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# Queensland State Disaster Management Plan

PREPARED BY THE  
Queensland Disaster Management Committee



Queensland  
Government

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Any references to legislation are not an interpretation of the law. They are to be used as a guide only. The information in this publication is general and does not take into account individual circumstances or situations. Where appropriate, independent legal advice should be sought.

### **ACKNOWLEDGEMENTS**

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The QDMC acknowledges those organisations and individuals who assisted in the development of the content of this plan. Particular thanks to the

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### **ATTRIBUTIONS**

#### **Photo credits**

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Chapter 6: Prevention "Strike while it's hot", 2013, Grant Rolph, South Brisbane storms.



## FOREWORD

Queensland has witnessed significant natural disasters over the years from Severe Tropical Cyclone Debbie, which impacted a large area of our state, to Tropical Cyclone Nora in the Gulf of Carpentaria which have demonstrated how these significant events can severely affect our communities, the economy and the environment.

As our climate changes, so to, will the frequency and intensity of these events.

Our plan acknowledges that the world we live in is changing. It is necessary to identify those changes, understand their meaning and develop effective responses.

To effectively meet the challenges ahead, it is vital to identify not only a way forward but to also establish our approach to managing disasters.

This is achieved through this plan – the Queensland State Disaster Management Plan.

The Queensland State Disaster Management Plan outlines how Queensland will prevent, prepare, respond to and recover from disasters. It emphasises the need

for consultation, collaboration and communication by all disaster management stakeholders to ensure all Queenslanders, property and the environment are safeguarded from the impact of disasters.

Disaster management in Queensland is a shared responsibility. We all play a vital and active role in meeting the challenges presented by disasters which inevitably impact on the State.

This plan positions our state as a national leader in managing natural disasters.

I commend the plan to all Queenslanders.

A handwritten signature in black ink that reads "Annastacia Palaszczuk". The signature is written in a cursive, flowing style.

**Annastacia Palaszczuk MP**

Premier of Queensland

Chair

Queensland Disaster Management Committee

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**AUTHORITY**



**Queensland**  
Government

**QUEENSLAND DISASTER MANAGEMENT COMMITTEE**

**AUTHORITY**

The Queensland State Disaster Management Plan has been prepared in accordance with section 49 of the *Disaster Management Act 2003*, on behalf of the Queensland Disaster Management Committee.

The Queensland Disaster Management Committee approves the plan as the disaster management plan for the state of Queensland.

A handwritten signature in black ink that reads "Anastacia Palaszczuk".

**Anastacia Palaszczuk MP**

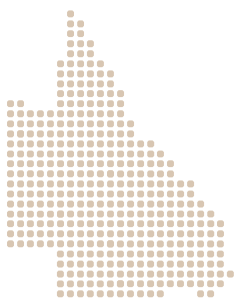
Premier of Queensland

Chair

Queensland Disaster Management Committee



# 1 Introduction



## 1.1 Overview

### 1.1.1 The Queensland context

#### 1.1.1.1 GEOGRAPHY

Queensland is the second largest state in Australia and covers more than 22 per cent – 1,730,648 square kilometres – of continental Australia.

Queensland shares its borders with New South Wales, South Australia and the Northern Territory, as well as Papua New Guinea. The state also borders the sea to the east, north and north-west, with approximately 6,973 kilometres of coastline.

Queensland's physical geography can be broadly characterised by climate (i.e. temperature, rainfall, and wind), topography (i.e. elevation) and relief (i.e. the difference between the highest and lowest points in a given area). These physical characteristics influence the potential for, and nature of, natural disasters. The two major types of landscapes in Queensland are those:

- east of the Great Dividing Range
- west of the Great Dividing Range.

The Great Dividing Range is a series of ranges and tablelands that extend the length of Queensland. Its position varies, being as close as a few kilometres from the east coast near Cairns to as far inland as 450 kilometres near Emerald.

The range has the highest elevations in the state and these interact with the moisture rich east to south-easterly trade winds. Consequently, rainfall is highest east of the range. This interplay between topography and rainfall is a key factor in understanding natural disasters in Queensland, as the majority are associated with rainfall.

#### 1.1.1.2 EAST OF THE GREAT DIVIDING RANGE

In the zone east of the Great Dividing Range, rainfall is generally high, relief is high and many of the rivers are short and steep. These characteristics combine to produce 'high energy' landscapes, where both rainfall and the landscape response can be rapid and often destructive, potentially leading to landslides and rapidly rising floodwaters. This zone is also characterised by narrow coastal valleys and vast sedimentary basins drained by river systems before reaching the ocean.

#### 1.1.1.3 WEST OF THE GREAT DIVIDING RANGE

The zone west of the range experiences significantly lower rainfall, relief is generally low and flat and the rivers are long with low slopes. These characteristics produce 'low energy' landscapes that are slower to respond. When floods do occur, they are slower moving because of the lower slopes. The zone is typified by vast inland plains that are broken by occasional low tablelands and ranges.

### 1.1.14 NORTH AND NORTH-WEST

The landscape to the north of the state, which includes Cape York Peninsula, falls gradually to the coastal plain which extends to the Gulf of Carpentaria and is characterised by broad tracts of salt flats. The far north-west of the state is characterised as a rugged uplands region.

## 1.1.2 Climate

Queensland is Australia's most diverse state in terms of climate, comprising four climatic zones:

- tropical – very hot summers, very high humidity during summer and very high rainfall in summer
- subtropical – hot summers, high humidity in summer and moderate rainfall in summer
- hot arid – very hot summers and cold winters, moderate humidity in summer and low rainfall all year
- warm temperate – moderate summers, very cold winters, high humidity year round and moderate rainfall in summer.

There are multiple influences on Queensland's climate. These influences are:

- the Madden–Julian Oscillation
- El Niño–Southern Oscillation
- La Niña
- east coast low
- easterly trough
- trade winds
- tropical depression
- subtropical ridge
- monsoon.

Further explanation of these climate influencers is available from the [Bureau of Meteorology](#)<sup>1</sup>.

## 1.1.3 Population

Queensland is the nation's third most populous state behind New South Wales and Victoria. It has a population of approximately 4.9 million or about 20 per cent of the total Australian population, of which approximately 3.5 million reside in South East Queensland.

The remaining population is dispersed predominantly along the eastern coastline and the remainder throughout the interior, resulting in Queensland being one of the most decentralised states.

The local government areas of Cairns, Toowoomba and Townsville are within Queensland's top ten local government areas by population, with the remaining seven all located within South East Queensland.

Queensland's population is ageing, which is consistent with most other Australian states. The 2016 Census identified that 15.3 per cent of Queensland's population is now over the age of 65.

Other trends identified in the 2016 census included gender composition (50.6% female/49.4% male) and Aboriginal and Torres Strait Islander people comprising 4 per cent of Queensland's population.

Queensland's cultural diversity is increasing. The 2016 Census shows that 21.6 per cent of Queenslanders were born overseas, a steady increase from 20.5 per cent in 2011 and 17.9 per cent in 2006. Collectively, Queenslanders speak more than 220 languages. The 2016 Census data shows that 11.8 per cent of Queensland's population speak a language other than English at home.

Migration from interstate has also increased over the five year period to 2015 – 2016, resulting in the arrival of people who may not be familiar with the inherent hazards borne from Queensland's environment.

## 1.1.4 Economy

Queensland has a modern, diversified economy, underpinned by strong sectors including agriculture, resources, construction, tourism, manufacturing and services. These sectors are distributed across the state, contributing to population decentralisation. They are susceptible to disasters and are therefore a major consideration for disaster management in Queensland.

Further information in relation to Queensland's economic sectors is available from [Queensland treasury](#)<sup>2</sup>.

### 1.1.5 Aim

The aim of the Queensland State Disaster Management Plan is to enable Queensland to mitigate the effects of, prepare for, respond to, recover from and build resilience to disaster events.

### 1.1.6 Objectives

The objectives of the Queensland State Disaster Management Plan are to:

- outline the principles of disaster management in Queensland
- describe the roles and responsibilities of disaster management stakeholders to support disaster management as legislated in the *Disaster Management Act 2003*
- outline the arrangements for prevention, preparedness, response, recovery and resilience.

### 1.1.7 Scope and application

The Queensland State Disaster Management Plan (QSDMP) is primarily intended for disaster management stakeholders within the state of Queensland. Key stakeholders include the Queensland community, local government, state departments and agencies, the Australian Government, government owned corporations, non-government and not-for-profit organisations and essential service providers.

This QSDMP establishes the framework, arrangements and practices that enable disaster management in Queensland. It includes guidance for disaster management stakeholders through the provision of commentary and directions to supporting documents such as plans, strategies or guidelines.

The plan highlights significant elements of disaster management which are important to all Queenslanders. To achieve this, various definitions, principles and functions have been reproduced from relevant legislation, guidelines and policy documents.

This plan makes provision for the following, as prescribed by the *Disaster Management Act 2003*:

- [Queensland Disaster Management 2016 Strategic Policy Statement<sup>3</sup>](#)
- the roles and responsibilities of entities involved in disaster operations and disaster management for the state

- the coordination of disaster operations and activities relating to disaster management performed by those who have roles and responsibilities
- events that are likely to happen in the state
- outline the priorities for disaster management for the state
- matters stated in disaster management guidelines are also matters included in this plan
- any other matters the Queensland Disaster Management Committee (QDMC) considers appropriate or are prescribed by the *Disaster Management Regulation 2014*.

## 1.2 Strategic Policy Statement

The [Queensland Disaster Management 2016 Strategic Policy Statement<sup>3</sup>](#) informs the state's strategic approach to disaster management.

It identifies two strategic objectives that underpin disaster management in Queensland:

- strive to safeguard people, property and the environment from disaster impacts
- empower and support local communities to manage disaster risks, respond to events and be more resilient.

## 1.3 Priority areas

This plan identifies four priority areas that contribute to effective disaster management in Queensland:

- risk management
- planning
- local focus
- resilience.

### 1.3.1 Risk management

Queensland uses an evidence-based risk assessment methodology to evaluate the potential impacts of hazards, recognise areas of exposure and their vulnerability, and identify subsequent risks to communities. This methodology is the [Queensland Emergency Risk Management Framework<sup>4</sup>](#) (QERMF).

Further information regarding the QERMF is provided in Chapter 3: Risk.

### 1.3.2 Planning

Disaster management planning is informed by risk assessments, relevant to the appropriate level within Queensland's disaster management arrangements: local, district or state. These plans are developed through consultation, collaboration, assessment and review.

### 1.3.3 Local focus

Local governments are primarily responsible for managing events in their local government area through their Local Disaster Management Group (LDMG).

LDMGs are empowered by legislation to act as the frontline of disaster management in Queensland. This work is undertaken from a perspective of shared responsibility among all stakeholders and is characterised by consultation, collaboration and participation.

LDMGs are supported by district and state level groups, as well as relevant state departments, statutory bodies, essential service providers and non-government organisations.

### 1.3.4 Resilience

Queensland's resilience to the impacts of disaster events will continue to be improved, with the aim of making Queensland the most disaster resilient state in Australia. Communities are central to achieving this aim, as they are the first to experience the changes which result from a disaster event. They will be supported by Queensland's disaster management groups at the local, district and state level.

Further information on disaster resilience is located in Chapter 5: Resilience and the [Queensland Strategy for Disaster Resilience 2017<sup>5</sup>](#).

## 1.4 Disaster management principles

The *Disaster Management Act 2003*, identifies four principles which guide disaster management in Queensland. These are:

- comprehensive approach
- all hazards approach
- local disaster management capability
- support to the local level (LDMGs) by district disaster management groups (DDMGs) and the state group, the Queensland Disaster Management Committee (QDMC).

### 1.4.1 Comprehensive approach

The comprehensive approach to disaster management comprises four phases: prevention, preparedness, response and recovery (PPRR). These phases are not mutually exclusive or chronological; they overlap, integrate and support each other.

A comprehensive approach ensures a balance between the reduction of risk and the enhancement of community resilience, while ensuring effective response and recovery capabilities.

Queensland's disaster management arrangements – which form the foundation of the state's disaster management approach – remain active across PPRR phases.

### 1.4.2 All hazards approach

The all hazards approach applies to all events, whether natural or caused by human acts or omissions.

This approach is based on the assumption that the functions and activities used to manage one event can be applied to a range of events. Further information can be found in:

- [the Queensland Prevention, Preparedness, Response and Recovery \(PPRR\) Disaster Management Guideline \(the Guideline\)<sup>6</sup>](#)

### 1.4.3 Local disaster management capability

Local governments are primarily responsible for disaster management.

Local level capability forms the frontline of disaster management. Local governments, through their LDMG, are primarily responsible for mitigating, preventing, preparing for, responding to and recovering from a disaster in their local government area.

#### 1.4.3.1 SUPPORT BY DISTRICT AND STATE GROUPS

LDMGs are supported by their relevant DDMG and the QDMC. This support may constitute technical, financial or material resources and is provided when required or requested by the LDMG. The purpose of this support is to enable LDMGs to undertake disaster management across the PPRR spectrum.

Ongoing support is provided through representation at local and district levels by officers from relevant government departments, government owned corporations, representatives from non-government, not-for-profit organisations, essential service providers and private organisations or subject matter experts as needed.

These representatives, where appropriate, are empowered by their respective agency or organisation to make decisions and commit resources to enable effective disaster management.

### 1.4.4 Supporting principles

Disaster management in Queensland is underpinned by four supporting principles, which are contained within the Emergency Management Assurance Framework (EMAF). They are:

- leadership
- public safety
- partnership
- performance.

#### 1.4.4.1 LEADERSHIP

Leadership is demonstrated at all levels through a commitment to a shared culture of disaster management excellence.

#### 1.4.4.2 PUBLIC SAFETY

Public safety is the primary driver for the continuous improvement of Queensland's disaster management arrangements. These arrangements are delivered through disaster management groups where

policy, procedure and practice focus on the safety of the community, stakeholder engagement and sharing responsibility.

#### 1.4.4.3 PARTNERSHIP

Everyone has a role and shares responsibility to ensure Queensland is the most disaster resilient state in Australia. Strategic partnerships across all entities improves disaster management outcomes when they are well governed, promote clear roles and responsibilities that are understood, and promote true collaboration. No single agency can independently prepare for and respond to a disaster.

#### 1.4.4.4 PERFORMANCE

Performance drives disaster management outcomes, where productivity and effectiveness is measured by a combination of quality, quantity, cost, time or human relationships. Performance is monitored and analysed against the [Standard for Disaster Management in Queensland](#)<sup>7</sup>. Good practice is embedded across all phases of disaster management.

## 1.5 Interpretation

Key terms within this plan have the same definition as those provided in the *Disaster Management Act 2003* and the [Queensland Prevention, Preparedness, Response and Recovery \(PPRR\) Disaster Management Guideline](#)<sup>6</sup>.

### 1.5.1 Key terms

#### 1.5.1.1 DISASTER

A disaster is defined as *a serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the state and other entities to help the community recover from the disruption.* (Section 13 (1) *Disaster Management Act 2003*)

#### 1.5.1.2 SERIOUS DISRUPTION

A serious disruption is defined as:

- *loss of human life, or illness or injury to humans*
- *widespread or severe property loss or damage*
- *widespread or severe damage to the environment.* (Section 13 (2) *Disaster Management Act 2003*)

### 15.1.3 DISASTER MANAGEMENT

Disaster management is defined as *the arrangements about managing the potential adverse effects of an event including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. (Section 14 Disaster Management Act 2003)*

### 15.1.4 DISASTER OPERATIONS

Disaster operations are those *activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including for example, activities to mitigate the adverse effects of the event. (Section 15 Disaster Management Act 2003)*

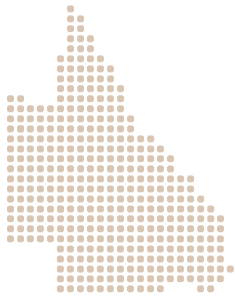
### 15.1.5 EVENT

An event in the context of disaster management is defined as:

- *a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening*
- *an explosion or fire, a chemical, fuel or oil spill, or a gas leak*
- *an infestation, plague or epidemic*
- *a failure of, or disruption to, an essential service or infrastructure*
- *an attack against the state and*
- *may be natural or caused by human acts or omissions.*

*(Section 16 Disaster Management Act 2003)*

# 2 Governance



## 2.1 Overview

The Queensland State Disaster Management Plan was developed in accordance with section 49 of the Disaster Management Act 2003 and describes disaster management arrangements for the effective management of disasters in Queensland. The plan is consistent with the Standard for Disaster Management in Queensland (the Standard) and the Queensland Prevention, Preparedness, response and recovery (PPrr) Disaster Management Guideline (the Guideline).

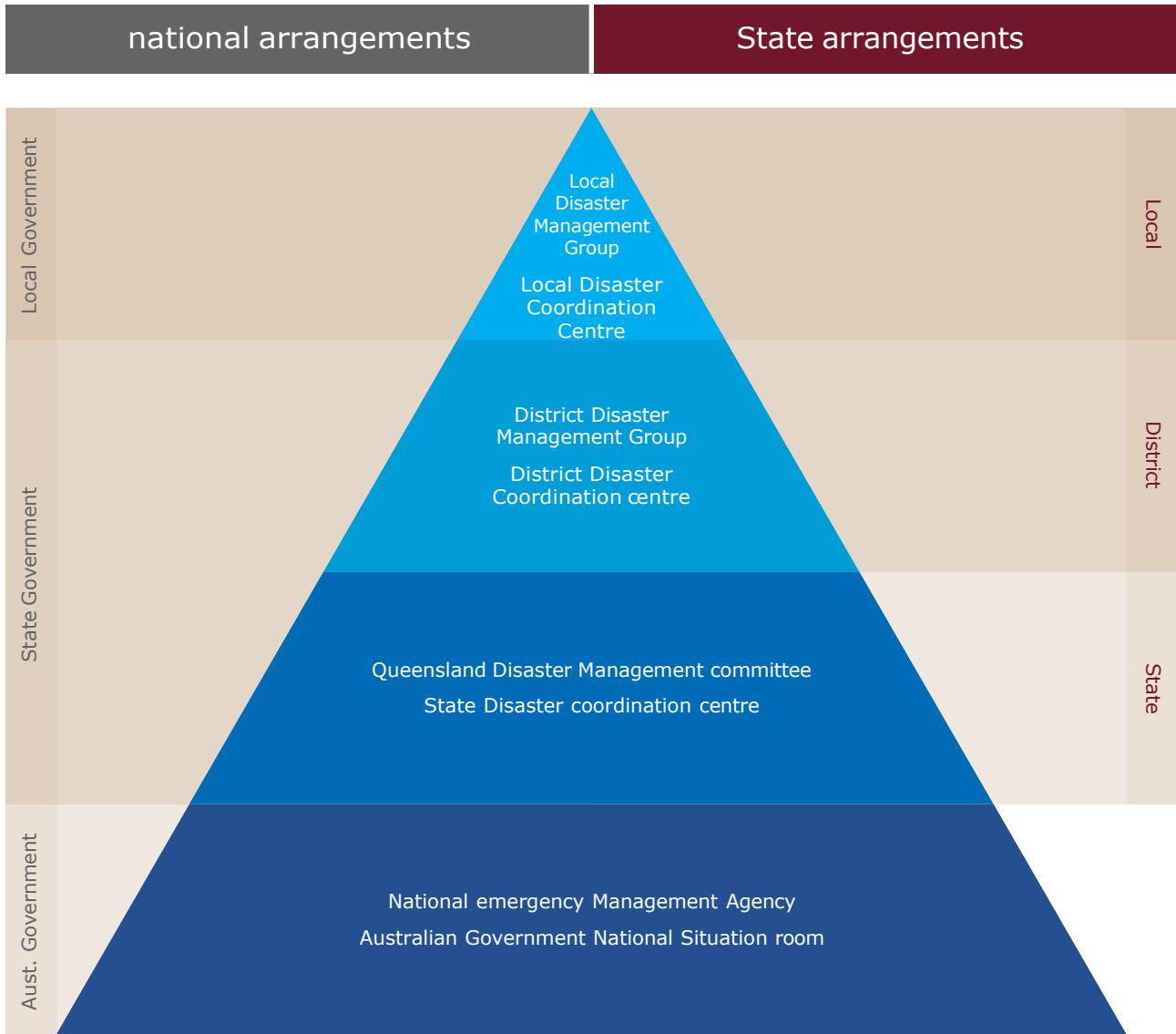
### 2.1.1 Queensland's disaster management arrangements

Queensland's disaster management arrangements are based on partnerships between the community and groups at the local, district, state and Commonwealth levels to deliver coordinated, cooperative and integrated outcomes. Each level within the arrangements is enabled by disaster management groups working collaboratively to deliver effective disaster management within Queensland.

These arrangements are responsive and scalable. The arrangements are shown on page 8 at Figure 2.1.

These groups are further supported by multiple committees at both the state and Commonwealth levels as well as comprehensive recovery arrangements. The groups are illustrated in Appendix A.

FIGURE 2.1  
QLD DISASTER MANAGEMENT STRUCTURE





## 2.1.2 Disaster management groups

Queensland's disaster management arrangements are coordinated by groups at the local, district and state level. The state is comprised of 22 disaster districts and 77 local government areas, each represented by a group with specific functions. These functions are detailed below and a map of Queensland's disaster districts and local government boundaries is provided at Appendix B.

### 2.1.2.1 LOCAL DISASTER MANAGEMENT GROUP

Group	Local Disaster Management Group (LDMG)
<b>Formation</b>	<p>A local government must establish an LDMG for the local government's area in accordance with the <i>Disaster Management Act 2003</i>.</p> <p>Local government areas are indicated in Schedule 1 of the <a href="#">Disaster Management regulation 2014</a>.</p>
<b>Members</b>	<ul style="list-style-type: none"> <li>• chaired by a councillor of the local government</li> <li>• members may be appointed by the relevant local government</li> <li>• members are to be appointed only if the relevant local government is satisfied the person has the necessary expertise or experience</li> <li>• the LDMG must include at least one person nominated by the Commissioner, Queensland Fire and Emergency Services (QFES).</li> </ul>
<b>Functions</b>	<ul style="list-style-type: none"> <li>• Chair must appoint a Local Disaster Coordinator (LDC) to manage disaster operations for the area</li> <li>• Chair may appoint a Local Recovery Coordinator (LRC) in consultation with the State Recovery Policy and Planning Coordinator (SRPPC) to manage recovery at the local level, ideally not the same person as the LDC</li> <li>• Chair manages and coordinates the business of the group and ensures it performs its functions</li> <li>• ensure consistency between local disaster management operations and the <a href="#">Queensland Disaster Management 2016 Strategic Policy Statement</a><sup>3</sup> and other policies and procedures decided by the Queensland Disaster Management Committee (QDMC)</li> <li>• develop effective disaster management, and regularly review and assess disaster management</li> <li>• assist local government to prepare a disaster risk assessment and a Local Disaster Management Plan (LDMP)</li> <li>• identify and coordinate resources for disaster operations in the area</li> <li>• identify and provide advice to the district group about residual risks and support services required by the local group to facilitate disaster management and disaster operations</li> <li>• ensure community awareness about mitigating the adverse effect of an event and preparing for, responding to and recovering from a disaster</li> <li>• establish and review communications to ensure their effectiveness for use when a disaster happens</li> <li>• establish, when necessary, a recovery group.</li> </ul>
<b>Communications</b>	<p>To the relevant district group:</p> <ul style="list-style-type: none"> <li>• information about a disaster or recommendations on disaster operations</li> <li>• advice on residual risks and support services required by the local group</li> <li>• written notice of group members annually.</li> </ul>

## 2122 DISTRICT DISASTER MANAGEMENT GROUP

Group	District Disaster Management Group (DDMG)
<b>Formation</b>	<p>A DDMG must be established for each disaster district.</p> <p>Disaster district areas are detailed in the <a href="#">Disaster Management regulation 2014<sup>7</sup></a> and shown in Appendix B.</p>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Chairperson, Deputy Chairperson and Executive Officer, appointed by the Commissioner, Queensland Police Service (QPS) if satisfied each has the necessary expertise</li> <li>• members may be appointed by the relevant local government areas within the disaster district</li> <li>• representatives of a government department or Hospital and Health Service in, consultation with the department's chief executive and the DDMG Chair.</li> </ul>
<b>Functions</b>	<ul style="list-style-type: none"> <li>• ensure consistency of district disaster management and operations with the <a href="#">Queensland Disaster Management 2016 Strategic Policy Statement<sup>3</sup></a> and other policies and decisions made by the QDMC</li> <li>• develop effective disaster management, including a District Disaster Risk Assessment and District Disaster Management Plan, and regularly review and assess disaster management activities</li> <li>• review and assess the disaster management risk assessments and plans of local groups in the district</li> <li>• identify residual risks, make plans, and coordinate resources for disaster operations in the area</li> <li>• ensure community awareness about mitigating the adverse effects of an event and preparing for, responding to and recovering from such an event</li> <li>• establish and review communications within the district group and with relevant local groups</li> <li>• establish, when necessary, a recovery group.</li> </ul>
<b>Communications</b>	<p>To the QDMC and relevant local group:</p> <ul style="list-style-type: none"> <li>• reports and recommendations relating to disaster management and disaster operations</li> <li>• prompt notification about an event or disaster in the district.</li> </ul>

Group	Queensland Disaster Management Committee (QDMC)
<b>Formation</b>	The state group, the QDMC, is established under s. 17 of the <i>Disaster Management Act 2003</i> .
<b>Members</b>	<ul style="list-style-type: none"> <li>• Premier and Minister for the Olympic and Paralympic Games (Chairperson)</li> <li>• Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympic and Paralympic Games Infrastructure (Deputy Chairperson)</li> <li>• Treasurer and Minister for Trade and Investment</li> <li>• Minister for Education, Minister for Industrial Relations and Minister for Racing</li> <li>• Minister for Police and Corrective Services and Minister for Fire and Emergency Services,</li> <li>• Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement,</li> <li>• Minister for Communities and Housing, Minister for Digital Economy and Minister for the Art,</li> <li>• Minister for Health and Ambulance Services</li> <li>• Minister for Regional Development and Manufacturing and Minister for Water</li> <li>• Minister for Transport and Main Road</li> </ul> <p><b>Assisting officials</b></p> <ul style="list-style-type: none"> <li>• Director-General, Department of the Premier and Cabinet</li> <li>• Director-General, Department of State Development, Infrastructure, Local Government and Planning</li> <li>• Under Treasurer, Queensland Treasury</li> <li>• Commissioner, Queensland Ambulance Service</li> <li>• Commissioner, Queensland Fire and Emergency Services</li> <li>• Commissioner, Queensland Police Service</li> <li>• Director-General, Department of Education</li> <li>• Director-General, Queensland Health</li> <li>• Chief Health Officer</li> <li>• Director-General, Department of Transport and Main Roads</li> <li>• Director-General, Department of Energy and Public Works</li> <li>• Director-General, Department of Communities, Housing and Digital Economy</li> <li>• Director-General, Department of Regional Development, Manufacturing and Water</li> </ul> <p><b>By Invitation</b></p> <ul style="list-style-type: none"> <li>• State Disaster Coordinator</li> <li>• State Recovery Coordinator</li> </ul> <p><b>Observers</b></p> <ul style="list-style-type: none"> <li>• Chief Executive Officer, Local Government Association of Queensland</li> <li>• Inspector-General Emergency Management</li> </ul>
<b>Functions</b>	<ul style="list-style-type: none"> <li>• prepare the State Disaster Management Plan (SDMP)</li> <li>• develop a strategic policy framework for disaster management</li> <li>• ensure effective disaster management is developed and implemented for the state</li> <li>• establish and maintain effective arrangements between the state and the Commonwealth relating to effective disaster management</li> <li>• identify resources, in and outside the state, that may be used for disaster operations</li> <li>• coordinate state and Commonwealth assistance for disaster management and disaster operations.</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• The QDMC provides reports and makes recommendations, where appropriate, about matters relating to disaster management and disaster operations.</li> </ul>

## 2124 STATE DISASTER COORDINATION GROUP

Group	State Disaster Coordination Group (SDCG)
<b>Formation</b>	The SDCG supports the State Disaster Coordinator (SDC).
<b>Members</b>	<p>Representatives from:</p> <ul style="list-style-type: none"> <li>• Queensland Fire and Emergency Services – Co-Chair (Prevention/Preparedness)</li> <li>• Queensland Police Service – Co-Chair (Response)</li> <li>• Queensland Reconstruction Authority – Co-Chair (Recovery)</li> <li>• Department of Agriculture and Fisheries</li> <li>• Department of Children, Youth Justice and Multicultural Affairs</li> <li>• Department of Communities, Housing and Digital Economy</li> <li>• Department of Education</li> <li>• Department of Employment, Small Business and Training</li> <li>• Department of Energy and Public Works</li> <li>• Department of Environment and Science</li> <li>• Department of Justice and Attorney-General</li> <li>• Department of the Premier and Cabinet</li> <li>• Queensland Health</li> <li>• Queensland Ambulance Service</li> <li>• Queensland Corrective Services</li> <li>• Queensland Treasury</li> <li>• Department of Regional Development, Manufacturing and Water</li> <li>• Department of Resources</li> <li>• Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships</li> <li>• Department of State Development, Infrastructure, Local Government and Planning</li> <li>• Department of Tourism, Innovation and Sport</li> <li>• Department of Transport and Main Roads</li> <li>• Public Service Commission</li> </ul> <p><b>Standing invitees</b></p> <p>Representatives from:</p> <ul style="list-style-type: none"> <li>• Australian Defence Force</li> <li>• Australian Red Cross - Queensland</li> <li>• Bureau of Meteorology</li> <li>• Energy Queensland</li> <li>• Insurance Council of Australia</li> <li>• Local Government Association of Queensland</li> <li>• NBN Co</li> <li>• Optus</li> <li>• Powerlink Queensland</li> <li>• Royal Society for the Prevention of Cruelty to Animals (Qld)</li> <li>• Salvation Army</li> <li>• Seqwater</li> <li>• SunWater</li> <li>• Surf Life Saving Queensland</li> <li>• Telstra</li> </ul> <p><b>Observer</b></p> <ul style="list-style-type: none"> <li>• Office of the Inspector-General Emergency Management</li> </ul>

