Queensland

Interim
State Disaster
Management
Plan

PREPARED BY THE
Queensland Disaster Management Committee

Queensland
Government

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ATTRIBUTIONS

Photo credits

Front Cover: Above Photography Pty Ltd.

Section 6 – Prevention: Grant Rolph (2013), "Strike while it's hot" South Brisbane storms.

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QUEENSLAND DISASTER MANAGEMENT COMMITTEE

APPROVAL

The Queensland State Disaster Management Plan has been prepared in accordance with s49 of the *Disaster Management Act 2003* (Qld), on behalf of the Queensland Disaster Management Committee.

1. Introduction
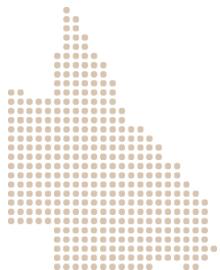
The Queensland context

Geography

Queensland is the second largest state or territory 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 (temperature, rainfall, and wind), topography (elevation) and terrain relief (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.

East of the Great Dividing Range

In the zone east of the Great Dividing Range, rainfall is generally high, terrain 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.

West of the Great Dividing Range

The zone west of the range experiences significantly lower rainfall, terrain 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.

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.

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:

- 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.

Population

Information about Queensland's population can be found in the 2021 Census data.

Economy

Queensland has a modern, diversified economy, underpinned by strong sectors including agriculture, resources, construction, tourism, manufacturing, and services-based industries. 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.

State Disaster Management Plan

Aim

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

Objectives

The objectives of the SDMP 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 Queensland arrangements for disaster prevention, preparedness, response, recovery, and resilience.

Scope and application

The SDMP 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.

The SDMP 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 and guidelines.

The SDMP makes provision for the following, in accordance with the *Disaster Management Act 2003*:

• Queensland Disaster Management 2016 Strategic Policy Statement

• the roles and responsibilities of entities involved in disaster operations and disaster management for the State

• the coordination of disaster response operations and activities relating to disaster management performed by those who have roles and responsibilities

• the coordination of disaster recovery operations and activities relating to disaster management performed by those who have roles and responsibilities

• events that are likely to happen in the State

• the priorities for disaster management for the State

• matters stated in disaster management guidelines are also matters included in the SDMP

• any other matters the Queensland Disaster Management Committee (QDMC) considers appropriate or are prescribed by the *Disaster Management Regulation 2014*.

Strategic policy statement

The Queensland Disaster Management 2016 Strategic Policy Statement 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

• empower and support local communities to manage disaster risks, respond to events, and be more resilient.

Priority areas

The SDMP identifies four priority areas that contribute to effective disaster management in Queensland:

• risk management

• planning

• local focus

• resilience.

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.

Further information about disaster risk is in *Section 3: Risk*.

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.

Local focus

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

Resilience

Queensland's approach to disaster resilience is outlined in the Queensland Strategy for Disaster Resilience 2022-2027.

Disaster management principles

The *Disaster Management Act 2003*, identifies five principles that guide disaster management in Queensland, reflected below:

• a comprehensive approach (disaster management should be planned across prevention, preparation, response and recovery)

• an all hazards approach (events are managed in accordance with the strategic policy framework, SDMP, and disaster management guidelines)

• locally-led (local governments should be primarily responsible for managing local disaster events)

• local governments are supported by District Disaster Management Groups (DDMGs) and the QDMC to carry out disaster operations

- consideration should be given to the improvement of community resilience to disasters across the Prevention Preparedness, Response and Recovery (PPRR) phases of disasters.

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.

The 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 – are active across the four phases.

All hazards approach

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

This approach assumes that the functions and activities used to manage one event can be applied to a range of events.

Local disaster management capability

Local governments are primarily responsible for disaster management in their local area. 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.

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.

Interpretation

Key terms within the SDMP have the same definition as those provided in the Queensland *Disaster Management Act 2003* and the DM Guideline.

Key terms

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 (s13(1), *Disaster Management Act 2003*).

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* (s13(2), *Disaster Management Act 2003*).

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* (s14, *Disaster Management Act 2003*).

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. (*s15*, Disaster Management Act 2003)*

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* (s16, *Disaster Management Act 2003*).

Disaster recovery operations

Disaster recovery operations are defined as:
- Generally – *the phase of disaster operations relating to recovery from disasters; or*

- *For a disaster – the phase of disaster operations relating to recovering from the disaster* (Schedule, *Disaster Management Act 2003*).

Phase

Phase of disaster operations means *a phase of disaster management mentioned in s4A(a)(i), (ii),(iii) or (iv), relevant to the disaster operations* (Schedule, *Disaster Management Act 2003*). These include the following:

- Prevention, involving the taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event

- Preparation, involving the taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event

- Response, involving the taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support

- Recovery, involving the taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.

Resilience

Resilience of a community means the ability of the community and its systems:

a) *to recover from the impacts of a disaster, including, for example, the ability to restore essential infrastructure and community functions; and*

b) *to accommodate or adapt to the impacts of a disaster* (Schedule, *Disaster Management Act 2003*).

2. Governance

Overview
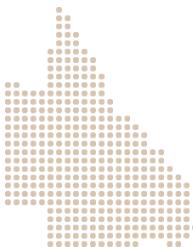
The Queensland State Disaster Management Plan (SDMP) was developed in accordance with s49 of the *Disaster Management Act 2003* and describes disaster management arrangements for the effective management of disasters in Queensland. The SDMP is consistent with the Standard for Disaster Management in Queensland (the Standard) and the Queensland Prevention, Preparedness, Response and Recovery (PPRR) Disaster Management Guideline (the DM Guideline).

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 in Queensland.

These arrangements, shown at Figure 2.1, are responsive and scalable.

