direction and guidance for the development of activities, strategies and programs under this MOA; and
- Consider and address issues raised by councils, the LGAQ and DCS.

The Resilient Communities Board consists of:

1. Director-General, Department of Community Safety;
 2. Assistant Director General, Strategic Policy Division
 3. Chief Officer, Emergency Management Queensland
 4. Chief Executive Officer, Local Government Association of Queensland;
 5. Director, Advocacy, LGAQ;
 6. Director, Advance, LGAQ; and
 7. Other senior Officers of DCS & LGAQ (as appropriate).
- The RCB shall meet at least twice per year or as determined by the members.
 - The RCB may consider issues and make decisions out-of-session.
 - The chair and secretarial duties of the RCB will rotate from meeting to meeting.

4.2 Resilient Communities Management Committee (RCMC):

The Resilient Communities Management Committee (RCMC) consists of key policy and operational officers from the Department of Community Safety and the Local Government Association of Queensland. The role of the RCMC is to:

- Develop strategies, activities and programs to give effect to the strategic direction of the RCB;
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- Establish systems and processes to monitor and report on the implementation of this MOA:
- Establish and maintain systems and processes to engage and consult with councils in relation to the implementation of this MOA;
- Monitor and report to the RCB on the activities of the MOA and the progress of its outcomes;
- Effectively engage and consult with councils in relation to the implementation of this MOA; and

- Consider and address issues raised by councils, the LGAQ and DCS and prepare briefings for the RCB.

Project management will be arranged through the RCMC as required.

The parties agree that expenses associated with the implementation of this MOA remain the responsibility of the respective organisation.

5. Issue Resolution Process

Inevitably issues will arise when progressing the aims and outcomes from this MOA and consequently, both parties agree to be guided by the following issue resolution process.

5.1 General

Issues, where they arise, should be resolved at the lowest level possible. Where issues cannot be satisfactorily and expediently resolved at the local level, issues should be brought forward to the Resilience Communities Management Committee (RCMC).

Both parties agree that deliberations of the RCMC will be conducted in a manner that reflects the principles of the MOA and a spirit of cooperation.

5.2 Issue Resolution Process

The Issue Resolution Process involves consideration at various levels. The personnel responsible to deal with an issue at each level are set out in Table 1.

Matters will be referred to a level of consideration as deemed appropriate by the parties concerned and within the spirit of this MOA.

The following principles will apply to the Issue Resolution Process;

- Issues are to be resolved at the lowest possible level;
- The issue must be resolved at each level or passed to the next highest level within a reasonable time-frame; and
- Issues are to be dealt with in an expeditious manner within the spirit of this MOA.

5.3 Issue Resolution Process

Level Of Consideration	Personnel Involved	
	DCS	LGAQ/Council
1	Regional Officer Level	LGAQ or local council officer level
2	Director	LGAQ Manager LGAQ Disaster Management Project Officer
3	Assistant Director General	Director Advance, LGAQ
4	Director General	Chief Executive Officer, LGAQ
5	Minster for Police, Corrective Services & Emergency Management	President, LGAQ

6. Implementation & Evaluation

This MOA will be implemented as a joint effort by the LGAQ and DCS, leveraging off the opportunities presented by existing programs, activities and policy levers as well as existing and new partnerships across sectors.

The performance of the MOA will be evaluated every two years. An evaluation will be undertaken by assessing against the outcomes and key actions outlined in section two.

The Parties acknowledge that the content of this MOA may be reviewed and revised in light of its evaluation.