Group	State Disaster Coordination Group (SDCG) Cont.
<b>Functions</b>	<ul style="list-style-type: none"> <li>• provide advice to the SDC about available resources and options for disaster response operations</li> <li>• ensure the coordinated and efficient deployment of state government resources in disaster response operations</li> <li>• liaise with invitees and other organisations, including local governments and the Australian Government (where Australian Government assistance has been sought), to ensure to the greatest extent possible the coordinated and efficient deployment of their resources in disaster response operations.</li> </ul>

#### 2.1.2.5 Functional Recovery Groups

Group	Functional Recovery Groups (FRG)
<b>Role</b>	<p>FRGs are responsible for supporting the delivery of recovery efforts across impacted communities by leveraging existing partnerships between local and state governments to ensure close collaboration and coordination during the management of recovery activities.</p> <ul style="list-style-type: none"> <li>• FRGs report to the Leadership Board or the Leadership Board Sub-committee (Recovery) when established, which in turn reports to the QDMC Chair or delegated Minister.</li> <li>• Detailed information on the five FRGs, including membership and functions is provided in the <a href="#">Queensland recovery Plan</a><sup>8</sup>.</li> </ul>
<b>Functions</b>	The key functions of the five FRGs are:
<b>Human and social</b>	<ul style="list-style-type: none"> <li>• chaired by the Director-General, Department of Communities, Housing and the Digital Economy</li> <li>• support Local and District Disaster Management Groups</li> <li>• lead and coordinate the planning and implementation of human and social lines of recovery, based on community-identified recovery needs.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• chaired by the Director-General, State Development, Infrastructure, Local Government and Planning</li> <li>• support Local and District Disaster Management Groups</li> <li>• lead and coordinate the planning, and implementation of economic lines of recovery.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• chaired by the Director-General, Department of Environment and Science</li> <li>• support Local and District Disaster Management Groups</li> <li>• lead and coordinate the planning, and implementation of environment lines of recovery.</li> </ul>
<b>Building</b>	<ul style="list-style-type: none"> <li>• chaired by the Director-General, Department of Energy and Public Works</li> <li>• support Local and District Disaster Management Groups</li> <li>• lead and coordinate the planning, and implementation of building lines of recovery.</li> </ul>
<b>Roads and Transport</b>	<ul style="list-style-type: none"> <li>• chaired by the Director-General, Department of Transport and Main Roads</li> <li>• support Local and District Disaster Management Groups</li> <li>• lead and coordinate the planning, and implementation of roads and transport lines of recovery.</li> </ul>

### 2.1.3 Key positions

Queensland's disaster management arrangements identify several key positions to enable, drive and champion an all agencies approach to disaster management and to optimise the efficiency of disaster management groups. These positions are:

#### 2.1.3.1 CHIEF EXECUTIVE/COMMISSIONER, QUEENSLAND FIRE AND EMERGENCY SERVICES

Position	Chief Executive/Commissioner, Queensland Fire and Emergency Services (QFES)
<b>Appointment</b>	Appointed by the Governor in Council upon recommendation of the Minister for Fire and Emergency Services.
<b>Role</b>	<ul style="list-style-type: none"> <li>• establish and maintain arrangements between the state and the Commonwealth about matters relating to effective disaster management</li> <li>• ensure that disaster management and disaster operations in the state are consistent with the <a href="#">Queensland Disaster Management 2016 Strategic Policy Statement</a><sup>3</sup>, the State Disaster Management Plan, The <a href="#">Standard for Disaster Management in Queensland</a><sup>9</sup> and the <a href="#">Guideline</a><sup>6</sup>.</li> <li>• ensure persons performing functions under the <i>Disaster Management Act 2003</i> are appropriately trained</li> <li>• provide support and advice to local and district groups and the state group in relation to disaster management and disaster operations</li> <li>• ensure QFES representation on all LDMGs</li> <li>• prepare, where necessary, guidelines to inform groups about the preparation of disaster management plans, matters to be included in a disaster management plan and other matters about the operation of local and district groups</li> <li>• administration of the <i>Disaster Management Act 2003</i> and the <i>Disaster Management Regulation 2014</i>.</li> </ul>

#### 2.1.3.2 STATE DISASTER COORDINATOR

Position	State Disaster Coordinator (SDC)
<b>Appointment</b>	Appointed by the Chair, QDMC, in consultation with the Commissioner, Queensland Police Service and legislated in the <i>Disaster Management Act 2003</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• coordinate the disaster response operations for the QDMC</li> <li>• report regularly to the QDMC about disaster response operations</li> <li>• ensure strategic decisions of the QDMC about disaster response operations are implemented as far as practicable</li> <li>• provide strategic advice on disaster response operations to district disaster coordinators.</li> </ul>

## 21.33 STATE RECOVERY POLICY AND PLANNING COORDINATOR

Position	State Recovery Policy and Planning Coordinator (SRPPC)
<b>Appointment</b>	Appointed by the Premier.
<b>Role</b>	<ul style="list-style-type: none"> <li>• coordinate recovery operations when a State Recovery Coordinator (SRC) has not been appointed by the Premier</li> <li>• oversee the effective delivery of relief and immediate recovery operations until a SRC is appointed</li> <li>• provide advice to the QDMC Chair in relation to the appointment of a SRC</li> <li>• maintain a register of potential SRCs</li> <li>• induct a newly appointed SRC and be available to consult with the SRC/Deputy SRCs throughout the duration of their appointment</li> <li>• develop and maintain a guide and induction program for SRCs</li> <li>• facilitate collaboration between SRCs and agencies during recovery operations and report on coordination across events to the QDMC</li> <li>• report to the Chair of the QDMC on any aspect of disaster recovery</li> <li>• attend QDMC and SDCG meetings, and liaise with the SDC, providing input on recovery matters and gathering information that may be helpful for a SRC</li> <li>• oversee state level preparedness for recovery operations</li> <li>• lead recovery planning and policy to ensure the efficient transition from response coordination to recovery coordination</li> <li>• engage collaboratively with the Queensland Government and non-government stakeholders, including disaster management groups and local and district disaster coordinators, to ensure recovery activities provide the best outcomes for the people of Queensland in terms of timeliness, quality of service and advice to government</li> <li>• ensure a review of recovery operations, including the transition from response to recovery is undertaken and potential improvements identified.</li> </ul>

## 21.34 STATE RECOVERY COORDINATOR

Position	State Recovery Coordinator (SRC)
<b>Appointment</b>	<ul style="list-style-type: none"> <li>• Appointed by the Chair, QDMC and is legislated in the <i>Disaster Management Act 2003</i>.</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• coordinate disaster recovery operations for the QDMC</li> <li>• report regularly to the QDMC about disaster recovery operations</li> <li>• ensure strategic decisions of the QDMC about disaster recovery are implemented as far as practicable</li> <li>• provide strategic advice on disaster recovery operations to government agencies performing disaster recovery operations.</li> </ul>

## 21.35 EXECUTIVE OFFICER, QDMC

Position	Executive Officer, QDMC
<b>Appointment</b>	<ul style="list-style-type: none"> <li>• Appointed by the Commissioner, Queensland Police Service and is legislated in the <i>Disaster Management Act 2003</i>.</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• provide executive support at meetings of the QDMC</li> <li>• call meetings of the QDMC</li> <li>• provide any other executive support the Chair considers necessary</li> <li>• request Commonwealth Government non-financial assistance.</li> </ul>

21.36 CHAIRPERSON / DISTRICT DISASTER COORDINATOR – DISTRICT DISASTER MANAGEMENT GROUP

<b>Position</b>	<b>Chairperson / District Disaster Coordinator – District Disaster Management Group</b>
<b>Appointment</b>	Appointed by the Commissioner, Queensland Police Service and is legislated in the <i>Disaster Management Act 2003</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• manage and coordinate the business of the group</li> <li>• ensure that the group performs its functions</li> <li>• report regularly to the QDMC about the performance of the district group</li> <li>• coordinate disaster operations in the disaster district for the group.</li> </ul>

21.37 EXECUTIVE OFFICER – DISTRICT DISASTER MANAGEMENT GROUP

<b>Position</b>	<b>Executive Officer– District Disaster Management Group</b>
<b>Appointment</b>	Appointed by the Commissioner, Queensland Police Service and is legislated in the <i>Disaster Management Act 2003</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• support the district group in the performance of its functions, as directed by the Chair.</li> </ul>

21.38 CHAIRPERSON – LOCAL DISASTER MANAGEMENT GROUP

<b>Position</b>	<b>Chairperson – Local Disaster Management Group</b>
<b>Appointment</b>	Appointed by the relevant local government; must be a councillor of the local government, as prescribed in the <i>Disaster Management Regulation 2014</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• manage and coordinate the business of the group</li> <li>• ensure the group performs its functions</li> <li>• report regularly to the relevant district group, and the Commissioner, Queensland Fire and Emergency Services, about the performance by the local group of its functions.</li> </ul>

21.39 LOCAL DISASTER COORDINATOR

<b>Position</b>	<b>Local Disaster Coordinator</b>
<b>Appointment</b>	Appointed by the Chair of the Local Disaster Management Group after consulting with the Commissioner, Queensland Fire and Emergency Services, as prescribed in the <i>Disaster Management Act 2003</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• coordinate disaster operations for the local group</li> <li>• report regularly to the local group about disaster operations</li> <li>• ensure that any strategic decisions about disaster operations by the local group are implemented.</li> </ul>



## 21.3.10 INSPECTOR-GENERAL EMERGENCY MANAGEMENT

Position	Inspector-General Emergency Management
<b>Appointment</b>	Appointed by the Governor in Council upon recommendation by the Minister for Fire and Emergency Services as prescribed in the <i>Disaster Management Act 2003</i> .
<b>Role</b>	<ul style="list-style-type: none"> <li>• review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation</li> <li>• review and assess the effectiveness of disaster management by LDMGs and DDMGs, including their plans</li> <li>• review and assess cooperation between entities responsible for disaster management in the state</li> <li>• make disaster management standards</li> <li>• review, assess and report on performance by entities responsible for disaster management in the state against the disaster management standard</li> <li>• work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities</li> <li>• monitor compliance by departments with their disaster management responsibilities</li> <li>• identify opportunities for cooperative partnerships to improve disaster management outcomes</li> <li>• report to and advise the Minister for Fire and Emergency Services.</li> </ul>

## 22 Responsibilities

### 22.1 Government agencies

To ensure coordination and the effective use of resources and capabilities, multiple state government agencies have specific disaster management roles and responsibilities. These roles and responsibilities are based on the core function of the agency.

Roles and responsibilities of state agencies are outlined in Appendix C.

### 22.2 Government owned corporations

Queensland currently has multiple government owned corporations (GOCs) which conduct activities and provide services in a commercially-oriented manner. Sectors in which GOCs operate include energy, transport, funds management, port operations and water.

For the purposes of disaster management, GOCs are coordinated by their relevant government departments.

Roles and responsibilities of GOCs are outlined in Appendix C.

### 22.3 Private sector and non-government organisations

Owners and operators of essential services are responsible for developing disaster management plans.

The private sector plays a key role in disaster management. Organisations in this sector typically own or are responsible for operating and managing essential services, such as water, electricity and communication. Accordingly, they are required to manage foreseeable risk, including the development of disaster management plans and operated within industry legislation or codes of practice. The owners / operators of this infrastructure are encouraged to actively participate in applicable disaster management groups and will be actively engaged by the chairpersons of relevant groups.

Non-government organisations (NGOs) also play an important role in disaster management. Typically, they are non-profit, voluntary groups that perform a variety of functions and offer services to the community. Their role should be considered by disaster management groups at all levels.

The roles and responsibilities of these entities are outlined in Appendix C.

### 22.4 Queensland's referable dams

Queensland has more than 100 referable dams. A dam becomes referable if it would put a population at risk (PAR) if it were to fail.

The owners of referable dams are responsible for developing emergency action plans and providing relevant local governments and DDMGs a copy of these plans for review.

Further information and tools to assist in developing an emergency action plans are available at [www.dnrme.qld.gov.au](http://www.dnrme.qld.gov.au)<sup>10</sup>

## 2.3 Commonwealth arrangements

### 2.3.1 National emergency Management agency

National Emergency Management Agency (NEMA) plans and coordinates Australian Government assistance to Queensland.

NEMA is the Commonwealth agency responsible for the planning and coordination of Australian Government assistance to the states and territories through the Australian Government National Situation Room.

Queensland Fire and Emergency Services (QFES) and the Queensland Reconstruction Authority (QRA) are Queensland's key liaison bodies with the Australian Government for disaster management purposes.

### 2.3.2 Commonwealth disaster planning arrangements

The QDMC Executive Officer has the authority to request Australian Government non-financial assistance.

The Australian Government Disaster Response Plan (COMDISPLAN) outlines the arrangements regarding Australian Government non-financial assistance to Australian states and territories in a disaster.

Queensland has the responsibility for coordinating and planning the response to, and recovery from, a disaster within its borders. When the total resources (government, community and commercial) of Queensland cannot reasonably cope with the needs of

the event, non-financial assistance can be sought from the Australian Government under the COMDISPLAN.

Under the COMDISPLAN the Executive Officer, QDMC, has the authority to request Australian Government non-financial assistance.

In turn, approval to provide this assistance must be authorised by the Attorney-General or Federal Minister responsible for emergency management.

In some circumstances locally based Australian Government resources may be deployed in support of local authorities for limited periods without the need to activate the COMDISPLAN.

### 2.3.3 Military assistance

The Australian Defence Force may provide assistance in response to a disaster event, following a request for Defence Assistance to the Civil Community (DACC).

The principle applied to the provision of emergency DACC is that state and territory governments are primarily responsible for combating disasters, using available paid and volunteer services, and commercially available resources.

Requests for military assistance are made via the request for assistance (RFA) process to the State Disaster Coordination Centre (SDCC). These requests are considered by the SDC and upon approval are forwarded to the Attorney-General for consideration by EMA.

There are six categories of DACC assistance. Three are used within disaster management.

- **DACC 1 – Local emergency assistance:** – emergency assistance for a specific task within localised emergency situations where immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life or avert widespread loss and damage to property. This assistance is provided by the Senior Australian Defence Force Officer, Unit Commander or Administrator from within their allocated resources. The duration of assistance does not normally exceed 48 hours.
- **DACC 2 – Significant emergency assistance:** – emergency assistance, beyond that provided under DACC 1, during a more extensive or continuing disaster response directly related to saving human life, alleviating human suffering or preventing the loss or damage to property when state or territory

resources are inadequate. This may include short term recovery activities during the transfer of tasks to local and state recovery agencies in the immediate aftermath of an emergency. The duration of assistance depends on the nature and scope of the emergency, and available resources.

- **DACC 3 – Emergency recovery assistance** – emergency assistance associated with recovery from a civil emergency or disaster, which is not directly related to the saving of life or property that involves longer term significant recovery activity, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing. Duration of assistance depends on the nature and scope of the recovery effort, and available resources.

### 2.3.4 Australian Government National Situation room

The Australian Government National Situation Room (NSR) coordinates the Australian whole of government response to major emergencies.

Liaison with the NSR is facilitated by EMA liaison officers who are located at the SDCC, when activated.

### 2.3.5 Cross-border collaboration

Queensland shares its borders with four other jurisdictions: New South Wales, South Australia, the Northern Territory and Papua New Guinea (PNG). There may be occasions when events overlap Queensland's borders requiring interstate or international collaboration.

In relation to the Queensland / New South Wales border region the [Statement of Principles and Priorities for cross-Border collaboration 2016-2019](#)<sup>11</sup> was developed to provide a broad, overarching framework for cross-border collaboration on a range of government activities, including work undertaken to help manage disasters.

The statement applies not only to state agency activities on the Queensland and New South Wales border region but also the respective local government areas.

The lack of a formal cross-border agreement with other jurisdictions does not preclude any cross-border activities occurring, such as local and district disaster planning, coordination and operations.

During disaster operations, the SDCC interacts with other states and territories, coordinating requests for support to DDMGs and, through them, to LDMGs.

Two exceptions exist:

- requests for Australian Government non-financial assistance
- hazard-specific arrangements requiring direct communication between the state's lead agencies and their counterparts.

Disaster operations occurring on the Queensland / PNG border are coordinated by the Commonwealth through EMA, in collaboration with the Department of Foreign Affairs and Trade and the Department of Home Affairs.

## 24 Disaster management documents

### QFES is responsible for the development, management and review of the Queensland Prevention, Preparedness, Response and Recovery (PPRR) Disaster Management Guideline

Disaster management in Queensland is facilitated by a range of documents developed in consultation and collaboration with multiple stakeholders.

Local and District Disaster Management Groups must establish disaster management plans for their respective areas. These plans are informed and supported by a range of documents that exist within a hierarchy. These documents consist of sub-plans, hazard-specific plans, functional plans, [the Standard](#)<sup>13</sup>, [the Guideline](#)<sup>6</sup> and disaster management publications.

[The Guideline](#)<sup>6</sup> provides flexible, good practice recommendations and advice to those responsible for implementing disaster management practices to prevent, prepare for, respond to and recover from disasters. It provides approaches to the implementation of legislation, the [Queensland Disaster Management Strategic Policy Statement 2016](#)<sup>3</sup>, [the Standard](#)<sup>13</sup> and other key disaster management doctrine.

QFES is the responsible agency for the development, management and review of [the Guideline](#)<sup>6</sup>.

A document map outlining the relationships between Queensland's disaster management plans, the Standard, [the Guideline](#)<sup>6</sup> and other disaster management documents is provided as Appendix E.

Agencies who develop disaster management publications (e.g. strategies, guidelines, policies or disaster management documents) must ensure they are integrated within the system.

QFES is responsible for coordinating this process, which is outlined in [the Guideline](#)<sup>6</sup>.

### 24.1 Disaster management activities

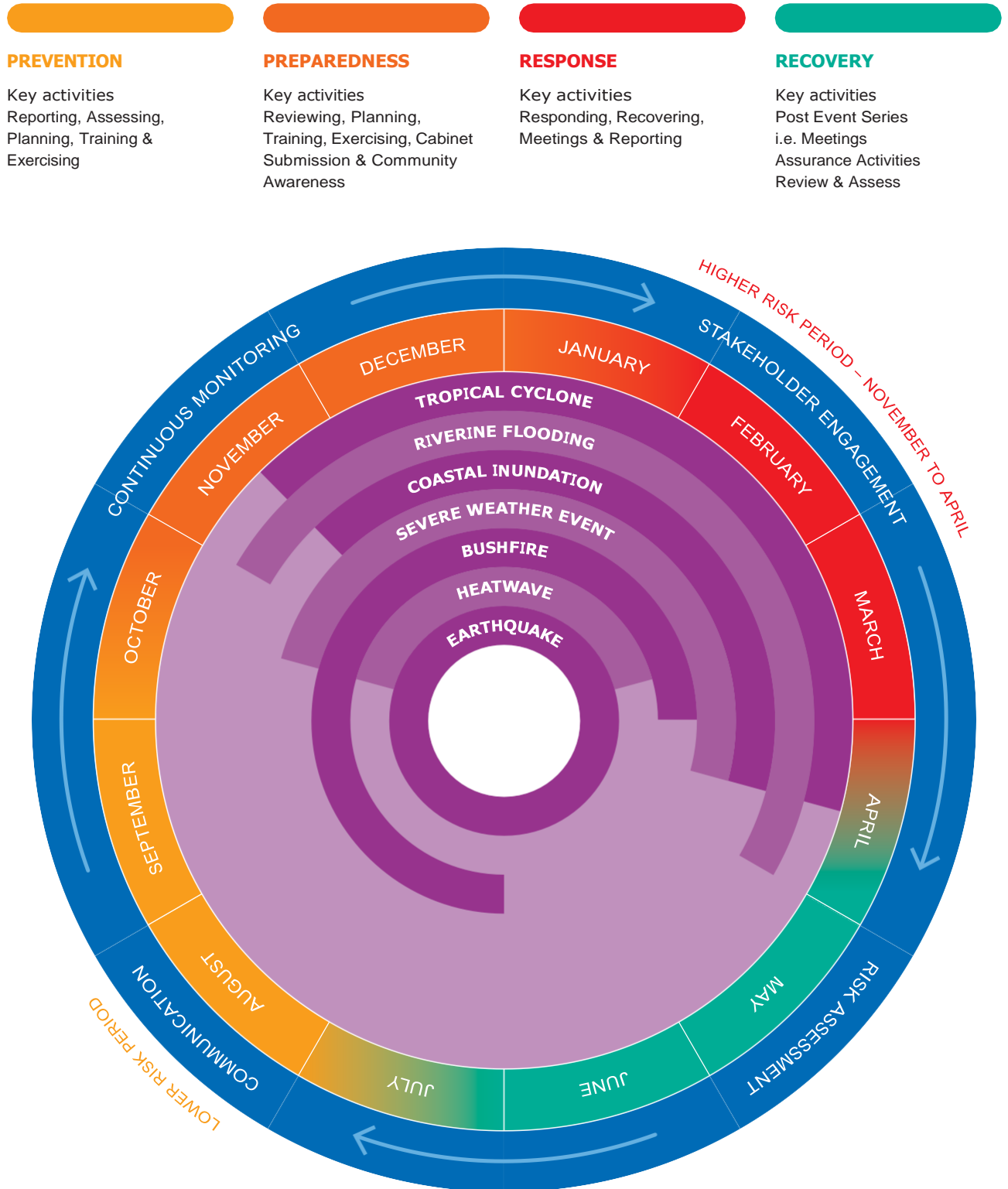
Effective disaster management is contingent on the maintenance of an ongoing cycle of integrated activities throughout the year.

Some of these activities occur continuously (including communication, situational monitoring, stakeholder engagement and risk assessment) while other activities (such as training, exercising, planning and reporting) are coordinated by disaster management stakeholders at various times of the year to achieve a structured and comprehensive approach.

Underscoring these activities are findings from the [Queensland State natural Hazard risk assessment 2017](#)<sup>12</sup> which show that Queensland is likely to experience the impact of multiple hazards, which may require a response, at certain times each year. Accordingly, these hazards and the likely periods when they occur are identified and integrated into the activities calendar.

The Disaster Management Activities Calendar is provided in figure 2.2.

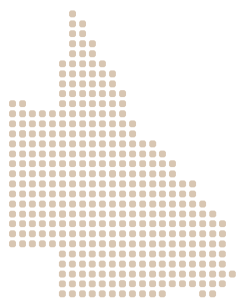
FIGURE 2.2  
DISASTER MANAGEMENT ACTIVITIES CALENDAR



\*Note: This diagram provides an indication only of some Queensland Disaster Management key activities performed during a 12 month period. These activities are conducted within the PPRR Methodology and may occur throughout the year. Response activities have been applied to the period November to April, this is supported by the Queensland State Natural Hazard Risk Assessment.



# 3 Risk



## 3.1 Overview

**QFES is responsible for the state-wide disaster risk assessment.**

The [Queensland Emergency Risk Management Framework](#)<sup>4</sup> (QERMF) is the methodology for assessing disaster related risk as endorsed by the Queensland Disaster Management Committee (QDMC).

The approach aligns with the internationally recognised [Sendai Framework for Disaster Risk Reduction 2015-2030](#)<sup>14</sup> and is a key strategy for disaster risk reduction.

### 3.1.1 The Sendai Framework for Disaster Risk Reduction

The Sendai Framework for Disaster Risk Reduction 2015–2030 marks a crucial shift from managing *disasters* to managing *disaster risk*.

The United Nations Office for Disaster Risk Reduction (UNISDR) noted that the long term benefits of risk-informed disaster risk reduction strategies and plans significantly outweigh the initial outlay costs of conducting risk assessments. The financial cost of conducting risk assessments is marginal to the total cost of the impacts of disasters.

The framework has been adopted by Queensland and has been used to inform the [Queensland strategy for Disaster Resilience 2017](#)<sup>5</sup> as well as the development of the QERMF.

## 3.2 Disaster risk reduction

Disaster risk reduction, as defined by the UNISDR, *is the concept and practice of reducing disaster risks through systematic efforts to analyse and reduce the causal factors of disasters. It includes disciplines like disaster management, disaster mitigation and disaster preparedness.*

Reducing exposure to hazards, lessening vulnerability of people and property, managing land and the environment effectively, improving preparedness and early warning for adverse events are all examples of disaster risk reduction.

Within Queensland, the QERMF, [state Planning Policy 2017](#)<sup>15</sup> and Queensland's Strategy for Disaster Resilience 2017, in alignment with policies at the National level, all contribute to disaster risk reduction.

Disaster management practitioners and stakeholders should use these documents and frameworks to reduce the risk associated with disasters.

### 3.3 The Queensland Emergency Risk Management Framework

#### 3.3.1 Background

The QERMF is based on analysis of international best practice in disaster risk assessment. This analysis led to the development of a methodology that harnesses scientific data relating to significant hazards and uses geospatial information systems to analyse historical and / or projected impacts to identify exposures, vulnerabilities and subsequently, risk. This approach also promotes sense checking between scientific data, mapping and modelling, with local knowledge during the risk analysis stage.

#### 3.3.2 Intent

The QERMF is a risk assessment methodology that can be used within disaster management planning at all levels of Queensland's disaster management arrangements.

The QERMF:

- shifts risk assessment and management from a 'one size fits all' approach to a tailored methodology that accounts for the prioritisation of local characteristics
- embeds risk identification, assessment and management in proven, consistent, science-based methodologies that can be applied consistently across local, district and state levels
- allows clarity and transparency in communication and decision making at all levels
- improves the identification of an area's capability and capacity to manage the natural disaster risks within that area, thereby informing resource planning for Queensland's disaster management arrangements.

### 3.4 Queensland's natural hazard risk profile and priorities

The Queensland state Natural Hazard Risk Assessment 2017<sup>12</sup> comprises macro-level, hazard-specific risk information. The 2017 assessment focused on the seven most frequent and significant natural hazards and will expand in future assessments to align with the definition of a disaster event as stated in the *Disaster Management Act 2003*.

Local and district disaster groups should assess the applicability of these hazards to their disaster areas and, following this, use their findings when developing disaster management plans.

The seven most significant natural hazards to Queensland are:

#### Joint highest priority

- tropical cyclones
- riverine flooding

#### Second highest priority

- severe weather events

#### Equal third highest priority

- coastal inundation
- heatwaves

#### Fourth highest priority

- bushfire

#### Fifth highest priority

- earthquakes.





### 3.4.1 Tropical cyclones

*Tropical cyclones are of equal highest priority for Queensland.*

Tropical cyclones are the most disruptive and damaging natural hazard within Queensland with the potential to pose the most risk to life during impact. Historically, of all natural hazards, tropical cyclones have claimed the most lives in Queensland (although not in recent years) and can be reasonably expected to manifest to varying degrees of severity each year due to Queensland's geography and climate.

The cascading and coincident effects of a tropical cyclone can pose complex issues such as:

- damage from sustained high wind speeds
- rapid delivery of concentrated rainfall leading to flash flooding
- increased risk of storm surge creating a higher risk of coastal inundation
- onset of riverine flooding due to prolonged and sustained rain deluges.



### 3.4.2 Riverine flooding

*Riverine flooding is of equal highest priority for Queensland.*

Riverine flooding is equal to tropical cyclones as the most disruptive and damaging natural hazard within Queensland.

These two phenomena are often coincident, with riverine flooding frequently occurring as a result of a tropical cyclone. However, a range of climate influences can give rise to riverine flooding, thereby making it a more frequently manifesting hazard.

While the immediate impacts of tropical cyclones are coastal, a significant portion of the state is also potentially exposed to riverine flooding. The river basins and catchments of Queensland cover very large geographic areas and pose many challenges in terms of logistics, access and resupply and evacuation.



### 3.4.3 Severe weather events

*Severe weather events are the second highest priority for Queensland.*

Severe weather events have historically been one of Queensland's most damaging natural hazards. The cascading and coincident effects of severe weather can pose complex issues such as:

- rapid delivery of concentrated rainfall leading to flash flooding and riverine flooding
- damaging wind gusts and hail leading to significant damage to infrastructure
- storm surge causing erosion and localised flooding through coastal inundation.

The sometimes unpredictable nature of this phenomenon does at times relegate the identification and warning of the location, intensity or severity of an event to relatively short time frames.