Figure 2.1 Queensland's disaster management arrangements
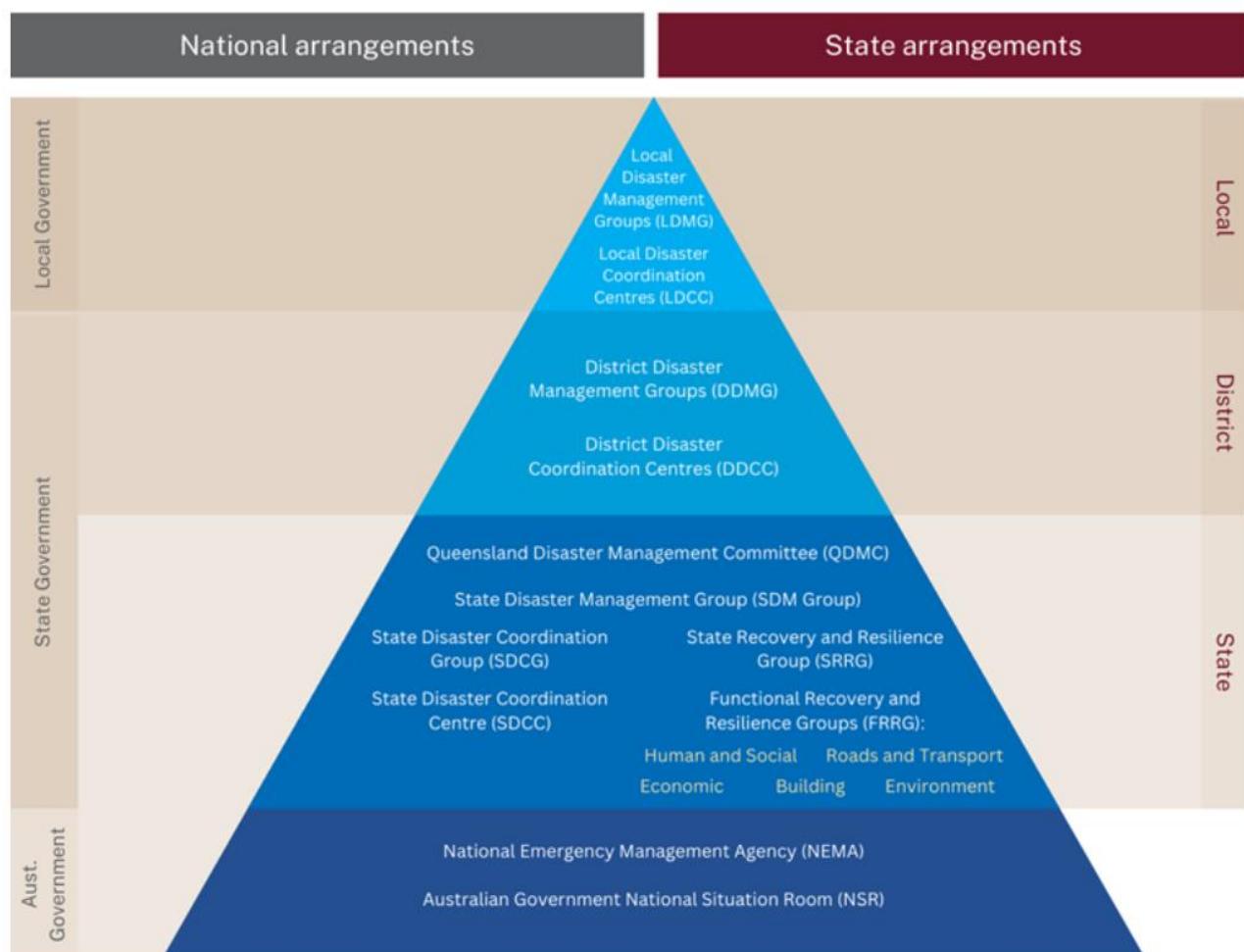
Disaster management groups

Queensland's disaster management arrangements are coordinated by groups at the local, district and State level. The State comprises 23 Disaster Districts, 77 Local Government Areas and 1 Town Authority, each represented by a group with specific functions. These functions are detailed below, and a listing of Queensland's disaster districts and local government areas is provided at Appendix A.

Local Disaster Management Group

Group	Local Disaster Management Group (LDMG)
Formation	• A local government must establish an LDMG for the local government's area in accordance with the *Disaster Management Act 2003.* • Local government areas are indicated in Schedule 1 of the *Disaster Management Regulation 2014*.
Members	• Chaired by the mayor or a councillor of the local government nominated by the mayor[1] • May be appointed by the relevant local government • To be appointed only if the relevant local government is satisfied the person has the necessary expertise or experience • Must include at least one person nominated by the Police Commissioner.
Functions	• Chair must appoint a Local Disaster Coordinator (LDC) to manage disaster operations for the area • 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) • Chair manages and coordinates the business of the group and ensures it performs its functions • Ensure consistency between local disaster management operations and the Queensland Disaster Management 2016 Strategic Policy Statement and other policies and procedures decided by the Queensland Disaster Management Committee (QDMC) • Develop effective disaster management, and regularly review and assess disaster management activities • Assist local government to prepare a disaster risk assessment and a Local Disaster Management Plan (LDMP) • Identify and coordinate resources for disaster operations in the area • 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 • Ensure community awareness about mitigating the adverse effect of an event and preparing for, responding to and recovering from a disaster • Establish and review communications to ensure their effectiveness for use when a disaster happens • Establish, when necessary, a recovery group.
Communications	Provide to the relevant district group: • Information about a disaster or recommendations on disaster operations • Advice on residual risks and support services required by the local group • Written notice of group members (annually).

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[1] For a combined local government, the Chair is the mayor of any of the local governments comprising the combined local government; or a councillor of any of the local governments comprising the combined local government, nominated by a mayor of one of the local governments

District Disaster Management Group

Group	District Disaster Management Group (DDMG)
Formation	• A DDMG must be established for each disaster district. Disaster district areas are detailed in the *Disaster Management Regulation 2014* and at Appendix A.
Members	• Chair, Deputy Chair and Executive Officer, appointed by the Police Commissioner if satisfied each has the necessary expertise • A representative from the relevant local government areas within the disaster district • Representatives of a government department or Hospital and Health Service in consultation with the department's chief executive and the DDMG Chair.
Functions	• Ensure consistency of district disaster management and operations with the Queensland Disaster Management 2016 Strategic Policy Statement and other policies and decisions made by the Queensland Disaster Management Committee (QDMC) • Develop effective disaster management, including a district disaster risk assessment and District Disaster Management Plan (DDMP), and regularly review and assess disaster management activities • Review and assess the disaster management risk assessments and plans of local groups in the district • Identify residual risks, make plans, and coordinate resources for disaster operations in the area • Ensure community awareness about mitigating the adverse effects of an event and preparing for, responding to and recovering from such an event • Establish and review communications within the district group and with relevant local groups • Establish, when necessary, a recovery group.
Communications	Provide to the QDMC and local group: • Reports and recommendations relating to disaster management and disaster operations • Prompt notification about an event or disaster in the district.

Queensland Disaster Management Committee

Group	Queensland Disaster Management Committee (QDMC)
Formation	• The QDMC is established under s17 of the *Disaster Management Act 2003*.
Members	• Members of the QDMC are outlined in Part 2 of the *Disaster Management Regulation 2014.*
Functions	• In a disaster, receive situational awareness and advice from, and provide strategic intent to, the State Disaster Coordinator (SDC), State Recovery Policy and Planning Coordinator (SRPPC) and State Recovery Coordinator (SRC) • Provide a clear and formal line of communication and decision-making between the Premier and relevant Ministers and Directors-General/Chief Executives before, during and after disasters • Be responsible for oversight of reconstruction and recovery efforts following major disaster events • Build Queensland's disaster resilience through coordination of measures to prepare for, prevent and mitigate the effects of future natural disasters • Provide guidance on the strategic priorities for disaster management • Develop a strategic policy framework for disaster management for the State • Ensure effective disaster management is developed and implemented for the State • Ensure arrangements are established and maintained between the State and the Commonwealth about matters relating to effective disaster management • Identify resources, in and outside the State, that may be used for disaster operations • Provide reports and make recommendations about matters relating to disaster management and disaster operations • Prepare, under s49 of the *Disaster Management Act 2003*, the State Disaster Management Plan (SDMP) • Coordinate State and Commonwealth assistance for disaster management and disaster operations • Perform other functions given to the group under the *Disaster Management Act 2003*.
Communications	• The QDMC provides reports and makes recommendations, where appropriate, about matters relating to disaster management and disaster operations.

State Disaster Management Group

Group	State Disaster Management Group (SDM Group)
Formation	• The SDM Group is established under s21F of the *Disaster Management Act 2003* and supports early disaster management when the Queensland Disaster Management Committee (QDMC) is not stood up.
Members	• Members of the SDM Group are outlined in Part 2 of the *Disaster Management Regulation 2014*.
Functions	• To provide timely strategic oversight of, and support for, disaster management and disaster operations for the State • To consider strategies and policies for managing a disaster and to give advice to the QDMC about implementing the strategies and policies • Other functions given to the group under the *Disaster Management Act 2003*.

State Disaster Coordination Group

Group	State Disaster Coordination Group (SDCG)
Formation	• The SDCG is not established directly by legislation, but by the Chair of the Queensland Disaster Management Committee (QDMC) exercising their power under s48 of the *Disaster Management Act 2003* to establish a committee to assist a disaster management group perform its functions.
Functions	• Implement decisions of the QDMC relating to disaster response and operational preparedness • Develop an annual work plan to assist QDMC progress its responsibilities • Support the operationalisation of the Queensland State Disaster Management Plan (SDMP) • Escalate significant disaster response and preparedness issues to relevant bodies for resolution • Provide a forum to discuss the impact of strategic national and State disaster management initiatives in Queensland relevant to all aspects of disaster response • Coordinate preparedness activities to support effective disaster response operations • Report and provide strategic operational advice to the State Disaster Coordinator (SDC) on disaster response operations • Ensure the coordinated and effective deployment of State government resources in disaster response operations • Liaise with invitees and other organisations, including the Commonwealth and local governments, to ensure the coordinated and efficient deployment of their resources in disaster response operations • Provide advice on disaster impacts • Provide advice on identified emergency relief needs • Support the transition to recovery operations.

State Recovery and Resilience Group

Group	State Recovery and Resilience Group (SRRG)
Formation	• The SRRG is not established directly by legislation, but by the Chair of the Queensland Disaster Management Committee (QDMC), exercising their power under s48 of the *Disaster Management Act 2003* to establish a committee to assist a disaster management group perform its functions.
Functions	• Implement decisions of the QDMC relating to disaster recovery and resilience • Enact the Queensland Recovery Plan (QRP) when required • Provide guidance on recovery and resilience capability needs, development opportunities and research focus areas for Queensland • Coordinate actions and outcomes on diverse issues that span multiple Functional Recovery and Resilience Groups (FRRGs) and departments/agencies • Support the development of specific recovery plans in partnership with the Queensland Reconstruction Authority (QRA) and the State Recovery Coordinator (SRC) where appointed • Recommend to the Chair the establishment of additional FRRGs on a temporary or permanent basis as required • Facilitate after action reviews to identify lessons and drive continuous improvement in disaster recovery and resilience • Participate in the prioritisation, delivery and monitoring of strategic recovery and resilience programs • Identify opportunities for whole-of-government disaster recovery and resilience policy development, informed by emerging issues.

Functional Recovery and Resilience Groups

Queensland's approach to Functional Recovery and Resilience Groups (FRRGs) is outlined in the Queensland Recovery Plan.

Key positions

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

Police Commissioner

Position	**Police Commissioner** (Queensland Police Service)
Appointment	• Appointed by the Governor in Council upon recommendation of the Minister responsible for the *Disaster Management Act 2003*.
Role	• Establish and maintain arrangements between the State and the Commonwealth about matters relating to effective disaster management • Ensure that disaster management and disaster operations in the State are consistent with the Queensland Disaster Management 2016 Strategic Policy Statement, the Queensland State Disaster Management Plan (SDMP), the Standard for Disaster Management in Queensland and the DM Guideline • Ensure persons performing functions under the *Disaster Management Act 2003* are appropriately trained • Provide support and advice to local and district groups, the State Disaster Management Group (SDM Group), and the Queensland Disaster Management Committee (QDMC), in relation to disaster management and disaster operations.

State Disaster Coordinator

Position	**State Disaster Coordinator** (SDC)
Appointment	• Appointed by the Chair, Queensland Disaster Management Committee (QDMC), in consultation with the Police Commissioner as legislated in the *Disaster Management Act 2003*.
Role	• Coordinate the disaster response operations for the QDMC • Report regularly to the QDMC about disaster response operations • Ensure strategic decisions of the QDMC about disaster response operations are implemented as far as practicable • Provide strategic advice on disaster response operations to district disaster coordinators • Request Commonwealth Government non-financial assistance.