### 3.4.4 Coastal inundation

*Coastal inundation is Queensland's equal third priority.*

Coastal inundation cannot be considered in isolation. Storm surges in particular are a consequence of a tropical cyclone or a severe weather event. The profile of this hazard is increased when considering climate change projections of a rising sea level and an increase in the severity of tropical cyclones and severe weather events.

Significant planning and mitigation is undertaken by local governments in coastal areas, coupled with support from the Queensland government. However, multiple developed coastal areas throughout Queensland could face significant risk if a severe tropical cyclone impacts a vulnerable location and aligns with high tide inundation.



### 3.4.5 Heatwaves

*Heatwaves are Queensland's equal third priority.*

Heatwaves have a broad range of potential health effects including mortality rates among vulnerable persons, as well as potential impacts on essential health and wellbeing services. Climate projections show that extreme heat events are expected to occur more often and with greater intensity in the future. They are also one contributing factor to the increased hazard of bushfire.



### 3.4.6 Bushfire

*Bushfire is Queensland's fourth priority.*

Bushfire is a frequently occurring event in Queensland however it is generally well managed and often occurs in less densely populated areas. While this can reduce the risk to life, the potential for a range of significant economic impacts to Queensland agriculture, industry and tourism still exists.

Bushfire Prone Area mapping is actively used within land use planning and mitigation operations, along with predictive analytics and fire weather forecasts, to manage this hazard before risks manifest. It is also an input to local disaster management planning in accordance with Queensland's [state Planning Policy 2017](#)<sup>15</sup>.

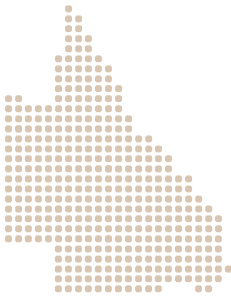


### 3.4.7 Earthquakes

*Earthquakes are Queensland's fifth natural hazard risk priority.*

Earthquakes are a frequently occurring phenomenon in Queensland with some geographic areas registering clusters of events. Whilst the magnitude of earthquakes are often less than 3.5 on the Richter scale, with the effects seldom felt, some areas have experienced an earthquake with a magnitude of more than 5 on the Richter scale. An earthquake of this magnitude occurring in or near a built environment is likely to cause significant damage to structures, particularly underground services and piping, with potential risk to life due to the collapse of structures.

# 4 Public Information



## 4.1 Overview

consistent, timely and accurate information better enables Queensland communities to prepare for, respond to and recover from disasters. communities need to know what is likely to happen (or has happened), what to expect and what to do.

collating, integrating and delivering information that enhances a community's awareness of events that may occur or are occurring, and provides advice on appropriate actions to be taken contributes to safeguarding life, property and the environment.

## 4.2 Principles of dissemination

Disaster related public information and warnings should be consistent with the documented principles of dissemination, as approved by the Council of Australian Governments (COAG). Under these principles, information must be:

- coordinated
- authoritative and accountable
- consistent / standards based
- complete
- multi-modal
- all hazards
- targeted
- interoperable
- accessible and responsive
- verifiable
- underpinned by education and awareness raising activities
- compatible.

Further explanation about these principles of dissemination is provided in Appendix F.

## 4.3 Communication by the state

### The Director-General DPC is responsible for activating and deactivating the CCN

The state must communicate with the Queensland community before, during and after a disaster and it is critical that key messages from government departments align. This is achieved through the Crisis Communication Network (CCN) which is comprised of Queensland Government heads of communication and staff from relevant external agencies.

The Director-General, Department of the Premier and Cabinet (DPC) is responsible for activating and deactivating the CCN. It is chaired by an appointed member of DPC's Strategy and Engagement Division.

- An essential element of the CCN is the Public Information Capability (PIC), which is responsible for gathering and editing content to produce regular whole of government messaging. Typically, the responsible lead agency will coordinate the PIC in the first instance but may hand this over to the CCN should the event escalate. For example, public information for a biosecurity event may initially be led by Biosecurity Queensland but then may progress to the CCN should it escalate. Conversely, the CCN is not activated if the event can be readily managed by the lead agency.
- Communication to impacted local communities will also be issued directly from agencies involved in the response.
- Further information relating to communication by the state in relation to disasters is outlined in the [Queensland Government arrangements for coordinating Public information in a crisis](#)<sup>16</sup>.

## 4.4 Communication by local and district groups

Local and district groups must communicate with their respective communities. Keeping the community well informed contributes to their ability to prepare for, respond to and recover from a disaster and assists with managing community expectations.

Public information developed and disseminated should align with the COAG principles of dissemination and be in accordance with local and district communication procedures.

Communication to impacted local and district groups from the state is the responsibility of the PIC.

## 4.5 Media

Responding agencies are responsible for providing media talking points and drafting media statements for their Minister or other spokespeople within their organisation. These talking points and media statements will be shared by the lead agency with DPC which will issue advice to the CCN.

When it is preferable to hold a media conference, the lead response agency will liaise with relevant parties to arrange appropriate media conference logistics. Media conferences held at the State Disaster Coordination Centre (SDCC) media room, will be coordinated by QFES media.

## 4.6 Auslan (Australian sign language)

Auslan is the language of the deaf community in Australia. During a disaster, an Auslan interpreter must be present at all public facing media conferences conducted by state agencies.

The lead agency is responsible for organising an Auslan interpreter. If a media conference is held at the SDCC, the lead agency must organise an Auslan interpreter in collaboration with QFES media.

Local and district groups are encouraged to include an Auslan interpreter at all public facing media conferences.

## 4.7 Multilingual resources and communication

2016 Census data shows that over 83,000 people, or 1.7 per cent of Queensland's population, identified that they did not speak English, or did not speak it well. In particular, tourists, international students, people on a temporary work visa and newly arrived refugees may have very little proficiency in English.

The Queensland [Language Services Policy](#)<sup>55</sup> outlines Government's commitment to use interpreters and translated information to improve access to information

and services for people with difficulty communicating in English. The accompanying [Language Services Guidelines](#)<sup>56</sup> provide some considerations when developing multilingual resources.

Local and district groups are encouraged to make available appropriate resources to ensure communication is inclusive of the needs of the respective communities from culturally and linguistically diverse backgrounds.

## 4.8 Social media

State agencies using social media retain responsibility for updating, maintaining and monitoring their presence. This is to be consistent with the [Principles for the official use of social media guidelines](#)<sup>17</sup>.

The use of social media in times of a disaster, may include:

- community alerting and status reporting
- disaster preparedness and coordination
- community engagement and myth busting
- monitoring posts for on-the-ground intelligence gathering
- linking the community to other appropriate sources of authoritative information.

When using any form of official social media, agencies must ensure supporting communication forums, websites and call centres are advised directly, through the CCN if applicable, to maximise consistency and accuracy when the public seek further information.

Further information is available in the [Queensland Government arrangements for coordinating public information in a crisis](#)<sup>16</sup>.

Local and district groups should manage social media in accordance with their respective policies and procedures.

## 4.9 Websites

In the event of a disaster occurring or being identified, the Department of Communities, Housing and Digital Economy (DCHDE) activates the Online Disaster and Emergency Procedures, covering:

- use of [www.qld.gov.au/alerts](http://www.qld.gov.au/alerts)<sup>18</sup>

- roles and responsibilities of teams across government for updating content on key websites over four levels (Alert, Lean Forward, Stand Up and Stand Down)
- use of the homepage of [www.qld.gov.au](http://www.qld.gov.au)<sup>19</sup> to direct people to emergency or disaster related information.

DPC has protocols to activate integrated Queensland Government content that supplements and links other content and websites. This information will be a prominent link from the Queensland Government website ([www.qld.gov.au](http://www.qld.gov.au)<sup>19</sup>) and from the Premier's website ([www.thepremier.qld.gov.au](http://www.thepremier.qld.gov.au)<sup>20</sup>).

State agencies, local and district groups retain responsibility for updating their websites and content to provide relevant information about an event.

Further information regarding websites is at section 7.4.3.

## 4.10 Event management System

During an event, the Event Management System (EMS) will be used by all state agencies, when reporting into the SDCC. EMS is a standardised reporting format and is the 'single point of truth' for government information concerning the event.

The reporting format includes core fields such as summary, impacts, emerging issues and key messages. These fields produce the state update and Premier's executive summary.

The key messages within agency reports are consolidated to form the whole of government message which is then distributed using the CCN.

Information from the district level is collated through the Disaster, Incident and Event Management System (DIEMS). This system is the responsibility of district disaster groups.

Multiple systems are used at the local level. These systems are capable of collating information and raising requests for assistance. Each local group is responsible for managing their respective system.

## 4.11 Warnings

Queensland uses warnings to enable communities and individuals to act in an effective manner, in relation to hazards that may arise. As stated by the United Nations

Office for Disaster Risk Reduction (UNISDR), the provision of these warnings will reduce the possibility of personal injury, loss of life and damage to property and the environment.

#### 4.11.1 Weather

**The Bureau of Meteorology (BOM) is responsible for providing weather alerts, updates and warnings**

#### 4.11.2 Emergency alert

**QFES is responsible for the Emergency Alert system in Queensland**

Emergency Alert (EA) is an emergency warning system capable of sending warning messages to landlines and mobile phones based on the registered service address or geographic location within a particular area defined in the EA system.

EA messages are used to:

- warn targeted areas of the Queensland community of imminent and severe threats from fire, chemical, natural weather or geological events
- direct those warned to other sources of information and / or direct them to move away from an imminent hazard.

QFES is responsible for the management and administration of the EA system in Queensland.

EAs may be initiated at the local, district and state level. The decision to use an EA is based on certainty, severity, timeframe, frequency, similarity (i.e. other events nearby) and action. When considering the use of an EA, consultation should occur between respective groups in order to achieve consistency and coordination. The distribution of an EA is approved by an authorised officer, which in this instance is the Commissioner, QFES.

To ensure EAs are distributed in a timely manner, all potential users of the system should develop pre-formatted messages, which can be uploaded to the system prior to an event.

When using any form of messaging, users must ensure supporting communication forums, websites, social media and call centres are advised directly, through the CCN if applicable, as soon as possible in order to ensure messaging is supported when the public seek further information.

Further information in relation to the EA system can be found in the [Queensland Prevention, Preparedness, response and recovery \(PPrr\) Disaster management Guideline \(the Guideline\)](#)<sup>6</sup>.

#### 4.11.3 Standard Emergency Warning Signal

**Commissioner, QFES and State Manager, Queensland – Bureau of Meteorology are responsible for the management of SEWS**

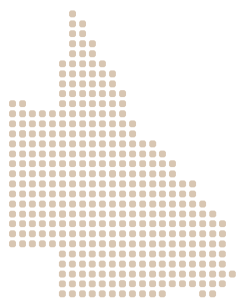
The Standard Emergency Warning Signal (SEWS) is a critical tool used in response to weather and other major threats to warn or inform relevant communities of an impending emergency.

It is an alert signal played on public media to draw listeners' attention in potentially affected areas to a subsequent emergency warning.

Responsibility for the management of SEWS in Queensland rests with the Commissioner, QFES in conjunction with the State Manager, Queensland – Bureau of Meteorology for meteorological purposes.

Information relating to the operation of SEWS is available in the Guideline.

# 5 Resilience



## 5.1 Overview

Resilience, within the context of disaster management and disaster risk reduction, is defined in the [Queensland strategy for Disaster Resilience 2017<sup>5</sup>](#) as a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.

The key elements which contribute to a resilient community include:

- risk-informed and appropriately prepared individuals
- the capacity to adapt
- healthy levels of community connectedness, trust and cooperation.

It is at the local, community level that the most powerful and effective action can be taken to address disaster risk and build resilience. Queensland communities play an active and central role in disaster risk prevention and preparedness, and in building resilience.

## 5.2 Resilience strategies

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**All Queenslanders share the responsibility for preventing, preparing for, responding to and recovering from the impacts of disasters.**

Queensland's communities are diverse and require tailored solutions to build resilience. Further, collaboration and commitment is required from multiple stakeholders. An integrated, risk-based approach ensures initiatives are locally driven and address the hazards and associated risks specific to that community.

The [Queensland strategy for Disaster Resilience 2017<sup>5</sup>](#) provides the framework for which Queenslanders from different communities across the state can build their resilience.

At the state level, resilience strategies and initiatives will be developed in line with the risks identified in the [Queensland state natural Hazard Risk Assessment 2017<sup>12</sup>](#).

## 5.3 Climate change

Queensland's climate is changing and to safeguard communities, it is critical for all levels of government to foster adaptation to the changing environment.

As the climate continues to warm, Queensland is likely to experience more frequent heatwaves, higher sea surface temperatures, more frequent storm tide events, weather more conducive to bushfire events and more intense periods of heavy rainfall. Some communities are likely to be exposed to previously unknown risks. These shifts are likely to increase the social, environmental and financial impacts of disaster events, with the potential for a greater demand on response and recovery agencies and a greater need for community resilience.

The [Queensland strategy for Disaster Resilience 2017<sup>5</sup>](#) addresses the multiplier effect of climate change on disaster events and provides the framework to align disaster resilience activities with the [Queensland climate Adaptation strategy<sup>21</sup>](#) and other Queensland Government priorities.

### 5.3.1 Adaptation

The [Queensland strategy for Disaster Resilience 2017<sup>5</sup>](#) and the [Queensland climate Adaptation strategy<sup>21</sup>](#) underpin the state's approach to adapting to disaster risk and a warming climate. The strategies were developed to provide guidance on preparing for, responding to and adapting to climate change and disaster events.

The strategies acknowledge the need for:

- adaptation and risk reduction initiatives informed by current evidence
- embedding climate and disaster risk into planning and development processes
- local and regional engagement to inform adaptation planning
- shared responsibility for developing capacity to adapt to changing circumstances
- continuous improvement in risk reduction and adaptation initiatives.

## 5.4 Funding arrangements

Funding arrangements are offered by both the Commonwealth and state governments to assist in making communities more resilient to natural disasters. The arrangements are summarised below.

### 5.4.1 Natural Disaster Resilience Program

The Natural Disaster Resilience Program (NDRP) is jointly funded by the Commonwealth and state governments and is available to councils and non-government organisations, such as volunteering groups and not-for-profit entities. NDRP projects are designed to mitigate disaster risk and build resilience to natural disasters.

The NDRP operates under a National Partnership Agreement and is administered by the Queensland Reconstruction Authority (QRA).

### 5.4.2 Building our Regions

Building our Regions is a Queensland Government funded program to provide funding for critical infrastructure in regional areas of Queensland. It funds community, transport and flood mitigation infrastructure projects which aim to reduce disaster risk and build resilience in the community.

The fund is administered by the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP).

### 5.4.3 Works for Queensland

The Works for Queensland (W4Q) program is a Queensland Government program that supports regional local governments to undertake job creating maintenance and minor infrastructure projects. These projects can include works that aim to protect existing essential public infrastructure and enhance disaster resilience and preparedness to future natural disaster events.

W4Q funding is for local government bodies outside South-East Queensland and is administered by the DSDILGP.



## 5.4.4 Local Government Grants and subsidies Program

The Local Government Grants and Subsidies Program (LGGSP) supports local governments to deliver key infrastructure projects that:

- meet community needs contributing to sustainable and liveable communities
- align with state, regional and local priorities
- support economic growth, innovation and community development.

Local governments seeking funding for projects that protect existing essential public infrastructure and build resilience to future natural disaster events are eligible to apply for grants under the LGGSP.

The LGGSP is administered by the DSDILGP.

## 5.5 Insurance

The Queensland Government has signed a Memorandum of Understanding with the Insurance Council of Australia (ICA) to share appropriate flood mapping products and other data sets to ensure the best available information is used to calculate premiums.

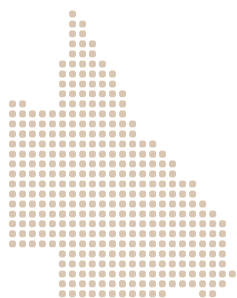
Councils can assist this process by providing the ICA with details of their latest flood studies and digital data for flood maps, and encouraging community members and businesses to review their insurance regularly to make sure their information and coverage is up to date. Details like building construction, foundations and roof type may make a difference to insurance premiums.

The ICA has a range of insurance affordability projects including a Property Resilience and Exposure Program (PREP). This program aims to ensure local insurance premiums are based on the best information available, and provides an opportunity for local governments and the insurance industry to work together more closely on insurance affordability issues. It also provides the insurance industry with a tool to take into account mitigation efforts local governments have put in place to reduce disaster impacts.

Local governments are encouraged to participate in this program.



# 6 Prevention



## 6.1 Overview

Prevention is the elimination or reduction of the exposure to a hazard on communities at risk. Prevention activities, such as the building of dams and levees, land use planning and improved building codes, are focused on reducing the likelihood and / or consequences of the hazard.

Local and District Disaster Management Groups and the Queensland Disaster Management Committee (QDMC), each have responsibility for prevention activities.

## 6.2 Prevention functions

At the state level, the following government agencies conduct prevention functions:

FIGURE 6.1  
GOVERNMENT AGENCIES RESPONSIBLE FOR SPECIFIC PREVENTION FUNCTIONS

Lead agency	Prevention Functions
Queensland Fire and Emergency Services	<ul style="list-style-type: none"> <li>• Hazard mapping</li> <li>• Bushfire mitigation programs</li> </ul>
Queensland Reconstruction Authority	<ul style="list-style-type: none"> <li>• Disaster resilience and mitigation policy and planning</li> <li>• Disaster mitigation and resilience funding</li> </ul>
Development, Infrastructure, Local Government and Planning	<ul style="list-style-type: none"> <li>• Disaster mitigation and resilience funding</li> <li>• Building our Regions program</li> <li>• Land use planning</li> </ul>
Department of Communities, Housing and Digital Economy	<ul style="list-style-type: none"> <li>• Building Code</li> </ul>

## 6.3 Mitigation

Mitigation activities are those actions taken to decrease the impacts of a disaster on people, infrastructure and the environment. The [Queensland Strategy for Disaster Resilience 2017<sup>5</sup>](#) sets the framework for mitigating the impacts of disasters within the broader context of delivering resilience as a shared responsibility, with success dependent on the collective effort of individuals, communities and businesses as well as governments.

### 6.3.1 Mitigation strategies

Mitigation strategies can be developed across a range of hazards or targeted to a specific hazard and associated risk. Mitigation strategies to reduce the risk of disaster include:

- **Education and information** – a fundamental approach to disaster management is that communities which have identified, considered and planned for a potential event will cope better than those who have not. Community awareness and education programs remind people that the threat is real and to identify what they can do to limit the impact of disaster events.
- **Structural Works** – these works provide a range of potential preventative measures including but not limited to levees, flood gates and, on a larger scale, flood mitigating dams. Deciding what role, if any, structural works should play in mitigating disaster risk requires quantifying the risk and consequences to the potentially affected population.
- **Land use planning** – is the process by which the use and development of land is managed for the benefit of the whole community. Land use planning that anticipates likely risk and vulnerability of the population can reduce the potential impact of future disaster events.

Land use planning is undertaken in accordance with the *Planning Act 2016*. The [State Planning Policy<sup>15</sup>](#) (SPP) requires local governments to identify natural hazards, undertake a risk assessment and include appropriate provisions in their planning scheme to ensure the risk is tolerable to their community.

- **Building controls** – these controls are important preventative measures that complement effective land use planning. Queensland's building regulatory

framework aims to ensure minimum necessary requirements of design and construction are met including the effects of natural hazards.

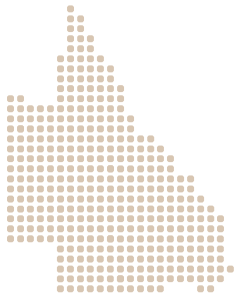
- **Infrastructure** – is required for a community to function effectively and can be vulnerable to hazards. As a consequence, a community's resilience or ability to respond to a disaster will be influenced by the working availability of essential infrastructure such as roads, railways, dams, bridges, electrical, digital and communications networks, water supply and sewerage systems and the buildings that house essential services (e.g. communications, health and disaster coordination centres).

In addition, infrastructure may alter flood flows, depth or velocity and add debris to floodwaters. Accordingly, the location and build quality of any infrastructure needs to consider the risk associated with potential flood events within that community.

The [Strategic Policy Framework for riverine Flood risk Management and Community Resilience<sup>22</sup>](#) guides riverine flood risk management in Queensland and provides strategic direction for state government policy.

- **Landscape and environment** – ecosystems can serve as protective buffers against natural hazards such as flooding. Further, the vegetation cover in a catchment influences run off and flood behaviour. It is increasingly recognised that non-structural measures, including the management of landscapes, can play an important role in mitigating the impact of flooding.

# 7 Preparedness



## 7.1 Overview

all participants in Queensland’s disaster management arrangements are responsible for preparedness.

Preparedness is the taking of preparatory measures to ensure that, if a disaster event occurs, communities, resources and services are able to cope with the effects of that event. It is a critical element in minimising the consequences of an event on a community and ensuring effective response and recovery.

disaster preparedness builds on existing community and individual awareness of risk and participation in disaster management activities to enhance resilience.

Queensland’s preparedness activities are centred on three key elements:

- planning
- capability integration
- community engagement.

## 7.2 Planning

In Queensland, planning is undertaken at local, district and state levels in accordance with Queensland’s disaster management arrangements, the *Disaster Management Act 2003*, the [standard for disaster Management in Queensland<sup>13</sup>](#) (the Standard) and the Queensland Prevention, Preparedness, Response and Recovery (PPRR) [disaster Management Guideline<sup>6</sup>](#) (the Guideline).

The subsequent plans operate within the context of a tiered structure of legislation, policy and the Guideline. The relationship between these documents is outlined in Appendix E: Document Map of Queensland Disaster Management Plans.

Comprehensive planning occurs across all phases of disaster management – prevention, preparedness, response and recovery – all plans are scalable, adaptable and follow the risk assessment process as outlined in the [Queensland emergency risk Management Framework risk assessment Process Handbook<sup>4</sup>](#).

The needs of vulnerable people (due to geographic location, medical or service needs, cultural background and language skills, age or disability) are specifically considered across all levels of planning.

The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) has developed the [“People with vulnerabilities in disasters: a framework for an effective local response<sup>23</sup>”](#) resource which provides a methodology for identifying and determining people who may have pre-existing vulnerabilities or who may experience vulnerability as a result of a disaster.

The specific needs of Aboriginal peoples and Torres Strait Islander peoples should be considered when developing disaster management plans. Each state agency has developed a framework containing these considerations. One such example of this framework has been developed by Queensland Health – [Queensland Health aboriginal and Torres strait Islander Cultural Capability Framework](#)<sup>24</sup>.

## 721 Local disaster Management Plans

Each local government, supported by their Local Disaster Management Group (LDMG), must prepare a plan for disaster management in the local government's area. The plan must be consistent with the Standard and [the Guideline](#)<sup>6</sup> and must also include provision for:

- the [Queensland state disaster Management 2016 strategic Policy statement](#)<sup>3</sup> for disaster management and the local government's policies for disaster management
- the roles and responsibilities of entities involved in disaster operations and disaster management in the area
- the coordination of disaster operations and activities relating to disaster management performed by each entity
- potential hazards / events likely to happen in the area, based on the risk assessment
- strategies and priorities for disaster management in the area including steps to mitigate potential risks as well as response and recovery strategies
- any other matters considered appropriate.

Local Disaster Management Plans (LDMPs) are to be reviewed on an annual basis.

## 722 District Disaster Management Plans

Each District Disaster Management Group (DDMG) must prepare a plan for disaster management. The plan must be consistent with [the standard](#)<sup>13</sup> and [the Guideline](#)<sup>6</sup>.

Further, the plan must be developed in consideration of the LDMPs relevant to the district and must include provision for:

- the [Queensland disaster Management 2016 strategic Policy statement](#)<sup>3</sup> for disaster management for the state
- the roles and responsibilities of entities involved in disaster operations and disaster management in the district
- the coordination of disaster operations and activities relating to disaster management performed by each entity
- potential hazards / events that are likely to happen in the district, based on the risk assessments
- steps to mitigate potential risks, including residual risks identified at the local level as well as response and recovery strategies
- priorities for disaster management for the district
- any other matters considered appropriate.

Disaster District Management Plans (DDMPs) are to be reviewed on an annual basis

## 723 State Disaster Management Plan

The Queensland Disaster Management Committee (QDMC) is required – as specified in the *Disaster Management Act 2003* – to have a State Disaster Management Plan (SDMP) in place in preparation for, and to direct Queensland's response to and recovery from disaster events.

- The SDMP is supported by sub-plans such as the Queensland Recovery Plan, hazard specific plans and functional plans.

The SDMP is to be reviewed on an annual basis.

## 724 Hazard specific plans

Queensland adopts an all hazards approach to disaster management. However, hazard specific plans are developed when particular hazards have distinct operational or coordination requirements (e.g. animal and plant disease, bushfire, pandemic).

Hazard specific plans:

- address the hazard actions across all phases of disaster management (PPRR)

- include information on how Queensland's disaster management arrangements link with the hazard specific arrangements
- support the primary agency to manage the hazard specific event.

At the state level, primary agencies are allocated for a range of identified hazards and are responsible for the development of the hazard specific plan, in consultation with affected stakeholders. Hazard-specific primary state agencies have a responsibility to communicate and maintain relations with national hazard specific counterparts.

Where relevant, primary agencies are to:

- ensure any state hazard specific plans link to and align with corresponding national hazard specific plans and arrangements
- maintain appropriate communication and relationships with national counterparts.

The table below outlines identified hazards, relevant plans and the relevant primary agency.

FIGURE 7.1  
IDENTIFIED HAZARDS, PRIMARY AGENCIES AND RELEVANT PLANS

Hazard	Plan	Primary agency
Animal and plant disease	<ul style="list-style-type: none"> <li>• Australian Veterinary Emergency Plan (AUSVETPLAN)</li> <li>• Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN)</li> <li>• Australian Emergency Plant Pest Response Plan (PLANTPLAN)</li> <li>• Biosecurity Emergency Operations Manual</li> </ul>	Department of Agriculture and Fisheries (DAF)
Biological (human related)	<ul style="list-style-type: none"> <li>• State of Queensland Multi-Agency Response to Chemical, Biological &amp; Radiological Incidents</li> </ul>	Queensland Health
Radiological	<ul style="list-style-type: none"> <li>• State of Queensland Multi-Agency Response to Chemical, Biological &amp; Radiological Incidents</li> </ul>	Queensland Health
Bushfire	<ul style="list-style-type: none"> <li>• Wildfire Mitigation and Readiness Plans</li> </ul>	Queensland Fire and Emergency Services (QFES)
Chemical	<ul style="list-style-type: none"> <li>• State of Queensland Multi-Agency Response to Chemical, Biological &amp; Radiological Incidents</li> </ul>	QFES
Heatwave	<ul style="list-style-type: none"> <li>• Heatwave Response Plan</li> </ul>	Queensland Health
Pandemic	<ul style="list-style-type: none"> <li>• Pandemic Influenza Plan</li> <li>• Australian Health Management Plan for Pandemic Influenza</li> </ul>	Queensland Health
Ship Sourced Pollution	<ul style="list-style-type: none"> <li>• Queensland Coastal Contingency Action Plan (QCCAP)</li> </ul>	Department of Transport and Main Roads (DTMR)
Terrorism	<ul style="list-style-type: none"> <li>• Queensland Counter Terrorism Plan</li> </ul>	Queensland Police Service (QPS)

Hazard specific plans may also be necessary at the local and district levels, if applicable hazards are identified for those areas.

These plans would be established as sub-plans of the Local or District Disaster Management Plan. As an example, disaster management areas that contain agricultural industries may assess and plan for plant or animal disasters within the context of the Commonwealth Government's AUSVETPLAN and PLANTPLAN.

### 725 Functional plans

Functional plans identify important services required before, during and after the impacts of a disaster and help to identify and define an agency's services and responsibilities in disaster operations. Functional plans are sub-plans to the SDMP.

Functional plans may be developed, as required, to address specific activities that contribute to disaster management. These activities are described in Chapter 9: Response and further explained in Appendix C.

Functional plans:

- address functional activities across all phases of disaster management (PPRR)
- include information on how Queensland's disaster management arrangements link with the functional arrangements
- outline the arrangements for coordination of relevant organisations that undertake a supporting role.

At the district and local level, functional planning will be established, as necessary, as sub-plans to the Local or District Disaster Management Plan.

### 726 Business continuity planning

Business continuity planning is undertaken by state government agencies to ensure their disaster management and critical functions can continue to be delivered during a disaster event.

Where possible, business continuity planning in the private and non-government sectors should be undertaken to assist in the continuity of service during an event and re-establishment of business, post event.

These plans should be integrated with disaster management planning at the local, district and state levels.

## 73 Capability integration

Disaster management stakeholders will be appropriately skilled, trained and practised so they are ready to enable response and recovery activities. This will be achieved through:

- training and education
- exercising
- lessons management
- pre-season briefings.

### 731 Training and education

#### 731.1 DISASTER MANAGEMENT TRAINING

**QFES is responsible for maintaining the Queensland Disaster Management Training Framework; all parties are responsible for actively participating in relevant training**

The *Disaster Management Act 2003* requires that people performing functions in relation to disaster operations are appropriately trained.

Training for key disaster management stakeholders is provided via modules within the [Queensland disaster Management Training Framework<sup>25</sup>](#) (QDMTF), a comprehensive training program of disaster management activities in Queensland.