State Recovery Policy and Planning Coordinator

Position	**State Recovery Policy and Planning Coordinator** (SRPPC)
Appointment	• Is the Chief Executive Officer of the Queensland Reconstruction Authority (QRA) under the *Queensland Reconstruction Authority Act 2011;* or • An appropriately qualified person appointed by the Chair, Queensland Disaster Management Committee (QDMC), as legislated in s21CA of the *Disaster Management Act 2003*.
Role	• Make policies and plans for the QDMC about coordinating effective disaster recovery operations • Liaise with, and advise, the State Disaster Coordinator (SDC) about disaster recovery operations • Work with the SDC to transition from disaster response operations to disaster recovery operations • Oversee the implementation of policies for effective disaster recovery operations and for improving resilience of the State • Liaise with, and advise, the State Recovery Coordinator (SRC) (if appointed) about coordinating the disaster recovery operations for the disaster • Report regularly to the QDMC about the coordination of disaster recovery operations • Otherwise coordinate disaster recovery operations for the QDMC.

State Recovery Coordinator

Position	State Recovery Coordinator (SRC)
Appointment	• Appointed in writing by the Chair, Queensland Disaster Management Committee (QDMC), in consultation with the State Recovery Policy and Planning Coordinator (SRPPC) where the Chair of the Queensland Disaster Management Committee (QDMC) deems the appointment necessary and the appointee has the appropriate expertise or experience as legislated in s21D of the *Disaster Management Act 2003*.
Role	• Coordinate the disaster recovery operations for the disaster • Liaise with, and advise, the SRPPC about the disaster recovery operations • Report regularly about the disaster recovery operations to the SRPPC • Report about the disaster recovery operations to the Chair of the QDMC • Ensure, as far as reasonably practicable, that any strategic decisions of the QDMC, relevant to the disaster recovery operations are implemented • Provide strategic advice on the disaster recovery operations to government agencies performing disaster recovery operations for the disaster.

Executive Officer, Queensland Disaster Management Committee

Position	Executive Officer, Queensland Disaster Management Committee
Appointment	• Appointed by the Police Commissioner as legislated in the *Disaster Management Act 2003*.
Role	• Provide executive support at meetings of the QDMC • Call meetings of the QDMC • Provide any other executive support the Chair considers necessary.

Executive Officer, State Disaster Management Group

Position	Executive Officer, State Disaster Management Group
Appointment	• Appointed by the Police Commissioner as legislated in the *Disaster Management Act 2003*.
Role	• Call meetings of the State Disaster Management Group (SDM Group) • Provide executive support at meetings of the SDM Group • Provide any other executive support the Chair considers necessary.

Chair / District Disaster Coordinator – District Disaster Management Group

Position	Chair / District Disaster Coordinator – District Disaster Management Group
Appointment	• Appointed by the Police Commissioner as legislated in the *Disaster Management Act 2003*.
Role	• Manage and coordinate the business of the group • Ensure that the group performs its functions • Report regularly to the Queensland Disaster Management Committee (QDMC), about the performance of the district group • Coordinate disaster operations in the disaster district for the group.

Executive Officer – District Disaster Management Group

Position	Executive Officer – District Disaster Management Group
Appointment	• Appointed by the Police Commissioner as legislated in the *Disaster Management Act 2003*.
Role	• Support the district group in the performance of its functions, as directed by the Chair.

Chair – Local Disaster Management Group

Position	Chair – Local Disaster Management Group
Appointment	• As legislated in the *Disaster Management Regulation 2014*, the Chair of an LDMG is the mayor of the relevant local government; or a councillor nominated by the mayor. For a combined local government, the Chair is the mayor of any of the local governments comprising the combined local government; or a councillor of any of the local governments comprising the combined local government, nominated by a mayor of one of the local governments.
Role	• Manage and coordinate the business of the group • Ensure the group performs its functions • Report regularly to the relevant district group, and the Police Commissioner, about the performance of the group functions.

Local Disaster Coordinator

Position	Local Disaster Coordinator (LDC)
Appointment	• Appointed by the Chair of the Local Disaster Management Group (LDMG) after consulting with the Police Commissioner, as legislated in the *Disaster Management Act 2003*.
Role	• Coordinate disaster operations for the local group • Report regularly to the local group about disaster operations • Ensure that any strategic decisions about disaster operations by the local group are implemented.

Inspector-General of Emergency Management

Position	Inspector-General of Emergency Management (IGEM)
Appointment	As appointed in accordance with s16B of the *Disaster Management Act 2003*.
Role	• Review and assess the effectiveness of disaster management by the State • Review and assess the effectiveness of disaster management by Local Disaster Management Groups (LDMGs) and District Disaster Management Groups (DDMGs), including their plans • Review and assess cooperation between entities responsible for disaster management in the State • Make disaster management standards • Regularly review and assess disaster standards • Review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standard • Work with entities performing emergency services, departments, and the community to identify and improve disaster management capabilities • Monitor compliance by departments with their disaster management responsibilities • Identify opportunities for cooperative partnerships to improve disaster management outcomes • Report to and advise the Minister responsible for *Disaster Management Act 2003*.

Responsibilities

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.

Government owned corporations

Queensland currently has multiple government owned corporations (GOCs) that 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.

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 operate within industry legislation or codes of practice. The owners/operators of this infrastructure are encouraged to actively participate in applicable DDMG's and will be actively engaged by the Chairs 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.

Queensland's referable dams

Queensland has more than 100 referable dams. A dam becomes referable if it would put a population at risk 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.

Commonwealth arrangements

National Emergency Management Agency

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

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 NEMA liaison officers who are located at the SDCC when activated.

Commonwealth Disaster Planning Arrangements

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 Australian Government Disaster Response Plan (COMDISPLAN).

The COMDISPLAN outlines the arrangements regarding Australian Government non-financial assistance to Australian States and Territories in a disaster.

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 Commonwealth 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.

Military assistance

In accordance with the National Defence Strategy 2024 (NDS24), the Australian Defence Force (ADF) is to be the force of last resort for crisis response. The ADF 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 local, time sensitive emergency Defence assistance where life, persons, animals or property is threatened, can be made directly to a local Commander.

Requests for large scale or long term military assistance are made via the request for assistance process to the State Disaster Coordination Centre (SDCC). These requests are considered by the State Disaster Coordinator and upon approval, are forwarded to the Attorney-General for consideration by NEMA.

The DACC assistance categories used within disaster management are:

- **DACC 1 – Local emergency assistance:**
Emergency assistance provided to authorities at a local level where deliberate and decisive action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life or prevent widespread loss and damage to property; where local civilian resources are inadequate, unavailable or cannot be mobilised in time. DACC 1 support is provided from within the resources of a local Defence unit or base, or the resources already force assigned to an established Joint Task Force. DACC 1 tasks are short term in nature (generally no more than 48 hours).

- **DACC 2 – Significant crisis response or relief assistance:** Significant emergency non-financial assistance, beyond that provided under DACC 1, due to the location, scale, complexity or expected duration of the request and is aligned to the scope of response and/or relief activity. An emergency may arise from an extensive or continuing natural or human induced crisis, where the civil emergency authorities request additional capacity or specialist niche capability that Defence may be able to provide.

- **DACC 3 – Significant recovery assistance:** is assistance associated with recovery from a civil emergency or disaster, where the imminent threat to life and or property has passed. Provision of this level of support involves longer term significant recovery support, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic and physical wellbeing. Duration of assistance shall depend on the nature and scope of recovery effort and available resources. DACC 3 assistance is aligned in scope to recovery activity (as defined in the Australian Government's National Disaster Management and Recovery Continuum) and does not include reconstruction or risk reduction support. A COMDISPLAN must be activated for DACC 3 to apply.

Cross-border collaboration

Queensland shares its borders with four other jurisdictions: New South Wales (NSW), South Australia (SA), the Northern Territory (NT) 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 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 NEMA, in collaboration with the Department of Foreign Affairs and Trade and the Department of Home Affairs.

Disaster management documents

Queensland Police Service is responsible for the development, management and review of the Queensland Prevention, Preparedness, Response and Recovery (PPRR) Disaster Management Guideline (DM Guideline).

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

LDMGs and DDMGs 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 for Disaster Management in Queensland (the Standard), and the DM Guideline.

The DM Guideline 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, the Standard for Disaster Management in Queensland and other key disaster management doctrine.

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.

3. Risk

Overview

Disaster Risk Reduction

Disaster Risk Reduction (DRR) was defined by The United Nations Office for Disaster Risk Reduction (UNDRR) in the open-ended intergovernmental expert working group on indicators and terminology relating to DRR.

DRR aims to prevent new, and reduce existing, disaster risk and manage residual risk, all of which contribute to strengthening resilience and achievement of sustainable development. DRR is the policy objective of disaster risk management, and its goals and objectives are defined in DRR strategies and plans.

An example of a global agreed policy of DRR is the Sendai Framework for Disaster Risk Reduction 2015-2030. The intended outcome of the Sendai Framework is to deliver a substantial reduction of disaster risk and losses in lives, livelihoods, and health and in the economic, physical, social, cultural, and environmental assets of persons, businesses, communities and countries.

In the Australian context, the National Disaster Risk Reduction Framework and the Second National Action Plan for Disaster Risk Reduction are two key policy documents. The Queensland Strategy for Disaster Resilience 2022-2027 promotes a systems approach to resilience that connects with a range of agencies and sectors to deliver improved outcomes for Queensland.

Additionally, the Queensland 2023 State Disaster Risk Report (SDRR) provides a comprehensive overview of the concepts of disaster risk, disaster risk assessment, and management, and prioritises hazard risks by region across Queensland. Further information on the Queensland 2023 State Disaster Risk Report (SDRR) outcomes can be found in the section on Queensland's hazard risk profile below.

Context of disaster risk in Queensland

Disaster risk management governance from local, to district, to State, to Commonwealth, is a foundation of Queensland's disaster management arrangements. The intent of the arrangements is to minimise the impact of hazards on local communities by ensuring a coordinated approach and effort towards risk management.

The Queensland Reconstruction Authority (QRA) is responsible for leading Queensland's State-level hazard and risk functions, which includes reviewing the disaster risk management space in Queensland, and re-designing the State risk assessment methodology.

The disaster risk assessment methodologies currently used in Queensland are the National Emergency Risk Assessment Guidelines (NERAG), which provides a contextualised, emergency-related risk assessment method consistent with the Australian Standard AS/NZS ISO 31000:2018 Risk management – principles and guidelines; and the Queensland Emergency Management Risk Framework (noting that this framework is currently under review) [2].

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[2] QRA has progressed development of a revised hazard and risk assessment methodology, known as the Queensland Hazard and Risk Assessment Framework (QHRAF) to replace the former 2017 Queensland Emergency Risk Management Framework (QERMF) which is expected to be released for consultation in early 2026. For further information visit the QRA website.

Queensland's hazard risk profile

The Queensland 2023 State Disaster Risk Report (SDRR) provides a detailed State-level summary, and prioritises the key hazard risks impacting Queensland. This was achieved through a mixed method approach that used quantitative and qualitative understandings of disaster risk across Queensland to rank risk in their importance to each of the regions, and then to Queensland as a whole.

The following table shows the Queensland 2023 State Disaster Risk Report (SDRR) hazard rankings for Queensland.

Hazard	Overall Rank (State)
Flooding	1
Tropical cyclone	2
Bushfire	3
Severe thunderstorm	4
Heatwave	5
Pandemic	6
Biosecurity	7
Chemical, biological, radiological	8
Earthquake	9
Tsunami	10

The following table provides an overview of the prioritised SDRR hazard types.

Flooding
Managing the risks associated with flooding is the highest priority for Queensland, particularly over the coming decade. Climate projections present a varied picture for the State for flood risk. However, given the proximity of population centres to rivers or creeks, flooding poses a serious risk to the State.

Tropical Cyclone
Managing the risks associated with a tropical cyclone are Queensland's second highest priority. Tropical Cyclone is the most disruptive and damaging natural hazard for Queensland, with the potential to pose the most risk to life due to limitations to disaster operations during impact. Damaging sustained high wind speeds, intense rainfall leading to flash flooding, storm surge, and onset of riverine flooding can all combine to create significant impacts from a single cyclonic system.