The QDMTF covers the core training courses and inductions relevant to key disaster management stakeholders to support the effective performance of their role. This training includes mandatory modules for members of disaster management groups such as:

- disaster management planning
- exercise management
- warning and alert systems
- disaster coordination centres and evacuation
- funding arrangements.

Refresher training is also available under the QDMTF to ensure current skills are maintained.

Actively participating in disaster management training is a shared responsibility between all disaster management stakeholders.

Online training options are provided via the [disaster Management Learning Management system](#)<sup>26</sup>.

### 7312 SPECIFIC TRAINING FOR FUNCTIONS

The QDMTF also provides for ‘needs based’ modules for disaster management stakeholders engaged in more specific functional roles.

Agencies, local governments and non-government organisations will provide appropriate training for their staff and volunteers, to ensure they are skilled and prepared for the function their agency / organisation provides.

Further, wider training programs may be made available to address specific functional needs. An example of this is the Ready Reservist program, where the Queensland Government has a Ready Reserve workforce made up of personnel from across state government agencies. DCDSS provides training for Ready Reservists to be deployed to disaster affected communities to provide support and recovery advice.

### 732 Exercising

**QPS and QFES are jointly responsible for developing the program cycle of exercises**

Exercises determine the effectiveness of a group’s disaster management capability, provide an opportunity to practice the actions set out in plans and can provide assurance that all participants are ready to respond to an event. [The Guideline](#)<sup>6</sup> outlines a process for undertaking exercises to determine the effectiveness of relevant disaster management plans, including planning for and evaluating outcomes from the exercise.

Local, district and state groups must undertake and evaluate targeted exercises to identify any issues to be specifically addressed in subsequent planning or response activities.

Disaster management exercises should be developed in response to an identified need (e.g. activation in response to an event, post event / evaluation, a previous exercise or a change in the operational environment) and evaluated against identified objectives.

A program cycle of exercises will be developed for a range of disaster management stakeholders, including vertical integration exercises encompassing state, district and local groups. The development of this program is a joint responsibility of QFES and the QPS.

### 733 Lessons management

**IGEM is responsible for the lessons management framework**

Lessons management is a key element of continuous improvement.

It includes establishing a learning culture to support captured observations and insights from monitoring, debriefing and reviewing activities – before, during and after events – which are then analysed for trends, risks and lessons.

Debriefing and lessons learned must be documented, analysed and acted upon across all levels of the disaster management arrangements.

The IGEM is responsible for a lessons management framework which will provide guidance on good practice and opportunities for improvement and ensure lessons identified are learnt.

The [Guideline](#)<sup>6</sup> contains guidance regarding the process for debriefing. The QDMTF also includes a 'Briefing and Debriefing' module.

Further, debriefing and lessons learned strategies should be consistent with [The Australian Institute for disaster resilience Handbook for Lessons Management](#)<sup>27</sup>.

### 7.3.4 Pre-season briefings

Prior to the start of the severe weather season, a program of pre-season awareness activities will be undertaken, led by state agencies with primary responsibilities for disaster management. State level committees, where appropriate, such as the Queensland Tropical Cyclone Consultative Committee (QTCCC) will also conduct appropriate pre-season activities.

The program will include a series of briefing sessions across the state with LDMGs and DDMGs, to provide weather outlooks and an overview of readiness activities prior to the severe weather season.

The briefings may include presentations by key national organisations, such as National Emergency Management Australia, the Bureau of Meteorology, Geoscience Australia and the Australian Defence Force.

## 7.4 Community engagement

The engagement and preparedness of communities has a significant influence on their resilience. Community engagement may have a range of objectives, which can include:

- developing awareness in communities about the nature and potential impact of hazards
- promoting self-reliance through personal responsibility for managing risks.

Some community engagement strategies include, but are not limited to:

- public information campaigns
- social media presence
- websites and online material
- local engagement activity.

These activities are a shared responsibility and should be conducted in a coordinated approach between local, district and state groups.

### 7.4.1 Public information campaigns

Public information campaigns may be conducted to disseminate preparedness messages across the wider community. These campaigns can include television, radio, online and print media.

Examples of public information campaigns include:

- The [Get ready Queensland](#)<sup>28</sup> program, administered by the Queensland Reconstruction Authority, is run throughout the year with information about preparing for severe weather events.
- The "If it's flooded, forget it" annual safety campaign educates Queenslanders to avoid driving through flood waters by mapping an alternative route or rescheduling their travel. Information is available on the [Flood Water safety](#)<sup>29</sup> website.
- School-based education programs, such as [stormsafe](#)<sup>30</sup>, raise awareness about the risks associated with storms.
- Bushfire mitigation programs, such as Operation Cool Burn.

Those agencies responsible for state-wide public information campaigns are to ensure that such campaigns are included on the disaster management website which is managed by QFES. This will enable coordination of campaigns across Queensland's disaster management arrangements.

### 7.4.2 social media

A social media presence may be maintained by those entities with disaster management responsibilities to deliver disaster preparedness messages to particular demographics within the community and to ensure currency of information.

Further information regarding the use of social media is located at Section 4.7 – Social Media.

### 7.4.3 Websites and online material

A range of disaster management information will be maintained on relevant websites to ensure the community has access to disaster preparedness information and advice.

- Whole-of-government – the Queensland Government provides general disaster preparedness information, including 'who to call' and personal

preparedness planning at a variety of online locations including:

- [www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters](http://www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters)<sup>32</sup>
- [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)<sup>33</sup>
- [www.ses.qld.gov.au/be-prepared](http://www.ses.qld.gov.au/be-prepared)<sup>34</sup>
- [getready.qld.gov.au](http://getready.qld.gov.au)<sup>28</sup>
- [www.qfes.qld.gov.au/community-safety](http://www.qfes.qld.gov.au/community-safety)<sup>35</sup>
- **Education** – educational material and information specific to each local government area should be maintained on local government websites. The Department State Development, Infrastructure, Local Government and Planning (DSDILGP) provides an online local government directory search facility with links to local government websites: <https://www.statedevelopment.qld.gov.au/local-government><sup>36</sup>
- **Weather** – The Bureau of Meteorology provides weather information to the community. This includes forecasts, warnings, track maps and other information which can be accessed at the [Bureau of Meteorology](http://www.bom.gov.au)<sup>1</sup> website.
- **Volunteering** – potential volunteers should be encouraged to register ahead of an event, by contacting [Volunteering Queensland](http://www.volunteeringqueensland.org.au)<sup>37</sup>.
- **Roads and traffic** – the [department of Transport and Main roads](http://www.transportandmainroads.qld.gov.au)<sup>38</sup> maintains a traffic and road conditions website which includes information on preparedness and safety in bushfire, flooding and other conditions.
- **Schools** – advice on school closures is found at [closures.qld.edu.au](http://closures.qld.edu.au)<sup>39</sup>.
- **Animals and pets** – information on caring for animals in a disaster, including livestock and domestic pets, can be found at the [department of agriculture and Fisheries](http://www.dhhs.qld.gov.au)<sup>40</sup> and the [royal society for the Prevention of Cruelty to animals](http://www.royalsocietyforthepreventionofcrueltytoanimals.org.au)<sup>41</sup>.

Information includes recommended actions to prepare for disaster events, including developing a contingency plan for ensuring the safety of animals. Individual animal owners are responsible for the care of their animals in disasters.

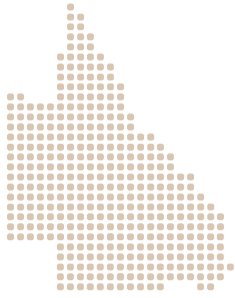
Further information regarding the use of websites is located at Section 4.8 – Websites.

## 744 Local engagement activity

Local governments may conduct specific community engagement activities within their communities. LDMGs and DDMGs will consider necessary community engagement activities as part of preparedness planning.



# 8 Response



## 8.1 Overview

Disaster response involves taking appropriate measures to respond to an event, which includes actions taken and measures planned before, during and immediately after an event, to ensure that its effects are minimised and persons affected by the event are given immediate relief and support.

These response measures will often involve multiple organisations simultaneously engaging in response functions.

Queensland's response activity is underpinned by:

- a system of control that provides for coordination across entities and facilitates cooperation and integration of services
- effective decision making
- effective resource management.

## 8.2 System of control

The system of control is designed to facilitate coordination, cooperation and integration across disaster management entities and services. The system encompasses:

- the disaster management arrangements as they relate to response
- commonly understood levels of activation
- a framework of lead agencies for particular response functions.

### 8.2.1 Arrangements

Disaster management arrangements for Queensland encompass:

- primary responsibilities
- a framework of groups and committees
- specialist roles
- disaster coordination centres.

### 8.2.1 PRIMARY RESPONSIBILITIES

The primary responsibilities of disaster management stakeholders are outlined in the following:

- the [Queensland Disaster Management 2016 strategic policy statement](#)<sup>3</sup> developed by the Queensland Disaster Management Committee (QDMC) – with the primary objective being the safeguarding of people, property and the environment
- the Queensland State Disaster Management Plan (SDMP) which draws together the responsibilities of all disaster management stakeholders
- the [Queensland prevention, preparedness, Response and Recovery \(ppRR\) Disaster Management Guideline \(the Guideline\)](#)<sup>6</sup> which clearly articulates specific responsibilities and requirements of disaster management stakeholders.

Local governments are primarily responsible for managing events in their local government area. District groups and the state group provide local governments with appropriate resources and support to help carry out these disaster operations.

### 8.2.2 DISASTER MANAGEMENT GROUPS

Queensland's disaster management arrangements feature disaster groups at the local, district and state level to respond to disasters. These levels adopt a coordinated and collaborative approach to enable an effective response for the benefit of all Queenslanders.

Additional information about the specific functions of these groups can be found in Chapter 2: Governance.

### 8.2.3 SPECIALIST ROLES

To enable effective disaster management in Queensland there are a number of specialist roles, which are described in Chapter 2: Governance. The people who undertake these roles provide technical knowledge, expertise and guidance, particularly during the response phase of managing a disaster event.

### 8.2.4 DISASTER COORDINATION CENTRES

Disaster coordination centres may be established, as required, at the local and district level, depending on the scale of the event.

Coordination centres operationalise group decisions, as well as plan and implement strategies and activities

on behalf of the group during disaster operations. Coordination centres have the capability to coordinate resources, gather and disseminate information and act as the conduit for the escalation of requests for additional resources.

An activation sub-plan may be produced to detail the standard operating procedures for the activation and management of the coordination centre.

At the state level, the State Disaster Coordination Centre (SDCC) may be activated to coordinate the provision of resources to local and district groups upon request.

Liaison officers (LOs) may be appointed to coordination centres, as determined by the relevant group. In the case of the SDCC, the SDCC Commander will advise which agencies are required.

LOs are the point of contact between the coordination centre and their parent agency during disaster operations. They have the following key responsibilities:

- coordinating requests for assistance applicable to their agency (LOs must be at an appropriate level to commit agency resources)
- providing advice and assistance on their agency's tasks, capabilities and resources
- communicating situational awareness to their agency.

State agencies will provide staff to support response operations in the SDCC as outlined in the Queensland Public Service Commission's "[Directive 10/14 – Critical Incident Response and Recovery](#)"<sup>42</sup>

This directive also guides arrangements for agency personnel in local and district coordination centres.

## 8.2.2 Levels of activation

Activation of response arrangements will occur in accordance with a four level model encompassing: Alert, Lean Forward, Stand Up and Stand Down, as outlined in Figure 8.1.

These levels of activation drive response activity and guide the scale of response.

The transition of disaster management groups through these phases is not necessarily sequential. It is based on flexibility and adaptability to the location and event. Further, activation may not necessarily mean the convening of disaster management groups but rather

the provision of information to disaster management groups regarding the risks associated with the potential impact of an event.

Levels of activation, including triggers, actions and communications for local and district disaster management groups are further described in [the Guideline<sup>6</sup>](#).

FIGURE 8.1  
**ACTIVATION RESPONSE MODEL**

Level of activation	Definition
Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
Lean Forward	An operational state prior to 'Stand Up', characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby – prepared but not activated.
Stand Up	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
Stand Down	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.

### 8.2.3 Response functions

Multiple state agencies are responsible for various disaster response functions within Queensland. These responsibilities are allocated as a result of an agency's role in administering relevant legislation or ability to provide specialist resources. In some circumstances, these agencies will also coordinate with other agencies and organisations to undertake the nominated function.

The following table Figure 8.2 details disaster response functions and associated functional lead agencies. Further information regarding roles and responsibilities of state agencies is provided in Appendix C.

FIGURE 8.2  
DISASTER RESPONSE FUNCTIONS AND ASSOCIATED LEAD AGENCIES

Response Function	Description	Lead agency
<b>Evacuation management</b>	To safeguard the lives of community members it may be necessary for evacuations to occur. LDMGs will manage evacuations in their area of responsibility. Arrangements for evacuations both voluntary and directed will be outlined in the Local Disaster Management Plan.	Local Disaster Management Groups (LDMGs)
	Queensland uses the Australian Red Cross national database system: "Register. Find. Reunite." which assists in locating individuals and responding to enquiries regarding people who may be in a disaster affected area <a href="https://register.redcross.org.au">register.redcross.org.au</a> <sup>43</sup>	Australian Red Cross
<b>Search and rescue</b>	<p>During a disaster event the occurrence of rescue operations is likely to increase. Queensland Police Service will provide the overall coordination of multi-agency response to search and rescue incidents.</p> <p>Queensland Fire and Emergency Services (QFES) and Queensland Ambulance Service (QAS) will provide rescue assistance across a range of emergency situations.</p>	Queensland Police Service (QPS)
<b>Public health, mental health and medical services</b>	<p>Public health management and emergency medical response during a disaster event is described in the Queensland Health Disaster and Emergency Incident Plan: <a href="https://www.health.qld.gov.au/public-health/disaster/management">https://www.health.qld.gov.au/public-health/disaster/management</a><sup>44</sup></p> <p>The response structure aligns with Queensland's disaster management arrangements in establishing that matters are to be responded to at the local level by the relevant Hospital and Health Services (HHS) and request for state assistance escalated via the district level or the State Health Emergency Coordination Centre (SHECC).</p>	Queensland Health
<b>Mass casualty management</b>	<p>A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources. Mass casualty management includes:</p> <ul style="list-style-type: none"> <li>• treatment of injured</li> <li>• transport and reception of injured</li> <li>• provision of health and medical services</li> <li>• provision of clinical recovery services.</li> </ul> <p>Queensland Health is the responsible agency for the provision of an integrated response to mass casualty management. The Mass Casualty Sub-plan annexed in the Queensland Health Disaster Plan describes these responsibilities in further detail and is linked to the national AUSTRAMPLAN.</p>	Queensland Health
<b>Mass fatality management (including victim identification)</b>	<p>Mass fatality management:</p> <p>In cases of mass fatalities, Queensland Health and QPS have joint responsibility for:</p> <ul style="list-style-type: none"> <li>• management of deceased, including coordination of transport and victim identification</li> <li>• notification of, and liaison with, next of kin</li> <li>• liaison with and support to the State Coroner.</li> </ul>	<p>Queensland Health</p> <p>QPS</p>
	<p>Victim identification:</p> <p>QPS is responsible for the provision of disaster victim identification services, part of which may require the establishment of a temporary human remains holding area.</p>	QPS



Response Function	Description	Lead agency
<b>Emergency medical retrieval</b>	<p>Emergency medical retrieval covers a primary response to an incident in a pre-hospital situation. A primary response may involve road ambulance, aeromedical and specialist vehicles.</p> <p>Queensland Health, through a collaborative arrangement between the Queensland Ambulance Service and Retrieval Services Queensland, will coordinate emergency medical retrieval.</p>	Queensland Health
<b>Temporary emergency accommodation</b>	<p>For people displaced from their homes by an event, LDMGs and the Department of Housing and Public Works, work together to provide temporary emergency accommodation solutions. The arrangements are outlined in the Temporary Emergency Accommodation Sub-plan.</p> <p>Where local capacity has been exhausted, DHPW can assist LDMGs by providing temporary accommodation advice and solutions for government disaster response and / or recovery workers.</p>	<p>LDMGs</p> <p>Department of Communities, Housing and Digital Economy (DCHDE)</p>
<b>Emergency supply</b>	<p>Emergency supply is the acquisition and management of emergency supplies and services in support of displaced persons during disaster operations.</p> <p>Emergency supply can include:</p> <ul style="list-style-type: none"> <li>• resource support in the establishment of forward command posts, community recovery centres and / or disease control centres including furniture, equipment and materials</li> <li>• resource support for community evacuation centres including: furniture, bedding materials, health and hygiene products</li> <li>• bottled and bulk potable water supplies</li> <li>• temporary structures (i.e. marquee and portable ablution facilities)</li> <li>• small plant and equipment hire services.</li> </ul> <p>To support local economies affected by disasters, every effort should be made to exhaust local supplier networks before requesting assistance from outside the impacted area.</p> <p>Where local capacity is exhausted, QFES coordinates the acquisition and management of emergency supplies, through the State Disaster Coordination Centre (SDCC) when activated, or through the SDCC Watch Desk outside activation periods.</p> <p>Agencies are to use their own internal acquisition / supply and support resource capability before requesting further support.</p> <p>The acquisition of specialist resources requiring a permit, licence or specific technical knowledge is the responsibility of the respective agency.</p>	QFES
<b>Resupply</b>	<p>When communities, properties or individuals are isolated for an extended period from their normal sources of food and basic commodities, support will be provided, dependent upon the respective circumstances.</p> <p>The entity isolated will determine the responsible agency / group. Therefore, multiple lead agencies are identified for this function.</p>	<p>QFES</p> <p>LDMGs</p> <p>QPS</p>
<b>Damage assessments</b>	<p>QFES undertakes damage assessments to gather information about the number of homes and other buildings damaged and the nature of the damage, post impact.</p> <p>QRA may provide support for this activity and may also support local governments with assessment of damage to infrastructure which may be subject to claims under the Natural Disaster Relief and Recovery Arrangements (NDRRA).</p>	QFES

Response Function	Description	Lead agency
<b>Reticulated water supply and dam safety</b>  <b>Energy infrastructure (electricity, gas and liquid fuels)</b>	<p>The Queensland Government undertakes a policy and regulatory role in partnership with energy and water supply partners across the state.</p> <p>Contacts for emergency information are available from the <a href="#">Department of Regional Development, Manufacturing and Water</a><sup>45</sup> and <a href="#">Department of Resources</a><sup>45</sup></p>	<p>Department of Regional Development, Manufacturing and Water (DRDMW)</p> <p>Department of Resources (DoR)</p>
<b>Telecommunications industry engagement</b>	Department of Communities, Housing and Digital Economy provides the coordination of advice from telecommunication carriers in relation to outages and restoration progress.	DCHDE
<b>Transport systems</b>	<p>Once a disaster is declared, a district disaster coordinator or declared disaster officer has the power to close affected roads to traffic.</p> <p>Support to close roads will be provided by Department of Transport and Main Roads and local government.</p>	<p>Traffic management: QPS</p> <p>Road recovery: DTMR</p>
<b>Building and engineering services</b>	<p>DCHDE coordinates and delivers the building and engineering services required for most government building assets (such as local schools and police stations).</p> <p>In addition, and where local capacity has been exhausted, DCHDE can assist LDMGs by sourcing additional building and engineering services.</p>	DCHDE
<b>ICT infrastructure</b>	DCHDE maintains and restores critical government ICT infrastructure.	DCHDE

## 8.2.4 Decision making

Effective decision making when managing disaster events will be supported by:

- a clear legislative basis for disaster operations and the exercise of power
- formal event management systems, where relevant
- [the Guideline<sup>6</sup>](#)
- systems for intelligence collation and event reporting
- access to technical information.

### 8241 DISASTER DECLARATIONS

Disaster declarations can be made by the District Disaster Coordinator, with the approval of the Minister for Fire and Emergency Services, for a disaster district or part of a disaster district. The Minister and Premier may make a disaster declaration for the state, or part of the state.

The circumstances in which declarations can be made and the arrangements for establishing them are specified in the *Disaster Management Act 2003*. Provisions regarding disaster management powers and how they may be exercised are also included in the Act.

To declare, extend or end a disaster situation, the appropriate form must be completed, by the appropriate authorised officer. These forms can be found at [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)<sup>46</sup>.

The approved forms must be provided to the QFES Cabinet Legislation and Liaison Office as soon as reasonably practicable at [qfes.clio@qfes.qld.gov.au](mailto:qfes.clio@qfes.qld.gov.au). This allows for the disaster declaration notice to be notified in the Queensland Government Gazette.

The relationship between the *Disaster Management Act 2003* and the *Public Safety Preservation Act 1986 (PSPA)*, allows for a disaster to be declared, while an emergency situation has also been declared under the *PSPA*, to effect operational provisions under the *PSPA*.

### 8242 EVENT MANAGEMENT

Disaster management stakeholders utilise event management systems when responding to an event. Each stakeholder should use a system that is appropriate to their circumstances and which has a flexible and scalable structure capable of assembling resources and coordinating response efforts.

### 8243 THE GUIDELINE

[The Guideline<sup>6</sup>](#) provides flexible, good practice recommendations and advice for those responsible for implementing disaster management practices to prevent, prepare for, respond to and recover from disasters.

### 8244 EVENT REPORTING

Event reporting procedures will be activated during disaster management operations to provide real time situational awareness for disaster coordinators at all levels of the disaster management system. This situational awareness enables coordinators to base operational decisions on comprehensive and timely information.

At the local level, situation reports (SITREPs) will be used to update the relevant district level during a disaster operation.

At the district level, the Disaster, Incident and Event Management System (DIEMS) will be used to provide information to the state level.

During activation of the SDCC, state level reports may be produced for identified stakeholders, including the QDMC and lead agencies.

Information systems will be maintained to ensure collection and storage of relevant records.

### 8245 TECHNICAL INFORMATION

A range of technical information will be provided, as required, across the disaster management system to support effective decision making. This information can include:

- **Weather briefings** – a Bureau of Meteorology (BOM) officer is embedded within the SDCC, year round, to undertake analysis of and reporting of weather forecasts from the BOM and to provide briefings for key stakeholders as well as direct liaison with BOM.
- **Geospatial Information Services (GIS)** – mapping and GIS support is available by request through the SDCC. This includes spatial data services, maps, web mapping applications and rapid damage assessment support. A 24/7 services roster is activated during response phase.
- **Predictive modelling** – predictive modelling services are available via the SDCC from key agencies relating to natural hazards such as flooding, coastal inundation and bushfire to support coordination and planning decisions.

## 8.3 Effective resource management

Effective resource management ensures the best use of scarce resources and contributes to streamlined, efficient disaster management processes. Resource management encompasses:

- logistics
- deployment of personnel
- volunteers
- assistance arrangements for both money and goods.

### 8.3.1 Logistics

Logistics is the range of operational activities concerned with supply, handling, transportation and distribution of materials, equipment and people.

Logistics support will be provided through disaster coordination centres, and by the Watch Desk in support of emergency supply and resupply when the SDCC has not been activated.

### 8.3.2 Deployment of personnel

The deployment of personnel is usually undertaken to:

- assist communities in preparation for an impending event
- support limited local resources in disaster affected communities
- provide specialist skills not locally available.

Deployments may be in response to requests from, and subsequently coordinated through, LDMGs and should not be a burden on local resources.

The deployment of personnel can also be undertaken by agencies in accordance with their response functions and roles and responsibilities, including the identification and training of staff, briefings and debriefings. Relevant Local and District Disaster Management Groups are to be advised of such deployments, to ensure a coordinated approach is achieved.

### 8.3.3 Volunteers

Volunteers play a key role in local disaster management response.

During times of disasters, individuals and communities inevitably seek to assist their neighbours by spontaneous or ad hoc volunteering. To maximise the opportunities of strong community goodwill following a disaster and minimise the negative impacts of an influx of willing, yet unsolicited and unorganised helping hands, local arrangements should include the effective management of spontaneous volunteers prior to an event.

Volunteering Queensland is the central point of recruitment and referral for spontaneous and ad hoc volunteers associated with disasters through its Emergency Volunteering – Community Response to Extreme Weather (EV CREW) function. This function identifies locally available people who are able to provide initial relief as part of the response for impacted people or communities.

Further information regarding EV CREW can be found at [Volunteering Queensland](#)<sup>47</sup>.

To enable effective planning and resource allocation, the use of volunteers should be reported on through Queensland's disaster management arrangements and directly with the affected level/s.

### 8.3.4 Offers of assistance

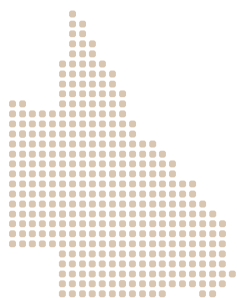
During disaster events, the broader community offers assistance to affected people and communities in the form of financial donations, goods and services.

The Queensland Government, through QRA, has partnered with GIVIT to provide a mechanism to register and match donations with community need. The service is managed in accordance with the [Queensland policy for offers of Assistance](#)<sup>48</sup> and the [Guideline](#)<sup>6</sup>.

It aims to harness the goodwill and generosity of people and organisations wishing to donate goods and services and to ensure such offers are managed in a timely manner. The service also aims to enable GIVIT, in conjunction with affected local governments and relevant service providers, to identify the needs of the community during disaster recovery and, if necessary, broker donations to meet specific requests.

Further information on GIVIT is available at [www.givit.org.au](http://www.givit.org.au)<sup>49</sup>.

# 9 Recovery



## 9.1 Overview

### All sectors of the community are responsible for recovery

Disaster recovery is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social) and physical wellbeing, reconstructing physical infrastructure, economic and environmental restoration (including regeneration of the natural environment, associated infrastructure, heritage sites and structures, and the management of pollution and contamination).

Disaster recovery requires a collaborative, coordinated, adaptable and scalable approach in which responsibility for delivery is shared between all sectors of the community including individuals, families, community groups, businesses and all levels of government.

## 9.2 Principles of recovery

The principles that underpin recovery planning and operations in Queensland are based on the National Principles for Disaster Recovery, detailed in the [Australian emergency Management Handbook 2<sup>50</sup>](#). In short, they are:

- understanding the context
- recognising the complexity
- using local, community-led approaches
- ensuring coordination of all activities
- employing effective communication
- acknowledging and building capacity
- identifying lessons and building resilience.

## 9.3 Recovery arrangements

### Functional Recovery Groups are responsible for providing resources and supporting recovery efforts across impacted communities

Successful disaster recovery relies on clear and robust governance arrangements. Queensland's disaster recovery arrangements (refer Figure 9.1) align with those articulated in the Disaster Management Act 2003. They enable a collaborative approach that brings together all agencies, stakeholders and resources for planning and coordinating delivery of recovery functions.

These arrangements reflect the priority given to the impacted community and the lead role of Local Disaster Management Groups (LDMGs) and Local Recovery Groups (LRGs). When appointed, the State Recovery Coordinator (SRC) will facilitate the sharing of information between impacted councils/LDMGs, District Disaster Management Groups (DDMGs), the State Recovery Policy and Planning Coordinator (SRPPC) and the Queensland Government, including the state level Functional Recovery Groups (FRGs).

In turn, the FRGs, through their representatives on the DDMGs, will establish a formal reporting relationship with the LRGs to ensure effective information sharing.

As shown in Figure 9.1, Queensland's recovery arrangements are grouped into five broad functional areas and managed at state level by the FRGs:

- **Human and social** – chaired by the Director-General, Department of Communities, Housing and Digital Economies (DHDE)
- **Economic** – chaired by the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)
- **Environment** – chaired by the Director-General, Department of Environment and Science (DES)
- **Building** – chaired by the Director-General, Department of Energy and Public Works (DEPW)
- **Roads and transport** – chaired by the Director-General, Department of Transport and Main Roads (DTMR).

These FRGs are responsible for providing resources and supporting Local and District Recovery Groups in their recovery efforts across impacted communities. The FRGs coordinate, link and facilitate recovery planning, issues management and activities at the state level across their different functional group areas.

- The communication loop between LRGs, DRGs and state level FRGs is a crucial element of the recovery governance arrangements.