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

Severe Thunderstorm
Severe thunderstorms have historically been one of Queensland's most damaging natural hazards. Damaging wind gusts, hail, lightning strikes (also leading to bushfires), and storm surge occur from storm and east coast low events.

Heatwave
Heatwaves, arguably due to their less violent, slower onset and less publicised nature, have only more recently begun to be recognised at a true level of risk.

Pandemic
Until the emergence of the COVID-19 Pandemic in 2020, epidemic and pandemic diseases were not considered high priority in Queensland. With greater global interconnectedness, and the importance of globally dependent industries to Queensland's economy, future pandemics will pose a significant risk for Queensland, and lessons from the most recent pandemic will assist in ensuring that Queensland is prepared.

Biosecurity Emergency
Infectious plant or animal disease can have significant economic impacts, especially for parts of the State that have important agriculture industries. Like pandemics, the risk of biosecurity incursions increases as Queensland is more connected to global markets, which sees greater movement of products and people.

Chemical, Biological or Radiological Incident
Chemical, biological, and radiological (CBR) events can have potentially catastrophic consequences but the risk in general of these events is uniformly low across Queensland.

Earthquake
Earthquakes are a frequently occurring phenomenon in Queensland with some geographic areas registering the strongest events to occur on the eastern seaboard in the past 150 years, most notably the Great Queensland Quake of 1918 at a magnitude of 6.05. However, the magnitude of most events is often less.

Tsunami
Due to the low likelihood of tsunamigenic earthquakes around the Solomon Islands and New Zealand, the likelihood of a tsunami impacting Queensland is correspondingly low.

4. Public Information

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 providing advice on appropriate actions to be taken, contributes to safeguarding life, property, and the environment.

Communication by the State

The Director-General, Department of the Premier and Cabinet (DPC) is responsible for activating and deactivating the Crisis Communication Network (CCN) in collaboration with the CCN Chair, an appointed member of DPC's The Cabinet Office.

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 CCN, which comprises Queensland Government heads of communication and staff from relevant external agencies.

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 key 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. Conversely, the CCN is not activated if the event can be readily managed by the lead agency.

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. Communication to impacted local communities will also be issued directly from agencies involved in the response.

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

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 which will issue advice to the CCN and the Premier's Office.

Auslan (Australian Sign Language)

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

Multilingual resources and communication

The Queensland Language Services Policy outlines a 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 provide some considerations when developing multilingual resources.

Local and district disaster management 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.

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 use of social media networks and emerging technologies.

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 information.

Further information is available in the Queensland Government arrangements for coordinating public information in a crisis.

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

Warnings

Queensland uses warnings to enable communities and individuals to act in an effective manner, in relation to hazards that may arise. Further detail on issuing warnings can be found in the Queensland Warnings Manual.

5. Resilience

Overview
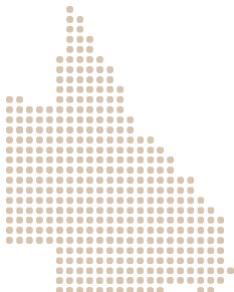
The Queensland Reconstruction Authority (QRA) is the lead agency responsible for disaster recovery and resilience policy in Queensland. The Queensland Government is committed to strengthening disaster resilience to ensure communities are better equipped to deal with the increasing prevalence of disasters.

The QRA is also the lead agency responsible for developing and coordinating the Queensland Strategy for Disaster Resilience 2022-2027 (QDSR), which provides an overarching framework for how the Queensland Government collaboratively delivers disaster resilience commitments and actions to strengthen community resilience, based on local and regional needs.

Queensland's approach to resilience is outlined in the Queensland Strategy for Disaster Resilience 2022-27 and Pathways to a climate resilient Queensland: Queensland Climate Adaptation Strategy (2017-30).

6. Prevention
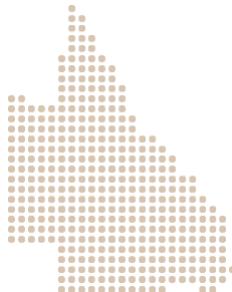
Overview

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 a hazard.

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

Mitigation

Mitigation activities are those actions taken to decrease the impacts of a disaster on people, infrastructure, and the environment.

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 a 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 (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 the 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. Consequently, 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.

- **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

Overview

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 centered on three key elements:

- planning
- capability integration
- community engagement.

Planning

In Queensland, planning is undertaken at local, district and State levels, in accordance with, the *Disaster Management Act 2003*, the Standard for Disaster Management in Queensland (the Standard), and the DM Guideline.

The subsequent plans operate within the context of a tiered structure of legislation, policy, and the DM Guideline.

Comprehensive planning occurs across all phases of disaster management – prevention, preparedness, response, and recovery – and all plans are scalable and adaptable.

The specific needs of First Nations people should be considered when developing disaster management plans. An example of a framework for considering needs is the Queensland Health Aboriginal and Torres Strait Islander Cultural Capability Framework.

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 People with vulnerabilities in disasters: a framework for an effective local response resource 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.

Local Disaster Management Plans

Each local government, supported by their Local Disaster Management Group (LDMG), must prepare a plan for disaster management. The Local Disaster Management Plan (LDMP) must be reviewed on an annual basis, be consistent with the Standard for Disaster Management in Queensland and the DM Guideline, and include provision for:

- the Queensland State Disaster Management 2016 Strategic Policy Statement 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.

District Disaster Management Plans

Each District Disaster Management Group (DDMG) must prepare a plan for disaster management. The District Disaster Management Plan (DDMP) must be reviewed on an annual basis and be consistent with the Standard for Disaster Management in Queensland and the DM Guideline.

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

* the Queensland Disaster Management 2016 Strategic Policy Statement

* 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.

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.

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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

* 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 identified for a range of hazards and are responsible for the development of a hazard specific plan, in consultation with affected stakeholders (see Table 7.1). Hazard specific primary 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.

Table 7.1 Identified Hazards, Primary Agencies and Relevant Plans

Hazard	Plan	Primary agency
Animal and plant disease	Australian Veterinary Emergency Plan (AUSVETPLAN) Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN) Australian Emergency Plant Pest Response Plan (PLANTPLAN) Biosecurity Emergency Management – Response Planning Guide	Department of Primary Industries
Biological (human related)	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Health
Radiological	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Health
Bushfire	Queensland Bushfire Plan	Queensland Fire Department
Chemical	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Fire Department
Heatwave	Heatwave Management Response Plan	Queensland Health
Pandemic	Pandemic Influenza Plan Australian Health Management Plan for Pandemic Influenza	Queensland Health
Ship Sourced Pollution	Queensland Coastal Contingency Action Plan (QCCAP)	Maritime Safety Queensland
Terrorism	Queensland Counter Terrorism Plan	Queensland Police Service

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

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:

- address functional activities across all phases of disaster management

- 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 levels, functional planning is established, as necessary, as sub-plans to the Local or District Disaster Management Plan.

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.

Capability integration

People performing functions under the *Disaster Management Act 2003* are required to be appropriately skilled, trained and practiced so they are ready to enable response and recovery activities. This is achieved through:

- training and education

- exercising

- lessons management

- pre-season briefings.

Training and education

Disaster Management Training

Queensland Police Service is responsible for maintaining the Queensland Disaster Management Training Framework; all disaster management stakeholders 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 (QDMTF), a comprehensive training program of disaster management activities in Queensland.

The Queensland Disaster Management Training Framework (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

- warnings and alerts

- disaster coordination centres and evacuation

- funding arrangements.

Refresher training is also available under the Queensland Disaster Management Training Framework (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 (DM LMS).

Specific training for functions

The Queensland Disaster Management Training Framework (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 Reserve Program, where the Queensland Government has a Ready Reserve Workforce made up of personnel from across State government agencies. Training is provided to the Ready Reserve workforce to support disaster effected communities.

Exercising

Queensland Police Service is responsible for developing a program 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 DM Guideline 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 local, district, and State groups.

Lessons management

The Office of the Inspector-General of Emergency Management (Office of the 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 Office of the IGEM is responsible for a lessons management framework which provides guidance on good practice and opportunities for improvement, and ensure lessons identified are learnt.

The DM Guideline contains guidance regarding the process for debriefing. The Queensland Disaster Management Training Framework (QDMTF) also includes a 'Briefing and Debriefing' module.

Debriefing and lessons learned strategies should be consistent with The Australian Institute for Disaster Resilience Handbook for Lessons Management.

Community engagement

The engagement and preparedness of communities has a significant influence on their resilience. Community engagement has 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.

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 Program, which is run throughout the year with information about preparing for severe weather events

- the "If it's flooded, forget it" annual safety campaign, which 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 website

- the annual Bushfire Safety campaign, which aims to change behaviours around risk identification and acceptance, bushfire preparedness and monitoring conditions.

Agencies responsible for State-wide public information campaigns are to ensure that such campaigns are included on the Disaster Management website.

This will enable coordination of campaigns across Queensland's disaster management arrangements.

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

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.

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.

Arrangements

Disaster management arrangements for Queensland encompass:

- primary responsibilities

- a framework of groups and committees

- specialist roles

- disaster coordination centres.

Primary Responsibilities

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

- the Queensland Disaster Management 2016 Strategic Policy Statement has the primary objective of 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 DM Guideline 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 QDMC provide local governments with appropriate resources and support to help carry out these disaster operations.

Disaster Management Groups

At the core of Queensland's disaster management arrangements is the involvement of 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 *Section 2: Governance*.

Specialist Roles

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

Disaster Coordination Centres

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

People working in coordination centres operationalise group decisions, and plan and implement strategies and activities on behalf of the local, district or state group during disaster operations. Coordination centres house 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 work in 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 Sector Commission's Directive 10/14 Critical Incident Response and Recovery. This directive also guides arrangements for agency personnel in local and district coordination centres.

Levels of activation

Activation of response arrangements 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 DM Guideline.

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 of the potential threat.
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 continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Response functions

Multiple State agencies are responsible for various disaster response functions within Queensland.

These responsibilities are allocated in accordance with 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.

Decision making

Effective decision making when managing disaster events is supported by:

- a clear legislative basis for disaster operations and the exercise of power

- formal event management systems, where relevant

- the DM Guideline

- systems for intelligence collation and event reporting

- access to technical information.

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Disaster declarations

Disaster declarations can be made by the District Disaster Coordinator (DDC), with the approval of the Minister responsible for the *Disaster Management Act 2003*, 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 in the DM Guideline Supporting Resources.

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 has also been declared under the PSPA, to effect operational provisions under the PSPA.

Event management

Disaster management stakeholders use 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.

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 and reporting of weather forecasts from the BOM, and to provide briefings for key stakeholders as well as direct liaison with the 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 the 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.

Effective resource management

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

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

Logistics

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

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 LDMGs and DDMGs are to be advised of such deployments, to ensure a coordinated approach is achieved.

Volunteers

Volunteers play a key role in local disaster management response.

During disasters, individuals and communities inevitably seek to assist through spontaneous or ad hoc volunteering. Local arrangements should include the effective management of spontaneous volunteers prior to an event, to maximise the opportunities of strong community goodwill following a disaster, and minimise any negative impacts from an influx of spontaneous volunteers.

Volunteering Queensland (VQ) 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.

To enable effective planning and resource allocation, the use of volunteers should be reported through Queensland's disaster management groups at the relevant level.

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.

GIVIT is a not-for-profit organization that provides a mechanism to register and match donations with community need. The service is managed in accordance with the Managing Offers of Assistance manual and the DM Guideline.

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.

Event reporting

Event reporting procedures are 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.

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. Situation reports (SITREPs) are used to update the relevant district level during a disaster operation.

At the district level, the Disaster, Incident and Event Management System (DIEMS) is 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 are maintained to ensure collection and storage of relevant records.

Event Management System

During an event, the Event Management System (EMS) is used by all State agencies, when reporting into the SDCC.

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 through the PIC to form the whole of government message which is then distributed to relevant key stakeholders following CCN approval.

9. Recovery

Overview

The Queensland Reconstruction Authority (QRA) is the lead agency responsible for disaster recovery in Queensland.

Queensland's approach to recovery is outlined in the Queensland Recovery Plan.