— Supporting Role  
 ..... Reporting Role

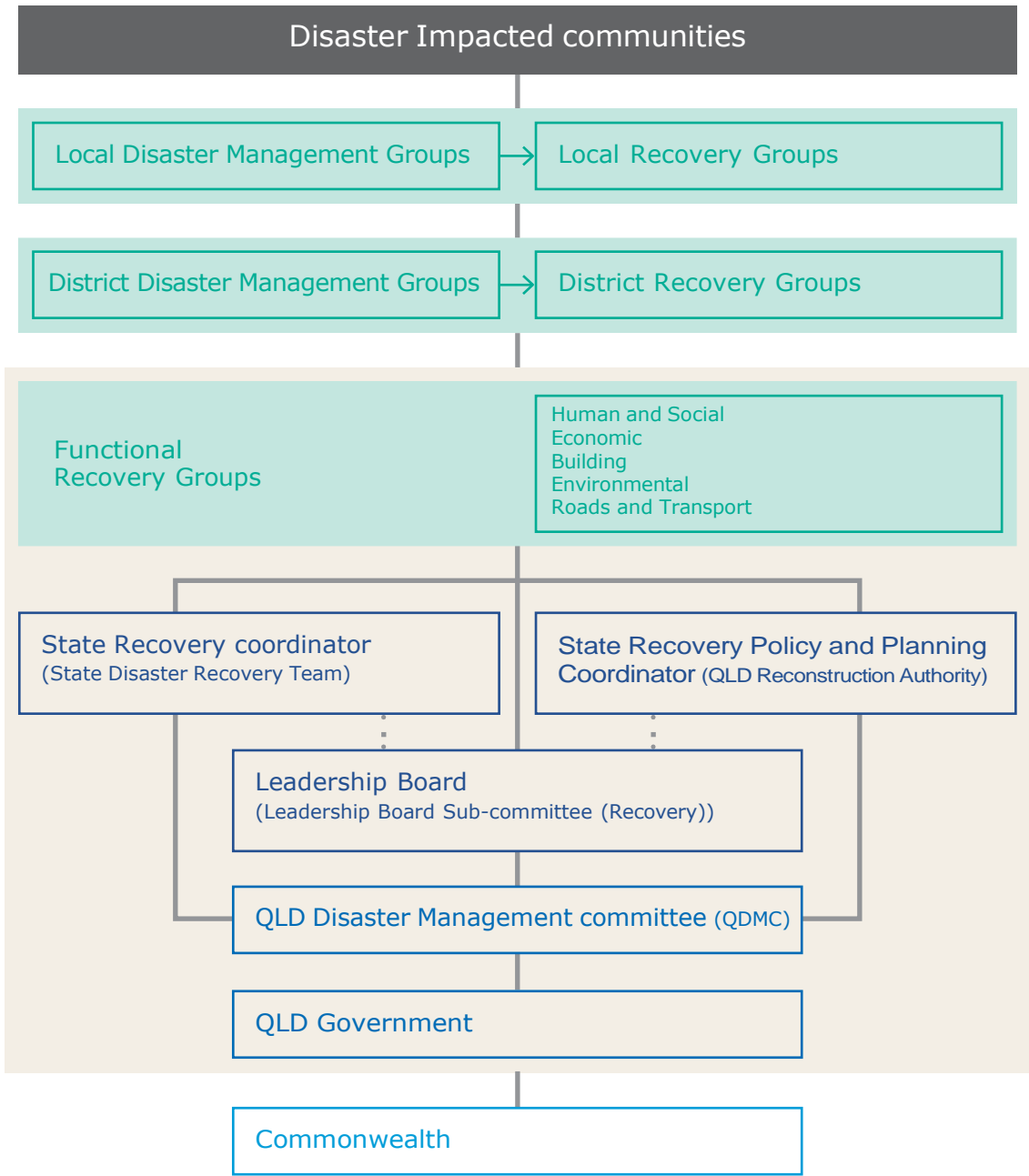


FIGURE 9.1  
 QLD'S DISASTER RECOVERY

## 9.4 Roles and responsibilities

The [Queensland Recovery Plan](#)<sup>8</sup> provides detailed information on the roles and responsibilities and reporting requirements of Queensland's recovery groups, committees and positions.

Further information on these roles can be found in Chapter 2: Governance and the Queensland Recovery Plan.

The key groups and positions are summarised below.

### 9.4.1 Queensland Reconstruction Authority

#### QRA is responsible for disaster recovery, resilience and mitigation policy in Queensland

The Queensland Reconstruction Authority (QRA) is the lead agency responsible for disaster recovery, resilience and mitigation policy in Queensland. It is also the functional lead agency for the Commonwealth/state funded Natural Disaster Relief and Recovery Arrangements (NDRRA) and the Queensland funded State Disaster Relief Arrangement (SDRA) coordination.

When directed by the Queensland Disaster Management Committee (QDMC), the QRA develops state strategic disaster recovery plans and ensures the efficient and effective coordination of recovery and reconstruction efforts following a disaster.

### 9.4.2 State Recovery Policy and Planning coordinator

The Chief Executive Officer, QRA is appointed to the role of State Recovery Policy and Planning Coordinator (SRPPC). The SRPPC is the standing State Recovery Coordinator and works collaboratively with all stakeholders to ensure that recovery programs provide the best possible service in terms of timeliness, coordination, quality of service and advice to government.

### 9.4.3 State Recovery coordinator

A State Recovery Coordinator (SRC), may be appointed by the chairperson of the QDMC to coordinate recovery operations following a disaster event. Following severe and/or widespread events, multiple SRCs may be appointed if, after consulting with the SRPPC, the chairperson of the QDMC is satisfied that the appointments are necessary.

### 9.4.4 Functional Recovery Groups

FRGs leverage existing and strong partnerships between local government and the state to ensure close collaboration and coordination during the management of recovery activities. This is in accordance with the needs and priorities identified by communities and the state, and in Local Recovery Plans. FRGs may 'Lean Forward' during the response phase of the disaster in preparation for the recovery.

### 9.4.5 Local and District Recovery Groups

Local Recovery Groups (LRGs) and District Recovery Groups (DRGs) should be established by LDMGs and DDMGs in the disaster impacted areas to ensure recovery planning and operations are coordinated and implemented effectively. The establishment of these groups is not mandatory under the Disaster Management Act 2003, and are established at the discretion of the Chair of the LDMG/DDMG depending on the scale of the disaster, impact/needs assessments and anticipated recovery operations. The Chair of the LDMG/DDMG authorises their establishment in consultation with key agencies on the group.

Membership of LRGs and DRGs can include representatives from local governments, state agencies, community groups and businesses.

Supported by the FRGs, these groups develop recovery plans that can be adapted and updated as recovery progresses to meet the emerging needs and priorities of the impacted communities.

Further information on recovery groups, including their establishment, membership, role of the chair, responsibilities, meetings and suggested recovery group terms of reference is detailed in the [Queensland Recovery Plan](#)<sup>8</sup>.



## 9.4.6 Leadership Board Sub-committee (Recovery)

A Leadership Board Sub-committee (Recovery) may be established to lead and monitor recovery progress and coordinate overlapping recovery activities across the functional recovery areas. This sub-committee membership comprises:

- the SRPPC
- Under Treasurer
- Commissioner, Queensland Fire and Emergency Services (QFES)
- Chief Executive Officer, QRA (if not appointed as the SRPPC)
- Directors-General for the FRG lead agencies
- Director-General, Department of the Premier and Cabinet (DPC)
- Commissioner, Queensland Police Service (QPS)
- the SRC, if appointed
- Chief Executive Officer, Local Government Association of Queensland (observer)
- Inspector-General Emergency Management (observer).

## 9.5 Transition from response to recovery

The transition from response operations to recovery operations will be influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, transition from response to recovery in large scale or geographically dispersed events may be staged, with simultaneous response and recovery operations.

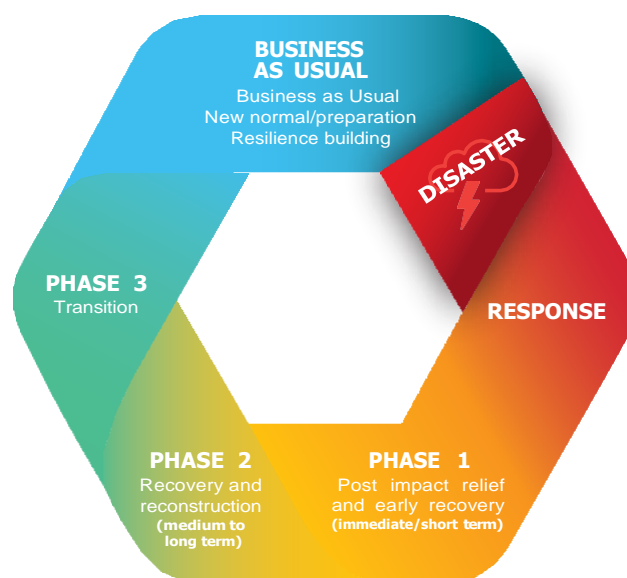
Information on the transition procedure, including timings and recovery are detailed in the [Queensland Recovery Plan](#)<sup>8</sup>.

## 9.6 Recovery operations

As shown in Figure 9.2, recovery operations will be undertaken across three phases:

- **Phase one:** Post-impact and early recovery
- **Phase two:** Recovery and reconstruction
- **Phase three:** Transition.

FIGURE 9.2  
THE THREE PHASES OF RECOVERY AND THEIR INTERRELATEDNESS



### 9.6.1 Impact assessment

**QRA is responsible for coordinating the impact assessment, with support from QFES**

An impact assessment is an analysis of the consequences of a disaster, based on data collected in relation to psychosocial, economic, natural and built environment impacts. It is the process of establishing:

- the impact of a disaster on a community
- the priority needs and risks faced by those affected by disaster
- the available capacity to respond and recover, including coping mechanisms of the affected population
- the most appropriate forms of response and recovery given the community's needs, risks and capacities
- the possibilities for facilitating and expediting recovery and development.

QRA is responsible for coordinating this assessment and is supported by QFES, when required.

## 9.6.2 Information coordination

As articulated in the Disaster Management Act 2003, disaster management groups are to ensure that information about a disaster is promptly given to relevant local, district and state groups.

All levels of recovery coordination – local, district and state – should share data and information through the Chairs of the relevant disaster management groups and committees. State and district levels of recovery will support recovery activities, providing assistance and support to local groups as required, regardless of formal recovery coordination operations.

## 9.6.3 Planning

Recovery planning is integral to disaster preparedness. This planning must be sufficiently flexible to deal with the needs of the impacted community, regardless of the nature of the disaster. Planning for specific recovery operations is to commence well before a particular hazard is likely to occur.

## 9.6.4 Cross-border human and social recovery arrangements

In some circumstances, interstate assistance may be required in relation to human and social recovery. These arrangements are outlined in the Guidelines for Interstate Assistance (Community Recovery) 2015.

This document provides a formalised process, through a reciprocal Memorandum of Understanding arrangement between the Social Recovery Reference Group member organisations (DCDSS in Queensland) for the timely

and meaningful exchange of social recovery resources between state and territory governments and the Commonwealth during major or catastrophic disasters.

## 9.7 Financial and resourcing arrangements

### 9.7.1 Additional capability

The ability to maintain continuity of services and to provide additional capability is critical to the planning and delivery of recovery efforts. Agencies and organisations should maintain a capability to undertake recovery operations while sustaining core staffing to manage routine business.

### 9.7.2 Natural Disaster Relief and Recovery Arrangements

The Natural Disaster Relief and Recovery Arrangements (NDRRA) is a joint funding initiative of the Commonwealth and state governments to assist the recovery of communities whose social, financial and economic wellbeing have been affected by a natural disaster or terrorism event. These arrangements provide a cost sharing formula between the Queensland and Australian Governments on a range of pre-agreed relief and recovery measures.

The [Natural Disaster Relief and Recovery Arrangements Determination 2017](#)<sup>51</sup> establishes four categories of assistance available under the NDRRA program:

#### Category A

- A form of emergency assistance that is given to individuals to alleviate their personal hardship or distress arising as a direct result of an eligible disaster.
- Counter Disaster Operations for direct assistance to an individual.

#### Category B

- Restoration or replacement of eligible essential public assets damaged as a direct result of an eligible disaster (assistance must meet requirements).
- Loans to small businesses, primary producers and loan/grant packages for non-profit organisations.
- Freight subsidies to primary producers.

- d) Grants to needy individuals.
- e) Counter Disaster Operations for the protection of the general public.

### Category C

A community recovery package designed to support a holistic approach to the recovery of regions, communities or sectors severely affected by an eligible disaster.

### Category D

An act of relief or recovery carried out to alleviate distress or damage in circumstances that are exceptional.

Category D assistance consists of extraordinary measures tailored to meet the circumstances of the disaster event. The relief measures are to be agreed by the Prime Minister and the Premier, where the standard NDRRA arrangements do not meet the specific requirements for recovering from the event.

## 9.7.3 State Disaster Relief Arrangements

The State Disaster Relief Arrangements (SDRA) are a state funded, all hazards, personal hardship financial assistance program to assist communities to recover from a disaster event and reduce personal hardship and distress.

## 9.7.4 Distribution of NDRRA and SDRA funds

The QRA administers and distributes NDRRA and SDRA funds to state and local government agencies

The DCDSS distributes NDRRA and SDRA funds to eligible individuals

QRIDA distributes NDRRA funds to eligible primary producers, small businesses and non-profit organisations

The QRA administers and is responsible for the distribution of NDRRA and SDRA funds to state and local government agencies on behalf of Queensland for disaster response and recovery activities and the reconstruction of infrastructure.

The DSDSATIP is responsible for the distribution of NDRRA and SDRA funding for activated relief measures to eligible individuals. This may be undertaken by DCDSS directly, or by non-government organisations or other entities in partnership with the department.

The Queensland Rural and Industry Development Authority (QRIDA) is responsible for the distribution of NDRRA funding for activated relief measures to eligible primary producers, small businesses and non-profit organisations.

Other funds, such as special recovery grants for primary producers and small businesses, or community recovery funding, are sought as required by relevant agencies if there are exceptional impacts from severe events.

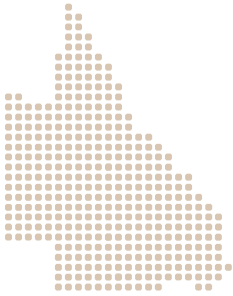
The QRA manages Queensland's relationship with National Emergency Management Australia (NEMA), the Commonwealth agency that administers the NDRRA Determination. The QRA ensures the use and application of funds are in accordance with eligibility requirements stipulated within the NDRRA Determination so that the Commonwealth will reimburse as appropriate.

## 9.7.5 State agency funds

State agencies may consider the allocation of additional funds for recovery activities as part of usual budgetary processes.



# 10 Disaster Management Research



## 10.1 Overview

### IGEM is responsible for enabling a sector-wide, collaborative approach to disaster management research

The Office of the Inspector-General Emergency Management (IGEM) is responsible for enabling a sector-wide, collaborative approach to research across all elements of disaster management. This includes:

- working with emergency services, government agencies, the business sector and the community to identify and improve disaster management capabilities, including volunteer capabilities
- identifying opportunities for cooperative partnerships to improve disaster management outcomes.

the [Queensland Disaster Management 2016 Strategic Policy Statement](#)<sup>3</sup> promotes collaboration and knowledge-building activities to drive an 'effective disaster management system' and is used as the basis for research activities by IGEM.

## 10.2 Focus of disaster management research

Disaster management research in Queensland should be:

- **responsive** by aligning to state and federal strategic directions as well as reflecting sector/practitioner-identified issues and opportunities
- **collaborative** via promotion of links between researchers, policy makers and practitioners to:
  - frame the problems to be tackled and the questions that need to be answered
  - undertake the research and ensure methodologies are appropriate for the questions being asked
  - interpret and share research to support continual improvement and build knowledge
- **accessible, practical and actionable** by practitioners,
- **accountable** through the use of contestable, ethical and responsible processes.

### 10.2.1 Disaster Management Research Framework

The Disaster Management Research Framework<sup>52</sup>, (Figure 10.1) supports collaboration between the tertiary and disaster management sectors, and promotes the use of research by disaster managers.

The purpose of the Disaster Management Research Framework is to:

- develop a coordinated approach to undertaking, managing and sharing research
- support the development of strategic research priorities for the disaster management sector
- promote engagement between government and the tertiary sector
- promote transitions between research and practice.

The framework focuses on the development of relationships between researchers and decision makers/industry sectors.

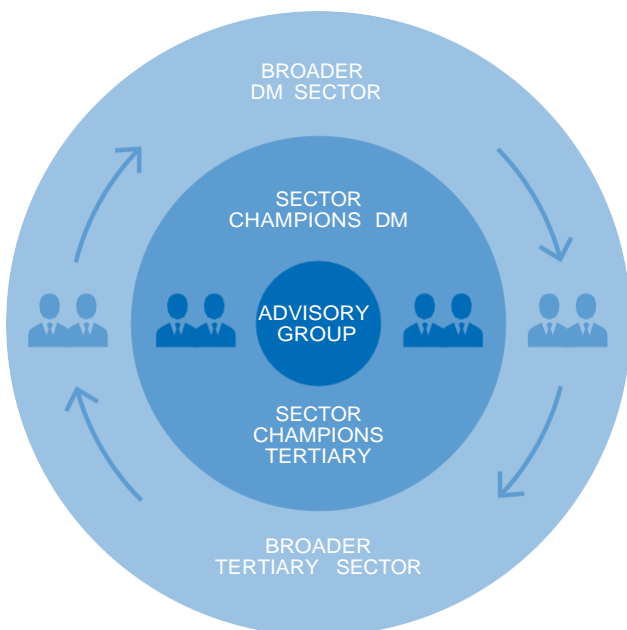
### 10.3 Knowledge brokering

#### IGEM is responsible for applying the Disaster Management Research Framework within Queensland

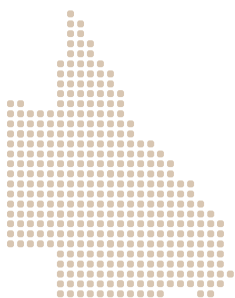
Knowledge brokering involves activities, which connect policy makers and practitioners to researchers, to help create partnerships, enable a better understanding of each other's goals and practical requirements, and promote the use of research-based evidence in decision making.

IGEM is a key knowledge broker within the Disaster Management Research Framework and is responsible for the application of the framework within Queensland.

FIGURE 10.1  
**THE DISASTER MANAGEMENT RESEARCH FRAMEWORK WAS DEVELOPED TO SUPPORT COLLABORATION BETWEEN THE TERTIARY AND DISASTER MANAGEMENT SECTORS**



# 11 Assurance



## 11.1 Overview

### IGEM is responsible for providing an assurance of public safety

The Office of the Inspector-General Emergency Management (IGEM) is responsible for providing the Premier of Queensland, the Queensland Government and people of Queensland an assurance of public safety through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of government, to the desired outcomes of the disaster management arrangements for Queensland.

IGEM assesses an entity's disaster management arrangements across five areas of accountability: governance, doctrine, enablers, performance and capabilities. Disaster management may be considered effective if it is scalable, comprehensive, interoperable, adaptable and value for money.

To achieve these performance outcomes, the Emergency Management Assurance Framework (EMAF) is to be applied by all disaster management entities.

## 11.2 The Emergency Management Assurance Framework

The [Emergency Management Assurance Framework](#)<sup>53</sup> is principles-based and includes the [Standard for Disaster Management in Queensland](#)<sup>9</sup> and assurance activities.

EMAF's objectives are:

- direct, guide and focus work of all entities, including all tiers of government, to achieve key disaster management outcomes for the community
- promote cooperation between entities responsible for disaster management in the state
- support emergency services, other entities and the community to identify and improve disaster management capabilities
- identify opportunities for cooperative partnerships to improve disaster management outcomes
- support continuous improvement in disaster management
- provide consistency and reinforce "cultural interoperability" based on "shared responsibilities"
- promote excellence in disaster management.

### 11.3 The Standard for Disaster Management in Queensland

The [Standard for Disaster Management in Queensland](#)<sup>9</sup> (the Standard) provides an outcomes-based approach to ensure a disaster management program meets the needs of the community. It does not prescribe *how* to undertake disaster management activities but focuses on *what* outcome should be achieved. This approach supports flexibility to tailor plans and activities to specific roles and responsibilities and local and contextual needs.

The standard is comprised of:

- **Six shared responsibilities** which reflect the main elements of disaster management:
  - hazard identification and risk assessment
  - hazard mitigation and risk reduction
  - preparedness and planning
  - emergency communications
  - response
  - relief and recovery.
- **Fourteen components** which reflect the key capabilities for disaster management in Queensland:
  - hazard identification and risk assessment
  - hazard mitigation and risk reduction
  - capability integration
  - planning
  - public engagement
  - communication systems
  - warnings
  - control
  - command
  - cooperation and coordination
  - operational information and intelligence
  - resource management
  - relief
  - recovery.



## 11.4 Assurance activities

Assurance activities form a part of IGEM's Assurance and Excellence Development Program. The program is based on the philosophy that issues should be informally addressed at the lowest possible level (locally). The outcomes associated with the assurance activities are shared either as advice, a professional practice consideration or a recommendation.

IGEM provides three tiers of assurance reflective of the level of independence, depth, scope and rigour applied to the activities:

- **Tier one** – assurance activities provide disaster management practitioners the ability to undertake a health check of their entity using the [Emergency Management Prioritisation Tool](#)<sup>54</sup>. This self-assessment tool provides an understanding of performance across all shared responsibilities. The tool can be completed multiple times as it is designed to be a 'point in time' evaluation.
- **Tier two** – assurance activities include:
  - research monitoring
  - meta-analysis of particular issues
  - annual disaster management plan assessments.

Plan assessments use a range of information sources to analyse and determine the effectiveness of each group's disaster management plans. The information gained from these assessments is collated across the state to provide an overall picture of disaster management across each component of the Standard.

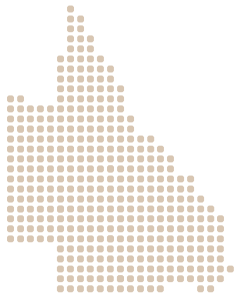
- **Tier three** – assurance activities are independent enquiries conducted by IGEM. They are designed to provide a greater level of assurance and understanding about a specific topic and have a deeper scope. For example, enquiries relating to training and exercising within disaster management or evacuation.

IGEM also completes capability reviews of disaster districts. A capability review:

- provides an assessment of effectiveness for a disaster district, including its local groups
- facilitates an improvement strategy, which can be actioned across the district
- develops system-wide capability building, through the identification of good practice and opportunities for improvement.

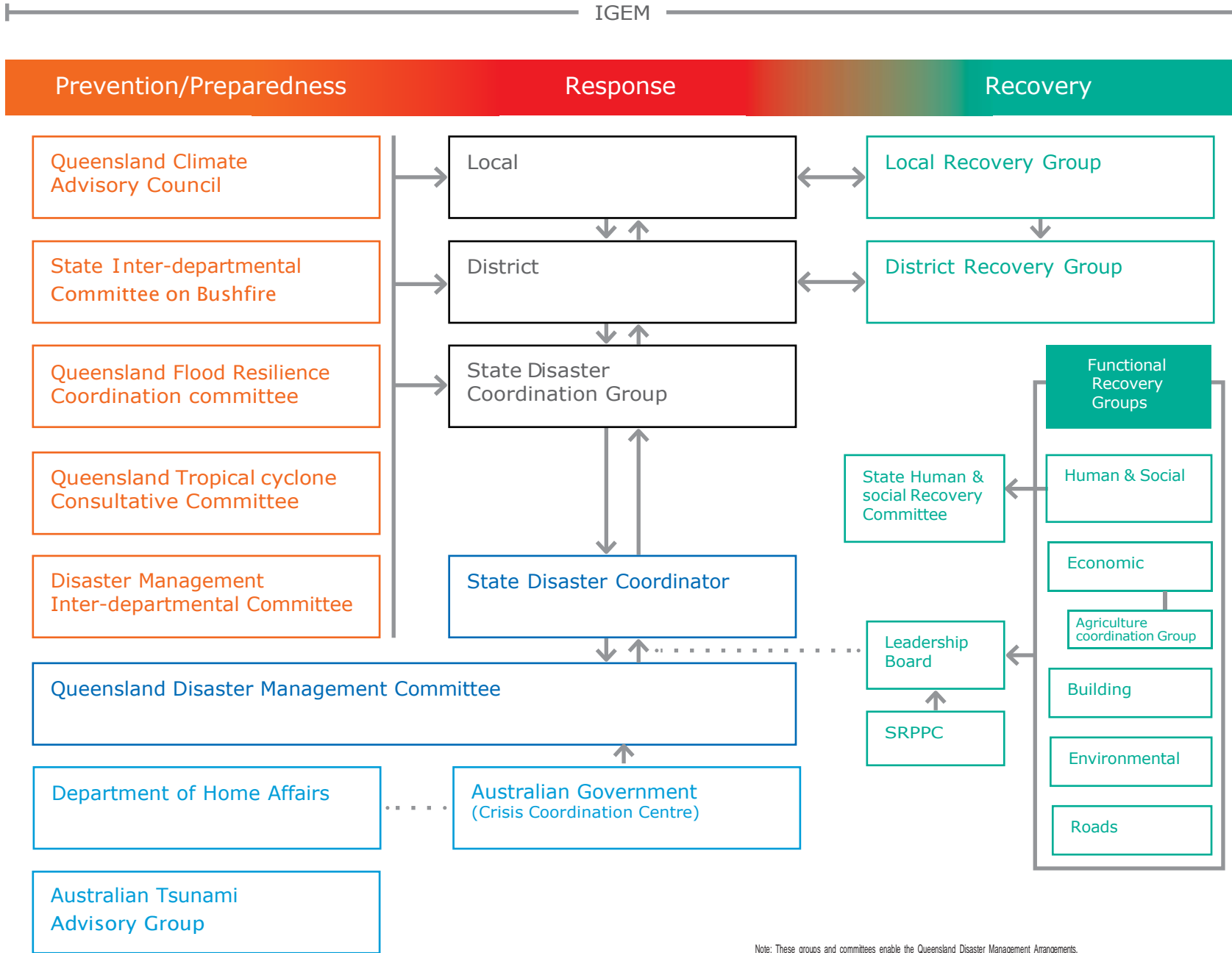


# 12 Appendices



<b>Appendix A</b>	Queensland Disaster Management Groups and Committees
<b>Appendix B</b>	Queensland Disaster Districts
<b>Appendix C</b>	Disaster Management Roles and Responsibilities
<b>Appendix D</b>	Queensland's Referable Dams
<b>Appendix E</b>	Document Map of Queensland Disaster Management Plans
<b>Appendix F</b>	Principles of Public Information Dissemination
<b>Appendix G</b>	Website Links

APPENDIX A  
DISASTER MANAGEMENT GROUPS AND COMMITTEES



Note: These groups and committees enable the Queensland Disaster Management Arrangements.



## APPENDIX B QUEENSLAND DISASTER DISTRICTS

Disaster District	Local Government Area
<b>Brisbane</b>	Brisbane City
	Redland City
<b>Bundaberg</b>	Bundaberg Regional
	North Burnett Regional
<b>Cairns</b>	Aurukun Shire
	Cairns Regional
	Cook Shire
	Douglas Shire
	Hope Vale Aboriginal Shire
	Kowanyama Aboriginal Shire
	Lockhart River Aboriginal Shire
	Mapoon Aboriginal Shire
	Napranum Aboriginal Shire
	Northern Peninsula Area Regional
	Pormpuraaw Aboriginal Shire
	Torres Shire
<b>Charleville</b>	Bulloo Shire
	Murweh Shire
<b>Dalby</b>	Paroo Shire
	Quilpie Shire
<b>Dalby</b>	Western Downs Regional
<b>Gladstone</b>	Banana Shire
	Gladstone Regional
<b>Gold Coast</b>	Gold Coast City
<b>Gympie</b>	Cherbourg Aboriginal Shire
	Gympie Regional
	South Burnett Regional
<b>Innisfail</b>	Cassowary Coast Regional
<b>Ipswich</b>	Ipswich City
	Somerset Regional
<b>Logan</b>	Logan City
	Scenic Rim Regional
<b>Longreach</b>	Barcaldine Regional
	Barcoo Shire
	Blackall Tambo Regional
	Longreach Regional
	Winton Shire

Disaster District	Local Government Area
<b>Mackay</b>	Isaac Regional
	Mackay Regional
	Whitsunday Regional
<b>Mareeba</b>	Croydon Shire
	Etheridge Shire
	Mareeba Shire
<b>Maryborough</b>	Tablelands Regional
	Fraser Coast Regional
	Moreton Bay Regional
<b>Mount Isa</b>	Boulia Shire
	Burke Shire
	Carpentaria Shire
	Cloncurry Shire
	Diamantina Shire
	Doomadgee Aboriginal Shire
	Mckinlay Shire
	Mornington Shire
	Mount Isa City
	<b>Rockhampton</b>
Livingstone Shire	
Rockhampton Regional	
Woorabinda Aboriginal Shire	
<b>Roma</b>	Balonne Shire
	Maranoa Regional
<b>Sunshine Coast</b>	Noosa Shire
	Sunshine Coast Regional
<b>Toowoomba</b>	Lockyer Valley Regional
	Toowoomba Regional
<b>Townsville</b>	Burdekin Shire
	Charters Towers Regional
	Flinders Shire
	Hinchinbrook Shire
	Palm Island Aboriginal Shire
<b>Warwick</b>	Richmond Shire
	Townsville City
	Goondiwindi Regional
	Southern Downs Regional



## APPENDIX C

# DISASTER MANAGEMENT ROLES AND RESPONSIBILITIES

The tables below outline the functions, roles, responsibilities and networks in disaster management, as identified by each agency.

### Australian Red Cross, Queensland Emergency Services

#### Emergency support functions

As outlined in the responsibilities section below.

#### Roles and responsibilities

##### Role

Australian Red Cross, Queensland Emergency Services brings a people-centred approach to disaster management, providing psychosocial support (PSS) and assisting efforts to ensure people's basic needs are met in the immediate aftermath of an emergency. We assist individuals and communities during and after an emergency to cope with and manage the psychosocial impacts of emergencies.

##### Responsibilities

- Best practice psychosocial support to affected individuals and communities during and immediately after an emergency
- Manages Register.Find.Reunite. system on behalf of our Commissioning Agency - QPS
- Family, friends and loved ones are reconnected during emergencies
- Best practice outreach planning and coordination
- Best practice immediate shelter management
  - The support that Red Cross provides to evacuation centres may vary depending on the need identified by Local Government Areas.
  - The common supports provided include, Meet & Greet, Registration & Intake, Personal Support and Evacuation Centre Management, which are underpinned by the application of Psychological First aid concepts and principles.
- Conduct a range of PSS activities in emergencies including:
  - Providing psychological first aid (PFA) in disaster affected communities,
  - Facilitating workshops in PFA, stress management/self-care and conducting information sessions
  - Participating in community meetings to provide PSS
- Contribute to Recovery Planning and work with key agencies
- Distribution of publications/resources to community members (e.g. Cleaning up after wind and water damage, Looking after Yourself and Your Family After a Disaster, etc.)

#### Groups / committees / plans

- Member: State Disaster Coordination Group

#### Agreements / specifications / plans

- MOUs with certain Local Government Areas regarding the Management of Evacuation Centre on behalf of the local Council
- MOUs with certain Local Government Areas s regarding supporting Evacuation Centre managed by the local Council
- Standing Offer Arrangement with the Department of Communities, Housing and Digital Economy for Human and Social Recovery Services as part of Disaster Relief and Recovery

#### Emergency powers (if applicable)

N/A



## Bureau of Meteorology (BOM)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

Provide forecasts, weather warnings and long term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians.

#### Responsibilities

- Collect, coordinate and distribute environmental observation data in support of advices, warnings and briefings.
- Provide seasonal climate outlooks for forward planning.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Co-chair (with QFES), Queensland Tropical Cyclone Consultative Committee
- Member, Queensland Flood Resilience Coordination Committee
- Member, State Inter-Departmental Committee for Bushfires
- Co-chair, (with Department of Home Affairs), Hazard Services Forum.

### Agreements / specifications / plans

- Inter-Governmental Agreement for Hazard Services (ANZEMC 2016)
- Service Level Specification for Flood Forecasting and Warning Services for Queensland (BOM 2016)
- Memorandum of Understanding, (Fire Weather Services) (BOM & QFES 2014)
- Tropical Cyclone Storm Tide Warning – Response System Handbook (BOM & QFES 2016)

### Emergency powers (if applicable)

N/A

## Department of Agriculture and Fisheries (DAF)

### Emergency support functions

Containment, control and eradication of emergency animal and plant diseases, plant and animal pests, invasive plants and animals, residue and contaminants in agricultural commodities and emergency animal welfare incidents .

### Roles and responsibilities

#### Role

Lead agency for containment, control and eradication of emergency animal and plant diseases and pests. DAF also provides advice on agriculture, fisheries and forestry including advice on agricultural supply chains and animal welfare incidents in a disaster event.

#### Responsibilities

- Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals.
- Provide advice on livestock welfare.
- Ensure the ongoing supply of fresh food as an essential service.
- Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community.
- Provide advice in relation to agriculture, fisheries and forestry disaster impacts.
- Coordinate destruction of stock or crops in an emergency pest / disease situation.
- Administer DRFA relief measures including agriculture industry recovery operations as required.
- Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery.
- Report on the possible impact seasonal conditions and climate events will have on the agricultural sector.
- Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on agriculture, fisheries and forestry industries and the issues that individuals and businesses are facing in responding to and recovering from a disaster event.

## Department of Agriculture and Fisheries (DAF)

- Engage with industry on preparedness for climate risks and aid with economic recovery.
- Assist agriculture and fishery industries in prevention and preparedness through normal business operations and service provision to industry and the communities.
- Participate in DDMGs.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, Economic Recovery Group
- Member, Environmental Recovery Group
- Agriculture Coordination Group

### Agreements / specifications / plans

- AUSVETPLAN
- AQUAVETPLAN
- PLANTPLAN
- EMP Plan (Emergency Marine Pests Plan)
- National Environmental Biosecurity Response Agreement (NEBRA)
- Biosecurity Emergency Operations Manual

### Emergency powers (if applicable)

#### Biosecurity Queensland (DAF)

Biosecurity Queensland operates under the Biosecurity Act 2014. This Act provides Biosecurity Queensland with the necessary powers to respond to biosecurity emergencies. The powers include:

- Emergency Powers Inspectors - the emergency powers of inspectors are designed for use in high risk, emergency circumstances where a delay in taking action may result in a significant adverse impact on human health, the economy, social amenity or the environment. These powers can only be exercised for a period of up to 96 hours from when the inspector first exercised the powers.
- Biosecurity Emergency Order - a biosecurity emergency order must primarily be directed at taking emergency action to isolate the biosecurity emergency area identified in the order to stop the spread of any biosecurity matter associated with the biosecurity event and, if practicable, eradicate the biosecurity matter. The chief executive must be satisfied on reasonable grounds, that the seriousness or potential seriousness of the biosecurity event and the extent of its impact or likely impact, that an emergency response as provided for in the order is necessary. This order may last for a period of up to 21 days.
- Movement Control Order - a movement control order can be used for managing, reducing or eradicating stated biosecurity matter (controlled biosecurity matter) by prohibiting or restricting the movement of biosecurity matter, including controlled biosecurity matter or of a carrier. This order may last for a period of up to three months.
- Biosecurity Act 2014
- Animal Care and Protection Act 2001

## Department of Children, Youth Justice and Multicultural Affairs (DCYJMA)

### Emergency support functions

- Monitor
- Report

### Roles and responsibilities

#### Role

- Support vulnerable children, young people, families, foster and kinship carers and clients of DCYJMA to prepare for, respond to and recover from a disaster event.
- Connect and work with DCYJMA-funded non-government organisations (NGOs) to ensure provision of service to DCYJMA clients during disasters.
- Support Queensland Government disaster response efforts through releasing Ready Reserves for Community Recovery deployments, where possible and appropriate.

## Department of Children, Youth Justice and Multicultural Affairs (DCYJMA)

### Responsibilities

- Child and Family Services to continue service delivery to children and young people who have been harmed, are at risk of harm, and/or subject to child protection orders.
- Youth Justice Services to continue providing services to children and young people subject to youth justice orders and ensure youth detention centres remain operational.
- Multicultural Affairs to advise emergency management and recovery agents on the best ways to reach multicultural and ethnic communication organisations and groups, as well as culturally and linguistically diverse (CALD) communities.
- DCYJMA to ensure DCYJMA-funded NGOs can remain operational and deliver services to clients during disasters.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, District Disaster Management Group
- Member, Local Disaster Management Committee
- Member, Human and Social Recovery Group

### Agreements / specifications / plans

- DCYJMA monitors the capability and capacity of DCYJMA-funded suppliers to maintain service delivery for vulnerable and at-risk children, young people and families.
- DCYJMA contributes to disaster impact assessments through its role on the State Disaster Coordination Group.
- DCYJMA contributes to recovery planning and recovery operations through its role on the Human and Social Functional Recovery Group.
- DCYJMA, through Multicultural Affairs, has provided funding to contracted organisations under the Community Action for a Multicultural Society program to build their capability to support existing, or further develop, work with community leaders from CALD backgrounds as connector points for CALD communities during disaster prevention, preparedness, response and recovery.

### Emergency powers (if applicable)

N/A

## Department of Communities, Housing and Digital Economy (DCHDE)

### Emergency support functions

- Cyber Security
- Human and Social Recovery

### Roles and responsibilities

#### Role

- Hazard lead for cyber security
- Functional lead for human and social recovery
- Functional lead for coordination of ICT and telecommunications advice
- Back end financial transaction processing on behalf of response and recovery agencies

#### Responsibilities

- Cyber Security
  - Activate the disaster management arrangements in line with the Cyber Security Hazard Plan
  - Coordinate information sharing, public messaging and technical resources
  - Coordinate communication with state and federal technical governance bodies, local industry and academia
  - Coordinate the state and federal cyber security technical bodies to implement mitigations to recover digital assets and services
  - Undertake post incident review and develop potential policy responses
- Human and Social Recovery
  - Coordinate and/or provide human and social recovery information and/or resources to support Local and District Disaster Management Groups
  - Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:
    - promotion and/or referral to local community services
    - 1800 Community Recovery Hotline
    - grants portal
    - multi-agency recovery hubs

## Department of Communities, Housing and Digital Economy (DCHDE)

- case coordination to support people with complex needs and/or increased risk of vulnerability
- outreach
- Purchase extraordinary human and social recovery services when local service system capacity is exhausted
- Facilitate the matching and enabling of Emergency Volunteering Community Response to Extreme Weather (EVCREW) volunteers with volunteer involving organisations
- Facilitate the matching of donated goods and offers of assistance to identified human and social recovery need
- Enable access to emergency and temporary accommodation assistance
- Administer SDRA and DRFA personal hardship measures for eligible individuals
- Manage the deployment of the Queensland Government Community Recovery Ready Reserve workforce
- ICT and telecommunications advice
  - Actively manage whole of Government ICT infrastructure, data centres, networks and security solutions
  - Liaise with the telecommunications industry in relation to the impact of disaster related outages on the functioning of response agencies and the wider community
  - Collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical
  - Support the ICT (including desktops, laptops, iPads and Portable Office Kits such as routers and switch) that are used in Queensland Government Community Recovery Ready Reserve activation sites and coordination centres.
  - Support the ICT infrastructure underpinning the CR Assist and CR Portal systems used to manage Queensland Government Community Recovery Ready Reserve activities.
- Support functions on behalf of response and recovery agencies
  - Provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies
  - Government website publishing of public information about major events and/or disasters (in partnership with relevant content/franchise owners)
  - Provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – facilitating reactive and tailored communication
  - Provide whole of government and agency specific services that contribute to governments frontline service delivery such as processing grant payments, extraordinary payroll transactions and other financial transactions on behalf of frontline agencies.

### Groups / committees / plans

- Member, Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Chair, Human and Social Recovery Group
- Chair, Human and Social Recovery Committee

### Emergency powers (if applicable)

N/A

## Department of Education (DoE)

### Emergency support functions

- Provision of departmental buildings that can be transitioned to cyclone shelters, places of refuge and evacuation centres.
- Support communications prior to, during and after an event.

### Roles and responsibilities

#### Role

Lead, manage and coordinate the department's planning, preparation, response and recovery from disasters and emergencies.

#### Responsibilities

- Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DoE schools, institutions and workplaces.
- Ensure that all state schools, regional offices and other workplaces have a documented emergency response plan.
- Ensure that all DoE regional officers and key workplaces have a documented emergency response plan.
- Ensure that DoE is prepared to respond to and recover from, disasters and emergencies.

## Department of Education (DoE)

- Facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event.
- Facilitate the transition of DoE facilities to cyclone shelters, places of refuge and evacuation centres as required or directed. (Maintenance commitments for places of refuge and evacuation centres and other additional information can be found at [det.qld.gov.au/emergency-management](http://det.qld.gov.au/emergency-management)).
- Contribute to the state-wide response to disasters and emergencies as required.
- Provide workplace health and safety advice, information and awareness about electrical, chemical, asbestos and general safety matters in the lead up to, during and following cyclones, storms, floods and other disasters.

### Groups / committees / plans

- Member, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Member, Human and Social Recovery Group
- Member, Building Recovery Group
- Member, District Disaster Management Group

### Emergency powers (if applicable)

N/A

## Department of Energy and Public Works (DEPW)

### Emergency support functions

#### Public Works

- Building and engineering services
- Building recovery

#### Energy

- Electricity supply shortages and system security/reliability
- Reticulated natural gas supply shortages
- Liquid Fuel Supply Shortages

### Roles and responsibilities

#### Public Works

- Functional lead agency for building and engineering and building recovery
- Coordinate emergency fleet vehicles for state agencies
- Coordinate technical advice on structural suitability of buildings to use as places of refuge, evacuation centres and cyclone shelters.
- Coordinate temporary office accommodation for use by state agencies
- Coordinate structural assistance grant assessments.
- Maintain contact registers of professional service providers, specialist building contractors, building services and trades.

#### Energy

- Establish and communicate arrangements for an emergency event that impacts or has the potential to impact on security of electricity, gas or liquid fuel supply.
- Develop and maintain Energy Emergency response arrangements that guide responses to an energy emergency, regardless of the type of hazard.
- Maintain a watching brief and facilitate information transfer in a developing situation that may result in an energy emergency with impacts at the local, district, state or national level.
- Advise and support the Minister if the implementation of portfolio emergency powers is required to maintain supply security during an energy emergency.
- Maintain contact registers for key stakeholders:
  - Generation, transmission and distribution entities (electricity)
  - Transmission and distribution service providers (gas)
  - Liquid fuel supply wholesale providers
  - Governments (inclusive of national coordination forums, communication and media)
  - Market and peak bodies

## Department of Energy and Public Works (DEPW)

### Groups / committees / plans

#### Public Works

- Member, Queensland Disaster management committee
- Member, State Disaster Coordination Group
- Chair, Building Functional Recovery Group
- Member, Human and Social Recovery Group
- Member, District Disaster Management Groups
- Member, Queensland Flood resilience Coordination committee

#### Energy

- Member, State Disaster Coordination Group
- Member, National Electricity Market Emergency Management Forum (NEMEMF)
- Member, National Gas Emergency Response Advisory Committee (NGERAC)
- Member, National Oil Supplies Emergency Committee (NOSEC)

### Agreements / specifications / plans

#### Public Works

- DEPW Disaster Management Plan
- DEPW Regional Disaster Management Plans

#### Energy

- Energy Emergency Planning:
- Electricity Emergency Sub-Plan
- Gas Emergency Sub-Plan
- Liquid Fuel Emergency Sub-Plan
- As a member jurisdiction of NEMEMF, NGERAC and NOSEC, the following national plans also apply to jurisdictional activities during an energy emergency:
- Power System Emergency Management Plan (electricity)
- Interruption to Supply Process (gas)
- Liquid Fuel Emergency Response Plan (liquid fuel)

Note: Stakeholders associated with electricity, gas and liquid fuel supply (including Government-owned Corporations) are responsible for managing their own emergency response arrangements. Any government intervention mechanisms are a last resort following the failure of market response mechanisms.

### Emergency powers (if applicable)

#### Energy

Powers as listed and defined by:

- The Electricity Act 1994;
- The Gas Supply Act 2003; and
- The Liquid Fuel Supply Act 1984.

## Department of Environment and Science (DES)

### Emergency support functions

Scientific and technical advice to response activities, regulatory support to affected stakeholders, coordination of environmental recovery initiatives, management of protected areas to support the community and biodiversity.

### Roles and responsibilities

#### Role

Leaders and partners in managing, protecting, and restoring Queensland's natural environment and cultural and built heritage values; specifically conserving biodiversity, threatened species and protected areas including World Heritage and the Great Barrier Reef – delivering a streamlined environment and heritage regulatory system that supports ecologically sustainable development and economic recovery - and harnessing scientific excellence and enabling environmental market growth including for disaster resilience and climate risk management and resource recovery and recycling.

#### Responsibilities

##### Scientific and technical advice to response activities:

- Develop and implement strategies to better understand how climate change will affect Queensland, transition to a low carbon future, and adapt to the impacts of changing climate.
- Provide storm tide and wave information, expertise, and advice in accordance with the 12th edition of the Tropical Cyclone Storm Tide Warning Response System Handbook (2016).
- Undertake post event coastal field investigations to assess coastal impacts and storm tide inundation levels following a significant storm tide event.
- Assist with satellite imagery acquisition (Landsat and Sentinel), processing and distribution activities from cross-agency coordination with Department of Resources, Land and Spatial Unit, and Geoscience Australia's Disaster Assistance Team, as requested.
- Assist with disaster impact mapping and assessment based on land cover, burnt area and/or land use data derived from remote sensing, as requested.
- Provide water quality monitoring through catchment and estuarine programs including analysis of samples to provide data on nitrogenous and phosphorous contaminants, suspended sediments and selected pesticides that may impact the natural environment, as well as the use of sensor networks where available for sediments and nitrate.
- Deliver hydrodynamic/ biogeochemical modelling, through the eReefs data portal providing near real time river plume footprints.

##### Regulatory support to affected stakeholders:

- Provide environmental expert assessment and advice on:
  - impacts and potential harm of incidents on environmental values
  - priorities for protection of environmental values
  - contaminant containment and treatment measures
  - environmental harm mitigation measures
  - clean up measures for environments and wildlife
  - transport and disposal of wastes and contaminated materials.
- Provide environmental risk assessment of events and incidents affecting infrastructure, mining and industrial sites and, where necessary, authorise emergency actions and releases.
- Provide situational monitoring of local government infrastructure including landfills, sewage treatment plants and sewage pump stations, and the provision of expert advice.
- Provide environmental management advice, assistance and direction during incident response and recovery phases as required under the State Chemical, Biological and Radiological Plans, Queensland Coastal Contingency Action Plan, National Plan for Maritime Emergencies, related MOUs and agreements.
- Establish mechanisms for industry, landowners and local governments to receive necessary environmental approvals for recovery (e.g. temporary landfills, beach replenishment, replacement of coastal infrastructure, fill extraction for road repairs, port facility dredge spoil disposal, retrieval of hazardous materials, repairs to heritage listed places and dispensation to nature refuge holders).
- Conduct investigations pursuant to the Environmental Protection Act 1994 and other environment and conservation legislation.

##### Coordination of environmental recovery initiatives:

- Lead agency for the Environment Functional Recovery Group, responsible for group coordination, assessment of needs and impacts, and stakeholder engagement.
- Coordination of input into environment recovery plans, with ongoing coordination and reporting on tasks for the life of plan.
- Administer DRFA financial relief measures for groups coordinating locally led environment recovery initiatives.

## Department of Environment and Science (DES)

### Management of protected areas to support the community and biodiversity:

- Through the Queensland Parks and Wildlife Service (QPWS), respond to bushfires that occur on land it manages, and maintain a firefighting capability to meet this responsibility.
- Manage bushfire incidents on national parks, conservation parks and state forests unless there is a threat to life or property, or the bushfire is likely to progress beyond QPWS managed land, in which case the responsibility is transferred to QFES as per the Queensland Bushfire Plan.
- Coordinating closures and evacuations with the Queensland Police Service, along with the management of impacts and careful reopening of national parks, conservation parks, state forests and department owned visitor attractions.
- Monitor and advise on management of impacted native wildlife outside the protected areas and reduce conflict and risks to the community due to their displacement.
- Partnering with First Nations peoples to steward country and culture, and incorporate traditional knowledge into programs and management practices, along with connecting people with nature and sustainable ecotourism opportunities.

### Groups / committees / plans

- Invited Guest, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Member State Bushfire Committee
- Chair, Coastal Hazard Inundation Committee
- Member, Disaster Management & Climate Adaptation meeting
- Member, Leadership Board Sub-Committee (Recovery)
- Member, Queensland Resilience Coordination Committee
- Chair, Environment Functional Recovery Group
- Member, Economic Functional Recovery Group
- Member, District Disaster Management Groups (all)
- Member, Crisis Communication Network
- Volunteer staff, SDCC Public Information Capability

### Agreements / specifications / plans

- Interagency Protocol for Fire Management (QFES and QPWS)
- Memorandum of Understanding for the effective management of State lands administered under the Forestry Act 1959 (DES and DAF)

### Emergency powers (if applicable)

Activation of emergency powers via instruments under the Environmental Protection Act 1994, such as Emergency Directions, Environmental Protection Orders, Temporary Emissions Licences and Clean-up Notices.



**Department of Justice and Attorney-General (DJAG)****Emergency support functions**

As outlined in the roles and responsibilities section below.

**Roles and responsibilities****Role**

- Lead role for providing high level legal advice to the government.

**Responsibilities**

- Provide high level legal advice to the government.

**Groups / committees / plans**

- Member, State Disaster Coordination Group
- Member, Crisis Communication Network

**Emergency powers (if applicable)**

N/A

## Department of the Premier and Cabinet (DPC)

### Emergency support functions

- External affairs
- Public information

### Roles and responsibilities

#### Role

Coordinate disaster management policy and arrangements with the Commonwealth.

#### Responsibilities

- Support the Premier as Chair of the Queensland Disaster Management Committee
- Represent Queensland at the National Crisis Committee (Angela?)
- Represent Queensland on the Australia-New Zealand Emergency Management Committee and Queensland on the Australia-New Zealand Counter-Terrorism Committee and associated sub-committees
- Represent Queensland at National Cabinet
- Coordinate whole-of-government disaster management policy
- Support the lead agency in the delivery of response communication and media
- With the responsible lead agency, manage the Public Information (PIC) function within SDCC
- Coordinate whole-of-Government communication via the Crisis Communication Network once activated
- Coordinate disaster relief appeal management
- Coordinate Australian Government assistance

### Groups / committees / plans

- Assisting Official, Queensland Disaster Management Committee
- Member, Australia-New Zealand Emergency Management Committee
- Member, Australia-New Zealand Counter-Terrorism Committee
- Deputy Chair, Queensland Counter-Terrorism Committee
- Member, Queensland Counter-Terrorism Committee – Critical Infrastructure Working Group
- Member, State Disaster Coordination Group
- Member, Community Outcomes and Recovery sub-Committee
- Member, Mitigation and Risk sub-Committee
- Member, Critical Infrastructure Advisory Council
- Member, Trusted Information Sharing Network groups
- Chair, Crisis Communication Network
- Queensland Government Crisis Communication Plan
- Human and Social Services Functional Recovery Group

### Emergency powers (if applicable)

N/A

## Department of Resources (DoR)

### Emergency support functions

As outlined in the responsibilities section below.

### Roles and responsibilities

#### Role

Contribute to disaster management responses across those areas where the department has responsibilities or special expertise.

#### Responsibilities

- Manage impacts on unallocated state land and other land managed by the department.
- Provide assistance during a disaster in the capture of spatial imagery and spatial information analysis and product production as necessary.

## Department of Resources (DoR)

- Manage impacts on and from Queensland abandoned mines.
- Provide updates where available on the closure and opening status of current mining operations.
- Issue warnings, alerts and general information in accordance with Emergency Action Plans for the referable water dams that are managed by the Department.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, District Disaster Management Groups

### Agreements / specifications / plans

- Emergency Action Plans for referable dams

### Emergency powers (if applicable)

N/A

## Department of Regional Development, Manufacturing and Water (DRDMW)

### Emergency support functions

Water

- Dam Safety for referable water dams that have a population at risk of 2 or more persons .
- Water Supply Regulation (Drinking Water Quality)

### Roles and responsibilities

#### Role

- Establish and communicate arrangements for an emergency event that impacts or has the potential to impact on security of water supply or pose a life safety risk from a referable dam.
- Develop and maintain DRDMW emergency management procedures that provide guidance in the response to a water supply emergency, regardless of hazard.
- Deliver innovative policy, planning and regulatory solutions in partnership with stakeholders to support reliable water supply.
- Contribute to disaster management responses across those areas where the department has responsibilities or special expertise that include the management of DRDMW stream gauges that provide stream height, flow and rainfall data used by the Bureau of Meteorology.

#### Responsibilities

##### Water

- Provide information and advice on the issues of dam safety and drinking water supply (continuity and/or safety) as required.

##### Dam Safety

- Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in event of incidents or failures of dams.
- Collate information from dam owners on event impacts
- Exercise dam safety powers if needed to minimise the risk or failure or consequences of a dam failure.

##### Drinking Water

- Ensure drinking water quality management plans are in place by registered drinking water service providers (this does not include private or unregistered providers)
- Collate information from service providers and operators of drinking water schemes
- Work in partnership with Public Health Units (Queensland Health) regarding drinking water quality issues.
- Act as a conduit of information between all relevant parties including the support and enactment of emergency powers.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, Disaster Management inter-departmental Committee
- Member, Queensland Tropical Cyclone Consultative Committee
- Member, Economic Functional Recovery Group
- Member, Roads and Transport Functional Recovery Group as required

**Agreements / specifications / plans**

- N/A

**Emergency powers (if applicable)**

Stakeholders associated with dam safety and water supply are responsible for managing their own emergency response arrangements and supply issues; any government intervention mechanisms are a last resort, following failure of market-based mechanisms.

Water Supply (Safety and Reliability) Act 2008

- Chief executive may give a direction to a dam owner or operator to take actions if they are satisfied or reasonably believe there is danger of the failure of a dam.
- The Chief Executive may also authorise an authorised officer to take reasonable steps to prevent or minimise the impact of dam failure.
- Chief Executive can give a direction to any person if an event has happened or is likely to happen, in relation to a recycled water scheme or drinking water scheme that may have an adverse effect on public health.
- Chief Executive may give a direction to a service provider to take action if there is an imminent risk to water security or continuity of supply of a water service or sewage service.

Water Act 2000

- Minister may make a water supply emergency declaration and direct a service provider to make available water including recycled and desalinated water, operate infrastructure restrict the volume of water supplied to customers or restrict the way water is used.

## Department of Seniors, Disability Services, Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP)

**Emergency support functions**

- N/A

**Roles and responsibilities****Role**

- Contribute to disaster management responses across those areas where the department has responsibilities or special expertise.

**Groups / committees / plans**

- N/A

**Agreements / specifications / plans**

- Member, State Disaster Coordination Group
- Member, Humanities Recovery Group

**Emergency powers (if applicable)**

N/A

## Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)

### Emergency support functions

- Member, State Disaster Coordination Group
- Chair, Economic Functional Recovery Group
- Member, Environment Functional Recovery Group
- Member, Roads and Transport Functional Recovery Group

### Roles and responsibilities

#### Role

- Lead agency for economic recovery after a disaster event, playing a key role in assisting local government, business and industry in resilience and recovery strategies and planning.
- DSDILGP chairs the Economic Functional Recovery Group which provides strategic advice to the Queensland Government and relevant stakeholders on economic impacts and develops and implements immediate recovery actions.
- The Economic Functional Recovery Group also coordinates input from relevant departments, local government and industry bodies to contribute the economic component to the State Event Specific Recovery Plan.

#### Responsibilities

- Initial situation reports on economic impacts on jobs, business and industry in disaster affected areas.
- Initial situation reporting on economic impacts of local government areas (LGAs) and the state as a whole.
- Chair the Economic Functional Recovery Group and ensure the group fulfils its functions under the Queensland Recovery Plan.
- Provide support to relevant authorities restoring power, water and communications in the affected communities for the resumption of economic activity.
- Ongoing coordination and reporting on the economic recovery tasks for the life of the recovery plan.
- Support the implementation of the State Planning Policy (SPP) which outlines 17 state interests to be considered in development assessment and in every planning scheme across Queensland. It includes the state interest of natural hazards, risk and resilience.
- Prepare and implement regional plans that identify and interpret relevant matters of state interests for a particular region including natural hazards, risk and resilience to achieve desired outcomes.
- Monitor disaster events, if relevant declare an applicable event that may affect a State interest under the Planning Act 2016 and administer applicable event provisions through the Queensland planning framework.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Chair, Economic Functional Recovery Group
- Member, Environment Functional Recovery Group
- Member, Roads and Transport Functional Recovery Group
- Member, Steering Committee & Management Group - Brisbane River Catchment Flood Study Strategic Floodplain Management Plan (BRCFS SFMP) implementation (post-2011 event actions).

### Agreements / specifications / plans

- Queensland Recovery Plan - Economic Functional Recovery Group
- State Event Specific Recovery Plan – Economic Functional Recovery Group

### Emergency powers (if applicable)

- Planning Act 2016 (s 166 – Exemptions if emergency causing safety concern. Chapter 7 Part 4B – applicable events)
- Economic Development Act 2012 (s. 81 – Development or use carried out in an emergency and Chapter 5, Part 3B – Applicable events)

## Department of Tourism, Innovation and Sport (DTIS)

### Emergency support functions

- Monitor
- Report
- Respond
- Manage recovery programs as and when they arise

### Roles and responsibilities

#### Role:

- Assist the Queensland Government to help Queensland prepare for, respond to and recover from an emergency through the departmental Emergency Management Plan (EMP). The EMP complements the Queensland State Disaster Management Plan and is enacted in line with the Disaster Management Act 2003, Disaster Management Strategic Policy Statement and the Queensland Recovery Plan.
- Operate in partnership with other Queensland Government departments.
- Ensure the safety of users of departmentally owned and operated venues, including recreation centres and sporting facilities and manage impacts from natural disasters on these community assets.
- Coordinate activities following a disaster to support tourism recovery in impacted areas throughout Queensland through the Economic Recovery Group, and actively engage with key partners to ensure a coordinated approach to economic recovery efforts including:
  - the Department of State Development, Infrastructure, Local Government and Planning
  - Tourism and Events Queensland (TEQ)
  - Queensland Tourism Industry Council.
- Support the recovery of the sport and recreation industry following a disaster through:
  - collecting data on damaged infrastructure
  - activating the Sport and Recreation Disaster Recovery Program
  - working with key agencies to identify options for the recovery of impacted infrastructure
  - where Sport and Recreation Division, DTIS, is to deliver any jointly funded Queensland Reconstruction Authority (QRA) program; design, develop and administer the program in accordance with the agreed QRA guidelines.

#### Responsibilities:

- Coordinate evacuations, closures and restoration of damage to departmentally owned and operated sport and recreation facilities.
- Compile and provide situation reports on impacts to tourism zones, and tourism and sport and active recreation infrastructure.
- Resilience and recovery strategies for the tourism and sport and active recreation industries.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, Economic Functional Recovery Group
- Member, Building Functional Recovery Group
- Lead (through TEQ) the TEQ Crisis Communications Network

### Agreements / specifications / plans

DTIS EMP

### Emergency powers (if applicable)

N/A

## Department of Transport and Main Roads (DTMR)

### Emergency support functions

- Transport network
- Roads and transport recovery
- Maritime emergency response and ship-sourced marine pollution

### Roles and responsibilities

#### Role

Coordinate the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities. TMR also engage directly with industry and the community on recovery and reconstruction phases following the natural disaster and leads the planning and implementation of the roads and transport functional line of recovery activities.

#### Responsibilities

- Provide information and advice regarding the impact of the event on road, rail and maritime infrastructure.
- Assist with the safe movement of people resulting from mass evacuation.
- Maritime Safety Queensland (MSQ), a branch of TMR, is responsible for ensuring maritime safety for shipping and is the lead for dealing with ship-sourced pollution that impacts, or is likely to impact, Queensland coastal waters and the waters of the Great Barrier Reef World Heritage Area and Torres Strait. The arrangements for mitigating the effects of ship-sourced pollution on Queensland's marine and coastal environment are described in the Queensland Coastal Contingency Action Plan (QCCAP). MSQ is also responsible for the maritime response/recovery to severe weather events -Tropical Cyclones and floods.
- Enable an accessible transport network through reinstating road, rail and maritime infrastructure. Rail infrastructure reinstatement remains the responsibility of Queensland Rail or private rail infrastructure owners.

### Groups / committees / plans

- Member and Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Chair, Roads and Transport Functional Recovery Group
- Member, Crisis Communications Network
- Member, Queensland Counter-Terrorism Committee

### Emergency powers (if applicable)

The Maritime Safety Queensland Act 2002 establishes MSQ to provide professional, specialist advice to and undertake particular functions of the Chief Executive in relation to marine safety, ship sourced pollution and related matters. MSQ has power to do anything necessary or convenient to be done for the performance of MSQ's functions.

- Maritime Safety Act 2002
- Transport Operations (Marine Pollution) Act 1995 and Regulation 2008
- Transport Operations (Marine Safety) Act 1994 and Regulation 2016

## The Office of the Inspector-General Emergency Management (IGEM)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

Enable confidence in Queensland's emergency management arrangements.

#### Responsibilities

- Regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation.
- Regularly review and assess the effectiveness of disaster management by district and local groups, including District and Local Disaster Management Plans.
- Regularly review and assess cooperation between the entities responsible for disaster management in the state, including whether the systems and procedures used by those entities are compatible and consistent.
- Make disaster management standards.
- Regularly review and assess disaster management standards.
- Review, assess and report on performance by entities responsible for disaster management in the state against disaster management standards.
- Work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteers' capabilities.
- Identify opportunities for cooperative partnerships to improve disaster management outcomes.
- Monitor compliance by departments with their disaster management responsibilities.
- Enabling a sector-wide, collaborative approach to research across all elements of disaster management.
- Identify and embed lessons into practice using the Lessons Management Framework.
- Monitor, evaluate and report on the progress of implementation of Queensland Government action plans.

### Groups / committees / plans

- Observer, Queensland Disaster Management Committee
- Observer, State Disaster Coordination Group

### Emergency powers (if applicable)

N/A

## Public Service Commission (PSC)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

- Communicate high level messages to the Queensland public sector workforce.

#### Responsibilities

- Deliver the electronic direct mail function to enable the provision of high level information relevant to the Queensland public sector workforce.

### Groups / committees / plans

- Member, State Disaster Coordination Group
- Member, Crisis Communication Network

### Agreements / specifications / plans

- N/A

### Emergency powers (if applicable)

N/A



## Queensland Ambulance Service (QAS)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

- Provide, operate and maintain ambulance services and service delivery during rescue and other related activities. This includes protecting persons from injury or death, whether or not the individuals are sick or injured.
- Provide transport for persons requiring attention at medical or health care facilities, to participate with other emergency services in counter disaster planning and to coordinate all volunteer first aid groups during the disaster.

#### Responsibilities

- Provide, operate and maintain ambulance services.
- Access, assess, treat and transport sick and injured persons.
- Protect persons from injury or death, during rescue and other related activities.
- Coordinate all volunteer first aid groups during major emergencies and disasters.
- Provide and support temporary health infrastructure where required.
- Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations.
- Participate in search and rescue, evacuation and victim reception operations.
- Participate in health facility evacuations.
- Collaborate with Queensland Health in mass casualty management systems.
- Provide disaster, urban search & rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics.

### Groups / committees / plans

- Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group

### Emergency powers (if applicable)

Ambulance Service Act 1991

## Queensland Corrective Services (QCS)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

- Lead role for deploying and coordinating low risk prisoners and offenders to assist response and recovery operations.

#### Responsibilities

- Deployment and coordination of low risk prisoners and offenders to assist response and recovery operations.

### Groups / committees / plans

- Member, State Disaster Coordination Group

### Agreements / specifications / plans

- N/A

### Emergency powers (if applicable)

N/A

## Queensland Fire and Emergency Services (QFES)

### Emergency support functions

- Develop and distribute warnings for bushfires, structural fires and chemical incidents
- Facilitation of emergency alert and SEWS
- Emergency supply
- Resupply
- Damage assessments
- Urban Search & Rescue
- Technical Rescue
- Severe weather response

### Roles and responsibilities

#### Role

To enable the resilience and safety of Queensland communities through the delivery of disaster management services across prevention, preparedness, response and recovery.

#### Responsibilities

- Primary response agency for structural fire, bushfire and chemical/hazmat incidents.
- Administration of the *Disaster Management Act 2003* and the *Disaster Management Regulation 2014*.
- Preparation and maintenance of disaster management guideline/s.
- Ensure disaster management and disaster operations are consistent between plans, policies, standards and guidelines.
- Establish and maintain arrangements between the state and the Commonwealth about matters relating to effective disaster management.
- Provide advice and support regarding disaster management and disaster operations to disaster management groups.
- Management of the Queensland Disaster Management Training Framework.
- Gazettal of disaster management declarations.
- Coordination of pre-season briefings.
- Undertake State-wide disaster risk assessment/s.
- Management of the Queensland Emergency Risk Management Framework.
- Management of the disaster management website ([www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)).
- Develop and distribute (where primary agency) warnings to disaster management stakeholders and communities.
- Authorise and facilitate Emergency Alert campaigns to communities affected by disasters.
- Maintain the operational readiness of the State Disaster Coordination Centre.
- Lead the Planning and Logistics capabilities within the State Disaster Coordination Centre.
- Development of program cycle of exercises (in partnership with the Queensland Police Service).
- Emergency management of supplies and services in support of disaster operations.
- Resupply of essential goods to temporarily isolated communities, properties and individuals (in partnership with Local Disaster Management Groups and the Queensland Police Service).
- Ensure the capability and capacity of Disaster Assistance Response Teams (DART) to assist communities affected by disasters.
- Undertake damage assessments (residential and commercial structures).
- Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents.
- Provide mass and technical decontamination capability.
- Establish management and support services for the State Emergency Service.

### Groups / committees / plans

- Assisting Official, Queensland Disaster Management Committee
- Co-Chair, State Disaster Coordination Group
- Chair, State Bushfire Committee
- Member, Australia-New Zealand Emergency Management Committee
- Member, Australia-New Zealand Emergency Management Committee – Mitigation and Risk Subcommittee
- Member, Australia-New Zealand Emergency Management Committee – Community Outcomes and Recovery Subcommittee
- Queensland Resilience Committee
- Member, local and district disaster management groups

## Queensland Fire and Emergency Services (QFES)

### Agreements / specifications / plans

- Queensland Bushfire Plan
- State of Queensland Multi-Agency Response Plan to Chemical, Biological, Radiological Incidents
- Queensland Hazardous Material Incident Recovery Plan
- State of Queensland Radiological Disaster Plan
- State of Queensland Chemical/HazMat Plan
- State of Queensland Biological Disaster Plan
- Queensland Reception Plan of Queensland Multi-Agency Response Plan to Chemical, Biological, Radiological Incidents

### Emergency powers (if applicable)

Queensland Fire and Emergency Services utilises a range of powers to manage disasters and emergencies. These powers are contained within the *Fire and Emergency Services Act 1990* and the *Disaster Management Act 2003*

## Queensland Health

### Emergency support functions

- Public health, mental health and medical services
- Emergency aeromedical retrieval
- Mass casualty management
- Mass fatality management

### Roles and responsibilities

#### Role

Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health.

#### Responsibilities

##### Lead agency

- Lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with QPS) and emergency medical retrieval.
- Provide health emergency incident information.
- Primary agency for heatwave, pandemic, biological and radiological incidents.

##### Representation

- State representation at Australian Health Protection Principal Committee (AHPPC) and associated sub-committees including National Health Emergency Management Standing Committee (NHEMS), Communicable Diseases Network Australia (CDNA), the Public Health Laboratory Network (PHLN) and the Environmental Health Standing Committee (enHealth).
- Department of Health participation in appropriate and relevant state level groups and committees.
- Hospital and Health Service participation in LDMG and DDMG activities.

##### Preparedness

- Develop health-focused disaster and emergency preparedness, response and recovery plans.
- Develop and maintain disaster and emergency health response capability and capacity.
- Implement business continuity plans and arrangements to maintain health services during disasters and emergencies.
- Work across the health sector including aged care facilities, private facilities, private facilities, primary health and community care providers to ensure 'whole of health' arrangements are in place.

##### Response (including support functions)

- Coordinate the state level health response through maintenance and activation of the State Health Emergency Coordination Centre.
- Provide health disaster and emergency incident information to the public and disaster management stakeholders.
- Health services - clinical and forensic.
- Clinically coordinate aeromedical transport and emergency medical retrieval (with QAS) and provide membership to the SDCC aviation cell when activated.
- Clinical response to mass casualty management (with QAS).
- Forensic and scientific health services to mass fatality management and terrorism (with QPS).
- Recovery mental health support to affected communities (with DCDSS).
- Public health and environmental health advice and support to local governments and affected communities and industries.
- Environmental health risk assessment advice to other agencies, local government and industries.
- Messaging on public health risks to affected communities.
- Communicable disease surveillance and response arrangements.

## Queensland Health

### Groups / committees / plans

#### State committees

- Member, Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Member, Queensland Security and Counter-Terrorism Committee
- Member, Crisis Communication Network
- Member, State Bushfire Committee
- Member, Climate Change Inter-departmental Committee
- Member, State Human Social Recovery Committee
- Member, State Human Social Functional Recovery Group
- Member, State Building Functional Recovery Group
- Member, State Environment Functional Recovery Group
- Member, Queensland Security and Counter-Terrorism Senior Officer's Group
- Member, Queensland Security Exercise Group
- Chair, State Disaster Coordination Group Heat Management Working Group
- Member, State Disaster Coordination Group Exercise Support Network Working Group
- Chair, Queensland Mass Gathering Health Guidelines Interagency Steering Committee

### Agreements / specifications / plans

#### National

- Australian Health Management Plan for Pandemic Influenza (AHMPPI)
- AUSHEALTHRESPLAN (formerly AUSTRAPLAN)

#### State

- Heatwave Management Sub-Plan
- Heatwave Management Communications Protocol
- Queensland Health Pandemic Influenza Plan (Sub-plan of Queensland Health Disaster and Emergency Incident Plan)
- Queensland Biological Plan (Sub-plan of State CBRN Plan)
- Queensland Radiological Plan (Sub-plan of State CBRN Plan)
- Queensland Health Mass Casualty Incident Sub-Plan
- Queensland Health Public Health Sub-Plan
- Queensland Health Mental Health Sub-Plan

### Emergency powers (if applicable)

Queensland Health has several legislated emergency powers that may be relevant during disasters. These vary from those at the level of the Chief Health Officer through to operational staff (primarily Environmental Health Officers) and relate to public health functions including human disease and quarantine as well as food safety.

- Public Health Act 2005 and Public Health Regulation 2005
- Radiation Safety Act 1999
- Food Act 2006
- Health Act 2006
- Medicines and Poisons Act 2019
- Medicines and Poison (Medicines) Regulation 2021
- National Health Security Act 2007 and National Health Security Agreement
- Queensland Biosecurity Act 2014
- Biosecurity Act 2015

## Queensland Police Service (QPS)

### Emergency support functions

- Search & Rescue
- Mass fatality management (in conjunction with Queensland Health)
- Disaster Victim Identification

### Roles and responsibilities

#### Role

- To enhance the safety of the community by assisting them to prepare for, respond to and recover from disaster events by providing support and guidance to disaster management groups at all levels.
- Deliver disaster response via Aviation Capability Group

#### Responsibilities

- Preserve peace & good order.
- Operational responsibility for first response to terrorism.
- Providing executive support to the Queensland Disaster Management Committee (QDMC).
- Coordinating disaster response operations for the Queensland Disaster Management Committee through the State Disaster Coordinator (SDC).
- Provide the Co-Chair and executive support to the State Disaster Coordination Group.
- Provide the Chair (DDC) and executive support to District Disaster Management Groups.
- Managing and coordinating the business of District Disaster Management Groups.
- State Search and Rescue authority and responsible for the coordination of search and rescue operations.
- Activate, coordinate and command the operation of the State Disaster Coordination Centre.
- Provide support to Local Disaster Management Groups.
- Manage the registration of evacuees and inquiries in partnership with Red Cross.
- Provide traffic management, including assistance with road closures and maintenance of road blocks.
- Conduct coronial investigations.
- Coordinate the review of the Queensland State Disaster Management Plan.
- Provide a Disaster Victim Identification capability.
- Provide aircraft assets to the whole of government disaster response via the Queensland Government Air Service including:
  - supplying coordinators to SDCC aviation cell to support all aircraft deployments
  - deployment of assets via aviation cell

### Groups / committees / plans

- State Disaster Coordinator, Queensland Disaster Management Committee
- Assisting Official, Executive Officer, Secretariat, Queensland Disaster Management Committee
- Co-Chair, State Disaster Coordination Group
- Chair, Executive Officer, all District Disaster Management Groups
- Member, Local Disaster Management Groups

### Agreements / specifications / plans

Queensland Counter Terrorism Plan

### Emergency powers (if applicable)

Within the context of disaster management, Queensland Police Service may utilise powers derived from the *Disaster Management Act 2003*, the *Public Safety Preservation Act 1986* and the *Police, Powers and Responsibilities Act 2000*. These powers enable the Queensland Police Service to fulfil its functions that apply in all circumstances, that are prescribed in the *Police Service Administration Act 1990*.

## Queensland Reconstruction Authority (QRA)

### Emergency support functions

- Damage assessments, if QFES request support
- Disaster Recovery Funding Arrangements (DRFA) Activations
- State-wide Recovery, planning, coordination and monitoring

### Roles and responsibilities

#### Role

QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy. In this role, QRA works collaboratively with other agencies and key stakeholders to reduce risk, bolster disaster preparedness and support the recovery of Queensland's communities whilst building resilience. QRA leads initiatives and activities to assist government, businesses and the wider community mitigate risks, prepare for and recover from disasters.

QRA is responsible for Queensland's administration of the jointly funded Commonwealth and State DRFA. The QRA assists local and state government address the Australian Government determined criteria required for DRFA activation. If activation occurs state and federal funding may be provided to local governments and state agencies to reimburse eligible expenditure incurred. Additionally, DRFA allows for assistance to be provided to eligible individuals, not-for-profit organisations, primary producers and small businesses.

QRA owns and is responsible for updating the Queensland Recovery Plan on behalf of the Queensland Disaster Management Committee. After an event, the QRA under the direction of the State Recovery Coordinator or State Recovery Policy and Planning Coordinator will develop an event specific recovery plan in conjunction with key stakeholders to ensure the efficient and effective coordination of recovery and reconstruction efforts following a disaster.

QRA is charged with managing and coordinating the Queensland Government's program of infrastructure renewal and recovery within disaster affected communities, with a focus on working with our state and local government partners to deliver best practice administration of public reconstruction and resilience funds.

#### Responsibilities

- Drive and coordinate action to enhance resilience of Queensland communities and link resilience building with recovery activities.
- Coordinate and develop disaster recovery, resilience and flood mitigation policy in Queensland.
- Coordinate the jointly funded Australian and Queensland Governments DRFA and State Disaster Relief Arrangements (SDRA).
- Administration and distribution of DRFA, SDRA and disaster resilience funding programs on behalf of Queensland for disaster response, mitigation, resilience and recovery activities and the reconstruction of infrastructure.
- Jurisdictional liaison between National Recovery and Resilience Agency and Queensland's recovery agencies.
- Support the transition from response coordination to recovery coordination and complete a recovery impact assessment.
- Support the State Recovery Policy and Planning Coordinator and State Recovery Coordinator to complete their recovery roles.
- Coordinate and integrate efforts and communication between and across all Functional Recovery Groups (FRGs) to achieve whole of community outcomes/activities, and coordinates FRG reporting.
- Provide eligibility advice related to the DRFA.
- Support the development of recovery sub-plans and event specific recovery plans at the local and district level where required.
- Work closely with relevant state government agencies and local governments assisting with assessment, monitoring and reporting associated with recovery, mitigation and resilience, including the reconstruction of essential public assets.
- Complete Damage Assessment and Reconstruction Monitoring operations and provide analysis to support recovery efforts.
- Actively participate in Functional Recovery Group meetings where required.
- Undertake the secretariat function for the Leadership Board Sub-Committee (Recovery)
- Maintain the State Recovery Coordinator Guide and Register, including induction of State Recovery Coordinator, when appointed.

### Groups / committees / plans

- Member, Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Member, Disaster Management Inter-departmental Committee
- Member, Queensland Tropical Cyclone Consultative Committee
- Member, Inspector-General Emergency Management Advisory Panel
- Chair, Queensland Flood Resilience Coordination Committee

## Queensland Reconstruction Authority (QRA)

### Agreements / specifications / plans

- Queensland Recovery Plan
- Queensland Strategy for Disaster Resilience 2017

### Emergency powers (if applicable)

*Queensland Reconstruction Authority Act 2011*

## Queensland Treasury

### Emergency support functions

As outlined in the responsibilities section below.

### Roles and responsibilities

#### Responsibilities

- Provide high level financial and economic management advice.

### Groups / committees / plans

- Member, Assisting Official, QDMC
- Member, State Disaster Coordination Group
- Member, Leadership Board Sub-Committee (Recovery)
- Member, Economic Recovery Group

### Emergency powers (if applicable)

N/A

## Royal Society for the Prevention of Cruelty to Animals (Qld) Ltd (RSPCA)

### Emergency support functions

Animal welfare

### Roles and responsibilities

#### Role

Provide situational awareness and operational intelligence in relation to animal welfare.

#### Responsibilities

- Monitor the responsible care of animals, provide standards of care for animals and protect animals from unjustifiable, unnecessary or unreasonable pain.
- Collaborate with stakeholders with shared responsibilities to ensure effective prevention, preparedness, response and recovery strategies and priorities for disaster management within a community.
- Assist in identifying and addressing immediate, medium and long term animal welfare recovery needs to enhance the capacity of the local community to recover from a disaster.

### Groups / committees / plans

Member, State Disaster Coordination Group

### Emergency powers (if applicable)

*Animal Care and Protection Act 2001*



## The Salvation Army Emergency Services

### Emergency support functions

As outlined in the responsibilities section below.

### Roles and responsibilities

#### Roles

The Salvation Army aims to provide physical, emotional, and spiritual support to all members of the Australian community by meeting them at their point of need.

We seek to support disaster affected people and emergency service workers during times of crisis with the provision of emergency catering services, through the Salvation Army Emergency Services (SAES).

Following a disaster, we seek to support individuals and communities through the recovery process by providing support that will promote the process of the rebuilding of lives within those communities.

#### Responsibilities

- Support Evacuation Centres, when requested, by activating SAES volunteers and equipment to:
  - provide/manage emergency catering (refreshments and meals)
  - endeavour to identify safe and suitable food options,
  - be a reassuring presence and someone to talk to.
- Support Emergency Services organisations (such as QFES/QPS), when requested, by providing emergency catering options in the field.
- Support all levels of Government as needed to provide advice, manage, or coordinate emergency catering in any setting.
- Contribute to Recovery Planning and work with key agencies.
- Support Community Recovery initiatives where appropriate by activating our Disaster Recovery volunteers and key personnel.
- Where appropriate, support local communities identified needs (after consultation and collaboration) to support with physical, emotional and spiritual support. Examples may include but are not limited to: counselling, coordinating restoration and health, training, financial assistance, network building, referral and connection to local services and partnerships.
- Work collaboratively with all agencies to identify suitable activities to support the overall event requirements.

### Groups / committees / plans

- Member: State Disaster Coordination Group

### Emergency powers (if applicable)

- MOUs with various LGA's regarding the support and provision of Evacuation Centre Catering on behalf of the local Council
- Standing Offer Arrangement with the Department of Communities, Housing and Digital Economy for Human and Social Recovery Services as part of Disaster Relief and Recovery

## State Government Owned Corporations – Electricity | Department of Energy and Public Works (DEPW)

### Emergency support functions

Support policy development, reform and regulation of the Queensland energy sector to ensure cost-effective, secure and reliable energy supply.

- Registered participants in the National Electricity Market (NEM)
- Develop and maintain emergency management plans to manage their own assets and consumer responsibilities
- Manage a wide range of incidents and electricity emergencies without jurisdictional involvement

### Roles and responsibilities

#### Roles

Energy Queensland is a State Government Owned Corporation (GOC), which owns and operates the electricity distribution network in Queensland, with Energex network in the south-east and Ergon Energy network in regional Queensland. Energy Queensland also owns and operates 33 stand-alone power stations that provide supply to isolated communities not connected to the main electricity grid.

- Energy Queensland and Powerlink have developed protocols for response to disasters or significant incidents where the assets of one or both organisations are impacted.
- Monitor disaster's and emergency events at local, district and state levels in collaboration with DEPW.
- Each organisation provides a liaison officer function to the State Disaster Coordination Centre to attend/provide information and advice on the impacts of emergency events regarding electricity services as they affect Queensland.
- Contribute to the DEPWE situation reports for all levels during activation.
- Facilitate actions within, and across the Electricity sector in response to an emergency event.

#### Responsibilities

Electricity carriers manage their own emergency response arrangements and support is provided through the SDCC when required.

#### Powerlink

- Operate the electricity transmission network in accordance with the Electricity Act, the National Electricity Rules and Law, the conditions of Powerlink's transmission licence and other relevant state legislation.
- Work with DEPW, Energy Queensland and AEMO to ensure that electricity demand and electricity supply in Queensland (and any shortfalls) are managed appropriately as part of the National Electricity Market (NEM), including acting as the Queensland jurisdictional contact for the NEM power system emergency management procedures overseen by AEMO for very significant disruptions.
- Inform on timelines for restoration on the transmission network.
- Manage emergencies under an all hazards approach such that the safety of the public, employees and contractors and the minimisation of potential environmental harm and damage to assets is prioritised.
- Work with State, District and Local disaster management groups where required to manage the consequences of a disruption to Powerlink's transmission network and provide timely and accurate information.
- Powerlink has its own field staff in South East Queensland and contracts Energy Queensland to provide field response in the rest of state, with all operations directed from Powerlink's office in Brisbane. Powerlink has a range of equipment to support rapid restoration of the network, including temporary transmission towers and has agreements with aerial service providers to deploy equipment and personnel at short notice across the state for damage assessment and event response.

#### Energy Queensland (Ergon and Energex)

- Energy Queensland takes an all-hazards approach to the preparations and response to natural and man-made disasters. As a response agency, Energy Queensland works to restore any supply interruptions to the electricity distribution network across Queensland.
- Develop an Electricity Restoration Plan based upon impact assessments in affected locations that align with business operational plans.
- Work with State, District and Local disaster management groups where required to manage the consequences of disruption to Energy Queensland's networks and provide timely and accurate information.
- Energy Queensland also has an electricity retailer, Ergon Energy Queensland that sells electricity to over 746,000 customers in regional Queensland.
- Energy Queensland has a combined field workforce of 4,400 (including design, construction, maintenance, inspection and vegetation workers) who can be deployed as necessary for disaster response operations.
- Energy Queensland has a variety of mobile generators and support equipment that can be deployed into impacted communities to deliver temporary supply while the network is restored following a natural disaster event. Field crews, vehicles, generators, and equipment are mobilised prior to cyclones to support the rapid restoration of electricity supply to impacted communities.

## State Government Owned Corporations – Electricity | Department of Energy and Public Works (DEPW)

### Groups / committees / plans

The combined Ergon Energy and Energex networks distribute electricity to 2.2 million connected customers and nearly 750,000 regional Queensland retail customers.

#### Commonwealth

- Australian Energy Market Operator
- National Electricity Market

#### State

- Standing Invitee State Disaster Coordination Group
- Liaison Officers State Disaster Coordination Centre

### Emergency powers (if applicable)

All NEM jurisdictions and AEMO have agreed to a National Electricity Market Memorandum of Understanding (NEM Emergency MOU) on the use of Emergency Powers and a National Emergency Management Protocol. The NEM Emergency MOU provides that AEMO deals with major electricity supply shortages by load shedding and other market based measures before a jurisdiction considers exercising emergency powers. In Queensland, the Minister for Natural Resources, Mines and Energy has emergency powers to issue rationing orders under the Electricity Act 1993.

## State Government Owned Corporations – Water | Department of Regional Development, Manufacturing and Water (DRDMW)

### Emergency support functions

Responsible for policy, planning and regulatory solutions in partnership with our stakeholders to support safe, secure and reliable water supply.

- Develop and maintain emergency management plans to manage their own assets and consumer responsibilities during a disaster or emergency event
- Manage a wide range of water incidents and dam safety emergencies
- Works with and provides timely and accurate information to state, district and local disaster management groups where required to manage the consequences of a water supply or dam safety incident.

### Roles and responsibilities

#### Roles

**Seqwater** is a statutory authority of the State Government of Queensland that provides bulk water storage, transport and treatment, water grid management and planning, catchment management and flood mitigation services to South East Queensland.

Seqwater is the Queensland Government Bulk Water Supply Authority responsible for delivering safe, secure and cost-effective bulk water supply across South East Queensland. Seqwater also provides essential flood mitigation services, manages catchment health and community recreation facilities, and provides water for irrigation to ~1,200 farmers across seven water supply schemes

**Seqwater** provides bulk water for the operation of the SEQ Water Grid including dams, weirs, conventional water treatment plants and climate resilient sources of water through the Gold Coast Desalination Plant and the Western Corridor Recycled Water Scheme. Seqwater manages 26 dams across the region and operates Wivenhoe and Somerset and North Pine as dams to provide flood mitigation for Ipswich and Greater Brisbane.

**SunWater** is a State Government Owned Corporation (GOC), which supplies bulk water and manages a regional network of bulk water supply infrastructure that spans throughout Queensland to support customers across the mining, power generation, industrial, local government and irrigated agricultural sectors. SunWater's water storage and distribution network includes; 19 major dams, 66 weirs and barrages, 82 major pumping stations, 3,155 of pipelines and channels and 730 km of irrigation drains.

#### The organisations

- Monitor water, emergency events and incidents at local, district and state levels in collaboration with DRDMW.
- Provide a liaison officer function to the SDCC to attend/provide information and advice on the impacts of bulk water supply and dam safety as they affect Queensland.
- Contribute to the DRDMW situation reports for all levels during SDCC activation and/or when formal reporting is requested as part of an Emergency.
- Facilitate actions within, and across their Water networks in response to an emergency event or incident.
- Seqwater and SunWater manage their own emergency response arrangements and support is provided through the SDCC when required.
- Ensures its dams are managed safely, in accordance with their Emergency Action Plans (EAPs), and communicates effectively with local authorities and downstream residents about dam outflows.

#### Responsibilities

##### Seqwater

- The SEQ Water Grid provides Seqwater with the ability to move drinking water across the region if its assets are impacted by weather or emergency events.
- Develops Emergency Action Plans (EAPs) for all of their referable dams as per legislative requirements.
- Develop the Flood Mitigation Manuals for Wivenhoe, Somerset and North Pine dams. (removed the word flood mitigation prior to dams)
- Provides notifications and warnings as per actions contained within their approved EAPs.
- Seqwater provides a free dam release notification service and associated App to provide the community with up to date information on dam releases, water supply and recreation during emergencies or incidents.
- Works with and provide timely and accurate information to State, District and Local Disaster Management Groups where required to manage the consequences of a bulk water supply or dam safety incident.
- Seqwater operates two purpose built Emergency Operations Centres (Brisbane and Ipswich) to host its Flood Operations Centre, , Network Control Room and its Emergency Management Team. The Centre provides updated SITREPS during emergencies for the State through the SDCC Emergency System, and to local government disaster management groups where required and will provide liaison resources at the SDCC if required.

## State Government Owned Corporations – Water | Department of Regional Development, Manufacturing and Water (DRDMW)

### SunWater

- Operate their water supply infrastructure and dams according to emergency management protocols and relevant state legislation.
- Manage emergencies such that the safety of the public, employees and contractors and the minimisation of potential environmental harm and damage to assets is prioritised.
- Works with and provide timely and accurate information to State, District and Local Disaster Management Groups where required to manage the consequences of a water supply or dam safety incident.
- Develops Emergency Action Plans (EAPs) for all of their referable dams as per legislative requirements.
- Provides notifications and warnings to population at risk immediately downstream of their referable dams as per actions contained within their approved EAPs.
- SunWater also provides dam releases notifications during emergencies or incidents through the free SunWater App to provide the community with up to date information on dam releases and other operational and community activities.
- Actively responds to changing flood conditions, providing flood forecasts and advice directly to communities downstream of dams.
- SunWater operates an Operations Centre (Brisbane) to coordinate response to flood and dam emergencies for their storages. The Centre provides updated SITREPS when activated for the State, local government and emergency services.
- Senior Management and media team engagement is also available to the SDCC full stand up occasions.

### Groups / committees / plans

Member State Disaster Coordination Group

### Agreements / specifications / plans

Each referable dam has an Emergency Action Plan approved by the Queensland Government.

### Emergency powers (if applicable)

In Queensland, the Minister for Water and the Chief Executive Office have emergency powers for water supply and dam safety (see DRDMW roles and responsibilities).

## Surf Life Saving Queensland (SLSQ)

### Emergency support functions

As outlined in the roles and responsibilities section below.

### Roles and responsibilities

#### Role

Provide support to all agencies during the response phase of any disaster. SLSQ works proactively with all emergency services and provides qualified lifesaving personnel to ensure the Queensland public is kept safe during natural disasters. SLSQ makes all surplus lifesaving resources available for use with skilled personnel to assist across the Queensland coastline.

#### Responsibilities

- Act as the primary authority for closing beaches in Queensland, working with local councils, land managers and partner agencies to ensure consistent and proactive messaging is delivered effectively to the community.
- Provide intelligence on the coastal environment and present/emerging aquatic hazards.
- Ensure business as usual focus remains on Queensland patrolled beaches and effectively manage the supply of surplus personnel and equipment to events.
- Provide the state with (out of BAU) access to SLSQ's two twin-engine winch equipped rescue helicopters and sub-services such as remote aviation refuelling and supply.
- Provide a network of support and intelligence to the SDCC, DDMGs and LDMGs in relation to disaster and emergency response via volunteer surf lifesavers, professional lifeguards, and SLSQ Aviation.
- Act as a surge capacity for QPS, SES or QFES in front-facing operations such as door knocking and welfare checks in isolated or affected areas.
- Provide inflatable rescue boats (IRBs) for use in flood waters, or assist with relocating people, emergency service personnel and gear/equipment.
- Actively gather, collate, and distribute real-time intelligence via our Operations and Communications Centre via our state camera, radio, and member networks.

### Groups / committees / plans

Member, State Disaster Coordination Group

### Emergency powers (if applicable)

N/A

## Telecommunications – Department Communities, Housing and Digital Economy (DCHDE)

### Emergency support functions

- Telecommunications services
- Mobile communication, fixed line and data communications
- Telecommunication backbone networks
- Telecommunications service recovery

### Roles and responsibilities

#### Role

- The telecommunications providers are responsible to provide and maintain their telecommunication services, including recovery and reporting.
- CHDE are the telecommunications lead agency and will provide coordination and reporting.
- The State Disaster Coordination Group engages with the three main telecommunication providers, National Broadband Networks (NBN) Co. Telstra and Optus.

The responsibilities of the telecommunication providers:

#### NBN Co

- NBN Co build and operate a wholesale broadband access network and provides services to retail phone and internet providers.
- NBN provides a variety of Broadband services including:
  - Fibre to the premises (FTTP)
  - Fibre to the node (FTTN)
  - Fibre to the basement (FTTB)
  - Hybrid fibre co-axial (HFC)
  - Fixed wireless
  - Sky Muster Satellite

#### Optus

- Optus build and operates a mobile phone and data network, and provides services to other resellers
- Optus has an extensive data network that covers the eastern seaboard, with satellite services that cover the state
- Optus is an NBN and Telstra reseller

#### Telstra

- Telstra operates and maintains the Government Wireless Network (GWN) as the main digital radio communications network for Public Safety Agencies on behalf of the Queensland Government.
- Telstra build and operates a mobile phone and data network, provides fixed line services and provides services to other resellers
- Telstra has an extensive data network that covers the eastern seaboard, with satellite services that cover the state
- Telstra is an NBN reseller

### Responsibilities

During emergency events, in collaboration with CHDE:

- Provide a liaison officer function to the State Disaster Coordination Centre to attend and provide information and advice on the impacts of emergency events on telecommunication services.
- Contribute to the CHDE telecommunications situation reports and National Impact Assessment Model data
- Facilitate actions within and across the telecommunication sector in response to the emergency event.
- Telecommunication providers manage their own emergency response arrangements and supply issues. Carriers may seek assistance from government through the provision of situational information to gain access to impacted areas.
- Optus has a multiple mobile facilities that can be deployed in impacted communities to provide limited or partial services. The implementation of these facilities is driven through the impacts of the national disaster event. These facilities are pre-deployed in areas the carrier determines to be the most logistically practical to support the rapid deployment into impacted communities.
- Telstra has a multiple mobile facilities that can be deployed in impacted communities to provide limited or partial services. The implementation of these facilities is driven through the impacts of the national disaster event. These facilities are pre-deployed in areas the carrier determines to be the most logistically practical to support the rapid deployment into impacted communities.
- The mobile facilities terms used:
  - Satellite Communications on Wheels (COWS) – provide temporary mobile phone coverage.
  - Mobile Exchange on Wheels (MEOWS) – portable fixed line exchange to supplement inoperable facilities.
  - Wi-Fi Mobile customer office – where customers can connect to Wi-Fi to do their business and to charge their mobile devices.

## Telecommunications – Department Communities, Housing and Digital Economy (DCHDE)

### Groups / committees / plans

Telecommunication providers:

- Member Federal Government – Trusted Information Sharing Network – Disaster Management sub-committee
- Standing invitees, State Disaster Coordination Group

### Agreements / specifications / plans

The telecommunications providers support the above by providing emergency event coordination leads, backup and escalation contacts.

### Emergency powers (if applicable)

N/A

## Volunteering Queensland

### Emergency support functions

Volunteer registration and referral.

### Roles and responsibilities

#### Role

Volunteering Queensland is the peak body for volunteering in Queensland and as such is solely dedicated to specialising in all aspects of volunteering.

Volunteering Queensland manages EV CREW which provides the central point for the registration and referral of spontaneous and adhoc volunteers in a disaster management setting.

EV CREW links people who wish to assist in times of disaster, with recognised organisations supporting communities in an organised and coordinated way during and after disaster events.

#### Responsibilities

- Manage and maintain EV CREW.
- Activating and utilising the EV CREW system as the central coordinating point for incoming requests from organisations that are seeking volunteers, as well as from individuals and group pledging their time and assistance.
- Connect volunteer offers to help from individuals, groups and corporates with requests for assistance from organisations who are seeking volunteers.
- Be the reliable go-to point for clear, timely, up to date communication related to Spontaneous Volunteering for the general public, for registered and potential emergency volunteers, for community organisations, and for other emergency and disaster organisations.
- Work closely with organisations across the course of their volunteer operations.

### Agreements / specifications / plans

Member, State Human and Social Recovery Group

### Emergency powers (if applicable)

N/A

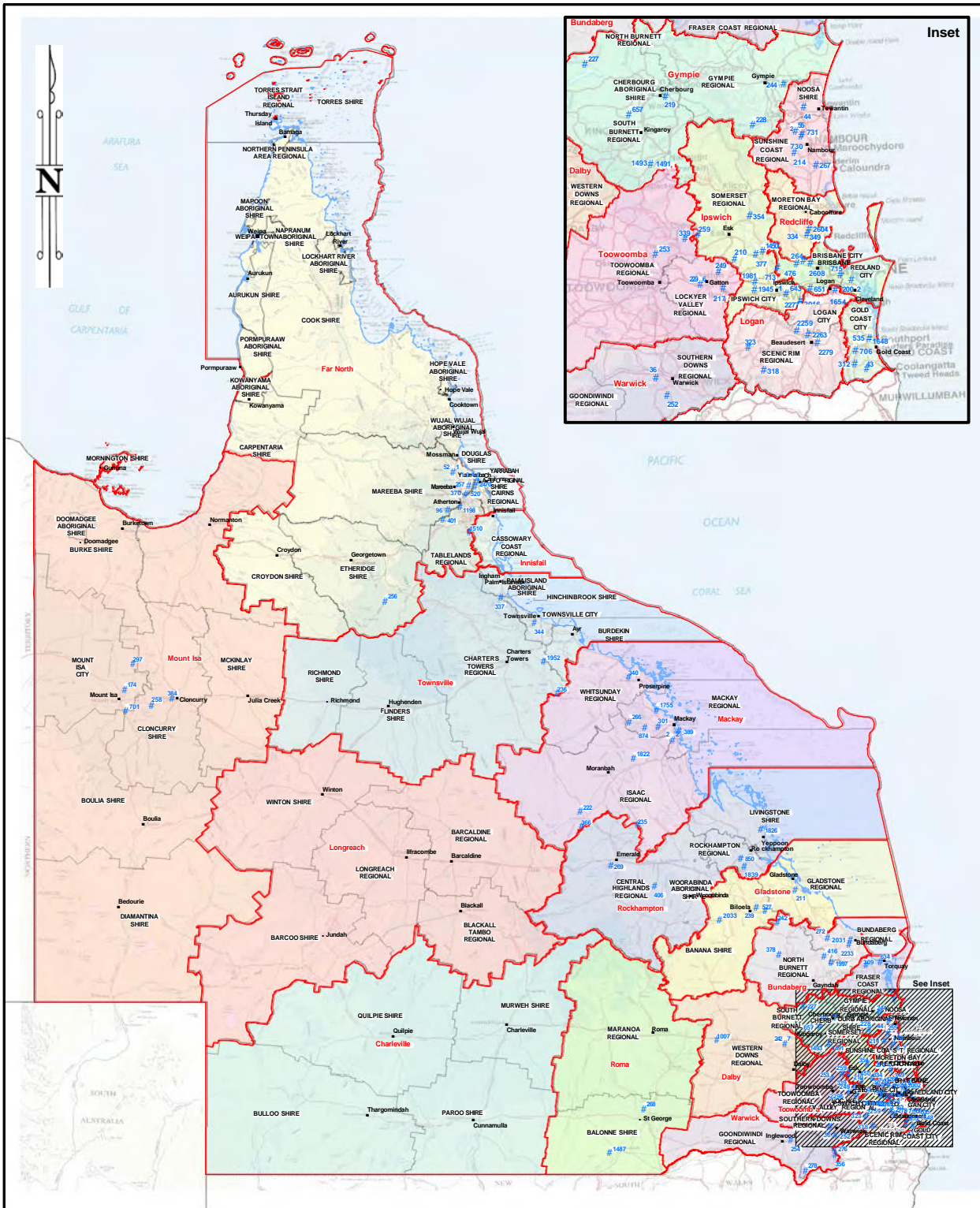




# APPENDIX D QUEENSLAND'S REFERABLE DAMS

Produced by Dam Safety, Queensland Water Supply Regulator, Water Supply Division, Department of Natural Resources, Mines and Energy.  
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- Legend**
- # Referable Dams
  - LGA Centre
  - ▭ Disaster Districts
  - ▭ Local Government Areas

## Disaster Districts and Local Government Boundaries showing Referable Dams

Dams are built to control and store water for purposes such as irrigation, hydroelectric, flood mitigation, recreation, and water quality control. Dams can be made from earth, rocks, concrete and are usually constructed on rivers. Not all dams are referable dams. A dam only becomes a referable dam if it would put population at risk (PAR) if it was to fail.

A dam becomes referable if:

- a failure impact assessment (FIA) of the dam is carried out under the Water Supply (Safety and Reliability) Act 2008 (the Act),
- the assessment states the dam has or will have a category 1 or category 2 failure impact rating (FIR),
- the chief executive has accepted the assessment.

Only referable dams are regulated for dam safety purposes. The process by which a dam is made referable is detailed in the Act and is not referable if there are fewer than two persons at risk.

Referable dams are divided into two categories: category 1 FIR – 2 or more persons at risk and category 2 FIR – more than 100 persons at risk.

Further information on guidelines associated with referable dams are available on the website [www.dnrme.qld.gov.au](http://www.dnrme.qld.gov.au)<sup>10</sup>

Dam ID	Dam Name
22	Middle Creek Dam
36	Leslie Dam
43	Tallebudgera Creek Dam
44	Lake MacDonald Dam
96	Ibis Dam
174	Leichhardt River Dam
210	Atkinson Dam
211	Awoonga Dam
214	Baroon Pocket Dam
217	Bill Gunn Dam
219	Bjelke-Petersen Dam
222	Environmental Dam
227	Boondooma Dam
228	Borumba Dam
235	Bundoora Dam
236	Burdekin Falls Dam
239	Callide Dam
242	Cania Dam
244	Cedar Pocket Dam
249	Clarendon Dam
252	Connolly Dam
253	Cooby Creek Dam
254	Coolmunda Dam
255	Cooloolabin Dam
256	Copperfield River Gorge Dam
257	Copperlode Falls Dam
258	Corella Dam
259	Cressbrook Creek Dam
264	Enoggera Dam
266	Eungella Dam
267	Ewen Maddock Dam
268	EJ Beardmore Dam
269	Fairbairn Dam
272	Fred Haigh Dam
276	Glen Niven Dam
278	Glenlyon Dam
297	Julius Dam

Dam ID	Dam Name
301	Kinchant Dam
309	Lenthalls Dam
312	Little Nerang Dam
318	Maroon Dam
323	Moogerah Dam
334	North Pine Dam
337	Paluma Dam
339	Perseverance Creek Dam
340	Peter Faust Dam
344	Ross River Dam
349	Sideling Creek Dam
354	Somerset Dam
356	Storm King Dam
366	Theresa Creek Dam
370	Tinaroo Falls Dam
377	Wivenhoe Dam
378	Wuruma Dam
384	Chinaman Creek Dam
389	Dalrymple Bay Coal Terminal – Quarry Dam
401	Crooks Dam
406	Rockland Creek Dam
416	Perry River Dam
476	Gold Creek Dam
520	McKinnon Creek Flood Detention Dam
521	Lake Mitchell Dam
527	Kroombit Dam
535	Biggera Creek Flood Detention Basin
634	Eli Creek Effluent Reuse Storage Dam
651	Forest Lake Dam
657	Gordonbrook Dam
701	Rifle Creek Dam
706	Hinze Dam
713	Lake Manchester Dam
715	Leslie Harrison Dam
730	Poona Dam
731	Wappa Dam

Dam ID	Dam Name
850	Stanwell Water Supply Dam
874	Teemburra Dam
1007	Haven Property Dam
1198	Wild River Dam
1450	Splityard Creek Dam
1487	Cubbie Station – Top Shed Dam
1491	Tarong Power Station – Cooling Water Dam
1493	Meandu Creek Dam
1510	Koombooloomba Dam
1643	Swanbank Power Station – Cooling Water Dam
1648	Loders Creek Flood Detention Basin
1654	Lake Dennis Dam
1755	Andrew Deguara Holdings Pty Ltd Property Dam
1822	South Walker Mine – Down Dip Dam
1826	Kelly's Offstream Storage
1839	Mount Morgan Water Supply – No. 7 Dam
1945	Rosewood Detention Basin
1946	Moody Creek Detention Basin No 1A
1952	Suhr's Creek Dam
1981	Marburg Detention Basin
1997	Paradise Dam
2002	Crystal Waters Upper and Lower Dams
2016	Springfield Lakes – High Level Lake
2031	Woongarra Balancing Storage
2033	Moura Offstream Storage
2233	Isis Balancing Storage
2259	Wyaralong Dam
2263	Bromelton Off-Stream Storage
2277	Springfield Lakes – Low Level Lake
2279	Nindooindah Dam
2296	Reck Property Dam
2427	Jandowae Dam
2470	Moody Creek Detention Basin No 1
2604	Lakeside Dam
2608	Gordon Road Bardon Detention Basin



# APPENDIX E DOCUMENT MAP OF QUEENSLAND DISASTER MANAGEMENT PLANS



## RELATED DOCUMENTS

### State Policies

- State Planning Policy.
- Policy for Offers of Assistance.
- Strategic Policy Framework Riverine Flood Risk Management and Community Resilience.
- QLD Strategy for Disaster Resilience.
- Partners in Government Agreement (MOU).
- QLD Climate Adaptation Strategy.
- The QLD Climate Transition Strategy.

### SDMP

- QLD Recovery Plan.
- QLD Counter Terrorism Plan.
- QLD Coastal Contingency Action Plan.
- QLD Pandemic Influenza Plan.
- Wildfire Mitigation and Readiness Plans.
- Animal and Plant Disease utilise the National Plan (AUSVETPLAN; PLANTPLAN; AQUAVETPLAN).

### DM plans

- District Disaster Management Plan.
- Local Disaster Management Plan.

### DM documents

#### DCHDE

- Operationalising Human and Social Recovery in QLD.
- People with Vulnerabilities Framework.
- Statement of intent for Human and Social Recovery Partners.
- Hazard Specific Human and Social Recovery Guides.
- Temporary Emergency Accommodation Sub Plan.

#### QLD HEALTH

- Mass Casualty Incident Plan.
- Blood Supply Emergency and Contingency Plan.
- Health Disaster and Emergency Incident Plan .
- CBR Annex.
- Tsunami Notification Arrangements.
- Public Health Sub-Plan.
- Heatwave Management Sub-Plan

#### QFES/RED CROSS

- QLD Evacuation Centre Management Handbook.
- QLD Evacuation Centre Planning Toolkit.
- Emergency Rediplan: Household Preparedness and People with a Disability, Family and Carers.

#### NEMA

- National Storm Tide Mapping Model for Emergency Response.

#### DSDSATSIP

- QLD Government Aboriginal and Torres Strait Islander Cultural Capability Training Strategy.

#### EDUCATION QLD

- Education QLD use of Facilities.

#### QFES

- QLD State Natural Hazard Risk Assessment 2017
- QLD Emergency Risk Management Framework - Risk Assessment Process Handbook
- Tropical Cyclone Storm Tide Warning Handbook.
- BCP – Better Practice Guide for Disasters – Aged Care Facilities (QFES).
- QLD Disaster Management Training Framework.
- Disaster Management Training Handbook.
- Keeping our Mob Climate Safe Fact Sheet.

#### DPC

- Coordinating Public Information in a Crisis.

#### DSDILGP

- Natural Disaster Economic Recovery Response Manual.

#### QRA

- QLD Disaster Relief and Recovery Arrangements.
- State Recovery Coordinator Guide.
- Event Specific Recovery Plans e.g. Operation QLD Recovery Plan.

## APPENDIX F

# PRINCIPLES OF PUBLIC INFORMATION DISSEMINATION

These principles were established in 2008 by the Council of Australian Governments (COAG).

### The twelve principles are:

1. **Coordinated:** a warning system should avoid duplication of effort where possible and support a shared understanding of the situation among different agencies involved in managing the incident.
2. **Authoritative and accountable:** warnings are to be disseminated on the decision of an authorised person. Authorities should be able to interrogate the system components for later analysis.
3. **Consistent / standards based:** the information content is coordinated across all of the mechanisms used for warnings. Messages must be consistent across different sources if they are to be believed by the general population. Conflicting messages tend to create uncertainty and will delay responsive action. Any relevant identified standards will underpin the agreed System Framework.
4. **Complete:** message content should include relevant pertinent details, including possibly a direction on the need to consult other sources, presented in a way that is easily and quickly understood by the population. This includes multiple languages in some cases, as well as the use of multi-media for those who are illiterate or people with a disability (eg hearing or vision impaired).
5. **Multi-modal:** warnings are to be disseminated using a variety of delivery mechanisms and in multiple information presentation formats that will, in some circumstances, complement each other to produce a complete picture, with planning and processes to allow for maximum reach to all members of the community and to provide for redundancies in the case of critical infrastructure failure (eg power or telecommunications).
6. **All hazards:** any emergency warning system developed will be capable of providing warnings, where practicable, for any type of emergency.
7. **Targeted:** messages should be targeted to those communities at risk in order to reduce the complacency that can result from people receiving warnings that do not apply to them – ‘over warning’.
8. **Interoperable:** has coordinated delivery methods capable of operation across jurisdictional borders for issuing warnings.
9. **Accessible and responsive:** capable of responding to and delivering warnings in an environment of demographic, social and technological change. Recognise the criticality of adopting universal design and access principles, particularly in the development and acquisition of technologies.
10. **Verifiable:** the community is able to verify and authenticate the warnings to reduce incidents of accidental activations and prevent malicious attempts to issue false alerts to a population.
11. **Underpinned by education and awareness raising activities:** the system, any delivery mechanisms that constitute it and the language used in the warning messages it delivers, should be underpinned by appropriate education and awareness raising activities.
12. **Compatible:** with the existing telecommunications networks and infrastructure without adversely impacting on the normal telephone and broadcast system. The system should avoid any adverse operational, technical or commercial implications for the provision of current communications services to consumers and on the integrity of communications networks.





## APPENDIX G WEBSITE LINKS

1. [www.bom.gov.au](http://www.bom.gov.au)
2. [www.treasury.qld.gov.au/economy-and-budget/queensland-economy](http://www.treasury.qld.gov.au/economy-and-budget/queensland-economy)
3. <https://www.disaster.qld.gov.au/plans>
4. <https://www.disaster.qld.gov.au/plans>
5. [qldreconstruction.org.au/u/lib/cms2/Queensland%20Strategy%20for%20Disaster%20Resilience%202017.pdf](http://qldreconstruction.org.au/u/lib/cms2/Queensland%20Strategy%20for%20Disaster%20Resilience%202017.pdf)
6. The Guideline  
<https://www.disaster.qld.gov.au/disaster-management-guideline>
7. [www.legislation.qld.gov.au/LEGISLTN/CURRENT/D/DisastManR14.pdf](http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/D/DisastManR14.pdf)
8. [qldreconstruction.org.au/u/lib/cms2/Qld%20Recovery%20Plan%20Caretakers.pdf](http://qldreconstruction.org.au/u/lib/cms2/Qld%20Recovery%20Plan%20Caretakers.pdf)
9. [www.igem.qld.gov.au/assurance-framework/Pages/standard.aspx](http://www.igem.qld.gov.au/assurance-framework/Pages/standard.aspx)
10. [www.dnrme.qld.gov.au](http://www.dnrme.qld.gov.au)
11. [www.premiers.qld.gov.au/about-us/what-we-do/assets/qld-nsw-mou-2016-2019.pdf](http://www.premiers.qld.gov.au/about-us/what-we-do/assets/qld-nsw-mou-2016-2019.pdf)
12. [www.disaster.qld.gov.au/cdmp/Pages/default.aspx#Statewide](http://www.disaster.qld.gov.au/cdmp/Pages/default.aspx#Statewide)
13. [www.igem.qld.gov.au/assurance-framework/Pages/default.aspx#standard](http://www.igem.qld.gov.au/assurance-framework/Pages/default.aspx#standard)
14. [www.unisdr.org/we/coordinate/sendai-framework](http://www.unisdr.org/we/coordinate/sendai-framework)
15. [www.dilgp.qld.gov.au/planning/state-planning-instruments/state-planning-policy.html](http://www.dilgp.qld.gov.au/planning/state-planning-instruments/state-planning-policy.html)
16. [www.disaster.qld.gov.au/dmg/st/Documents/H1159-Public-Information-Crisis-Communication-Document.pdf](http://www.disaster.qld.gov.au/dmg/st/Documents/H1159-Public-Information-Crisis-Communication-Document.pdf)
17. [www.forgov.qld.gov.au/use-social-media](http://www.forgov.qld.gov.au/use-social-media)
18. [www.qld.gov.au/alerts](http://www.qld.gov.au/alerts)
19. [www.qld.gov.au](http://www.qld.gov.au)
20. [www.thepremier.qld.gov.au](http://www.thepremier.qld.gov.au)
21. [www.ehp.qld.gov.au/assets/documents/climate/qld-climate-adaptation-strategy.pdf](http://www.ehp.qld.gov.au/assets/documents/climate/qld-climate-adaptation-strategy.pdf)
22. [qldreconstruction.org.au/u/lib/cms2/Strategic%20Policy%20Framework%20for%20Riverine%20Flood%20Risk%20Management.pdf](http://qldreconstruction.org.au/u/lib/cms2/Strategic%20Policy%20Framework%20for%20Riverine%20Flood%20Risk%20Management.pdf)
23. [www.qld.gov.au/community/documents/disasters-emergencies/supporting-people-with-vulnerabilities-framework.pdf](http://www.qld.gov.au/community/documents/disasters-emergencies/supporting-people-with-vulnerabilities-framework.pdf)
24. [www.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0014/156200/cultural\\_capability.pdf](http://www.health.qld.gov.au/__data/assets/pdf_file/0014/156200/cultural_capability.pdf)
25. [www.disaster.qld.gov.au/dmg/st/Documents/H1027-QueenslandDisasterManagementTrainingFramework.pdf](http://www.disaster.qld.gov.au/dmg/st/Documents/H1027-QueenslandDisasterManagementTrainingFramework.pdf)
26. [www.dmlms.qfes.qld.gov.au](http://www.dmlms.qfes.qld.gov.au)
27. [knowledge.aidr.org.au/resources/handbook-8-lessons-management](http://knowledge.aidr.org.au/resources/handbook-8-lessons-management)
28. [getready.qld.gov.au/homepage](http://getready.qld.gov.au/homepage)
29. [floodwatersafety.initiatives.qld.gov.au/prepare-stay-safe](http://floodwatersafety.initiatives.qld.gov.au/prepare-stay-safe)
30. [www.stormsafe.com.au](http://www.stormsafe.com.au)
31. [www.ruralfire.qld.gov.au/BushFire\\_Safety/Pages/Operation-Cool-Burn.aspx](http://www.ruralfire.qld.gov.au/BushFire_Safety/Pages/Operation-Cool-Burn.aspx)
32. [www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters](http://www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters)
33. <http://www.disaster.qld.gov.au/Pages/default.aspx>
34. [www.ses.qld.gov.au/Pages/default.aspx](http://www.ses.qld.gov.au/Pages/default.aspx)
35. [www.qfes.qld.gov.au/community-safety/Pages/default.aspx](http://www.qfes.qld.gov.au/community-safety/Pages/default.aspx)
36. [www.dilgp.qld.gov.au/local-government-directory/search-the-local-government-directory.html](http://www.dilgp.qld.gov.au/local-government-directory/search-the-local-government-directory.html)
37. [volunteeringqld.org.au](http://volunteeringqld.org.au)
38. [www.tmr.qld.gov.au/Travel-and-transport](http://www.tmr.qld.gov.au/Travel-and-transport)
39. [closures.det.qld.gov.au](http://closures.det.qld.gov.au)
40. [www.daf.qld.gov.au](http://www.daf.qld.gov.au)
41. [www.rspcaqld.org.au](http://www.rspcaqld.org.au)
42. [www.forgov.qld.gov.au/documents/directive/1014/critical-response-and-recovery](http://www.forgov.qld.gov.au/documents/directive/1014/critical-response-and-recovery)
43. [register.redcross.org.au](http://register.redcross.org.au)
44. [www.health.qld.gov.au/public-health/disaster](http://www.health.qld.gov.au/public-health/disaster)
45. [www.dews.qld.gov.au/who-contact](http://www.dews.qld.gov.au/who-contact)
46. <https://www.disaster.qld.gov.au/dm-support-toolkit>
47. [volunteeringqld.org.au/services/emergency-volunteering](http://volunteeringqld.org.au/services/emergency-volunteering)
48. [www.disaster.qld.gov.au/dmg/Pages/DM-Guideline-2.aspx#7.6](http://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline-2.aspx#7.6)
49. [www.givit.org.au](http://www.givit.org.au)
50. [aidr.infoservices.com.au/collections/handbook](http://aidr.infoservices.com.au/collections/handbook)

51. [www.disasterassist.gov.au/Documents/Natural-disaster-Relief-and-Recovery-Arrangements/ndRRA-determination-2017.PDF](http://www.disasterassist.gov.au/Documents/Natural-disaster-Relief-and-Recovery-Arrangements/ndRRA-determination-2017.PDF)
52. [www.igem.qld.gov.au/reports-and-publications/Documents/DM-Research-Framework.pdf](http://www.igem.qld.gov.au/reports-and-publications/Documents/DM-Research-Framework.pdf)
53. [www.igem.qld.gov.au/assurance-framework/Pages/default.aspx](http://www.igem.qld.gov.au/assurance-framework/Pages/default.aspx)
54. [www.igem.qld.gov.au/assurance-framework/Pages/Prioritisation-Tool.aspx](http://www.igem.qld.gov.au/assurance-framework/Pages/Prioritisation-Tool.aspx)
55. [www.communities.qld.gov.au/resources/multicultural/policy-governance/lsp-policy.pdf](http://www.communities.qld.gov.au/resources/multicultural/policy-governance/lsp-policy.pdf)
56. [www.communities.qld.gov.au/resources/multicultural/policy-governance/lsp-guidelines.pdf](http://www.communities.qld.gov.au/resources/multicultural/policy-governance/lsp-guidelines.pdf)





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