Disaster funding arrangements are outlined in the Queensland Disaster Funding Guidelines and explain Queensland's two disaster relief and recovery arrangements: the Disaster Recovery Funding Arrangements (DRFA) and the State Disaster Relief Arrangements (SDRA).

10. Disaster Management Research

Overview
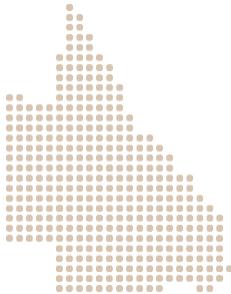
The Office of the Inspector-General of Disaster Management is responsible for enabling a sector-wide, collaborative approach to disaster management research in Queensland.

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 promotes collaboration and knowledge-building activities to drive an 'effective disaster management system' and is used as the basis for research activities by Office of the IGEM.

Focus of disaster management research

Disaster management research in Queensland should be:

- **responsive** by aligning to State and Commonwealth 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.

Disaster Management Research Framework

The Queensland Disaster Management Research Framework supports collaboration between the tertiary and disaster management sectors and promotes the use of research by disaster managers.

The purpose of the 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.

Knowledge brokering

The Office of the Inspector-General of Disaster Management (Office of the 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.

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

11. Assurance

Overview
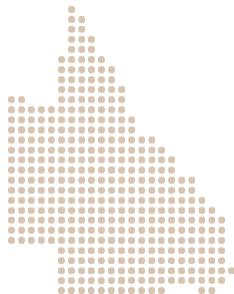
The Office of the Inspector-General of Emergency Management is responsible for providing an assurance of public safety.

The Office of the Inspector-General of Emergency Management (Office of the 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.

The Office of the IGEM assesses an entity's disaster management arrangements across five areas of accountability:

- governance
- doctrine
- enablers
- performance
- capabilities.

Disaster management may be considered effective if it is scalable, comprehensive, interoperable, adaptable and value for money.

Queensland's approach to assurance is outlined in the Emergency Management Assurance Framework (EMAF) and the Standard for Disaster Management in Queensland (the Standard).

12. Appendices

Appendix A – Queensland Disaster Districts and Local Government Areas

Appendix B – Disaster Management Roles and Responsibilities

APPENDIX A: Queensland Disaster Districts and Local Government Areas

Disaster District	Local Government Area
Brisbane	Brisbane City
	Redland City
Bundaberg	Bundaberg Regional
	North Burnett Regional
Cairns	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
	Torres Strait Island Regional
	Weipa Town Authority
	Wujal Wujal Aboriginal Shire
	Yarrabah Aboriginal Shire
Charleville	Bulloo Shire
	Murweh Shire
	Paroo Shire
	Quilpie Shire
Dalby	Western Downs Regional
Gladstone	Banana Shire
	Gladstone Regional
Gold Coast	Gold Coast City
Gympie	Cherbourg Aboriginal Shire
	Gympie Regional
	South Burnett Regional
Innisfail	Cassowary Coast Regional
Ipswich	Ipswich City
	Somerset Regional
Logan	Logan City
	Scenic Rim Regional
Longreach	Barcaldine Regional
	Barcoo Shire
	Blackall Tambo Regional
	Longreach Regional
	Winton Shire

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

APPENDIX B: Disaster Management Roles and Responsibilities

The following roles and responsibilities have been provided by each organisation listed.

Australian Defence Force (ADF)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Support Function

In accordance with the National Defence Strategy 2024 (NDS24), (Chapter 2, paragraph 2.5), national resilience requires the Commonwealth to work with States and Territories to develop alternative capabilities for crisis response and recovery, so that the Australian Defence Force is only used as a force of last resort.

When supporting Queensland, ADF functions include:

- Providing an ADF Liaison Officer to State Disaster Coordination Group (SDCG) and State Disaster Coordination Centre (SDCC)
- Providing emergency response to prevent risk to life, property, and environment under Defence Assistance to the Civil Community (DACC) DACC1 arrangements at local and district levels
- Providing emergency DACC2 response and DACC3 recovery assistance in accordance with tasking from National Emergency Management Agency (NEMA) in response to State requests for assistance

Australian Red Cross (ARC)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Emergency Services

Responsibilities	Role
Evacuation Management: • Manage Register.Find.Reunite., which assists in locating individuals and responding to enquiries regarding people who may be in a disaster affected area	• Manage the registration of evacuees in partnership with Queensland Police Service

Support Functions:
• Reconnect family, friends and loved ones during disasters
• Outreach planning and coordination
• Immediate shelter guidance and management, including Meet & Greet, Registration and Intake, Personal Support and Evacuation Centre Management (which are underpinned by the application of psychological first aid concepts and principles)
• Conduct a range of psychosocial support (PSS) activities in line with International Federation of the Red Cross and Red Crescent (IFRC) trauma-informed best practices - to individuals and communities during and after a disaster, including:
 	
   o providing psychological first aid (PFA) in disaster affected communities
   o conducting information sessions and facilitating workshops in PFA, stress management/self-care
   o participating in community meetings to provide PSS
 	
• Contribute to recovery planning
• Distribution of publications/resources to community members
• Foster collaboration between State disaster relief efforts and key corporate partners
• Support the timely and efficient mobilisation of resources by Australian Red Cross and key corporate partners, including supplies and technical expertise, to assist the State disaster response and recovery operations
• Participate in groups/committees/planning
	• Australian Red Cross provides a people-centered approach to disaster management, delivering PSS and assisting efforts to ensure people's basic needs are met in the immediate aftermath of an emergency
	• Deliver services as per agreements/specifications/plans
	• Memorandum of Understanding with certain Local Government Areas to manage/ support evacuation centres on behalf of the local council
	• Standing Offer Arrangement for Human and Social Recovery Services as part of Disaster Relief and Recovery

Bureau of Meteorology (BOM)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) external representative; State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
Relevant Legislation: *Meteorology Act 1955* • Provide forecasts, weather warnings and long-term outlooks on environmental phenomena that affect the safety, prosperity, and resilience of Australians	• Collect, coordinate, and distribute environmental observation data in support of advice, warnings, and briefings • Provide seasonal climate outlooks for forward planning

Department of Customer Services, Open Data and Small and Family Business (CDSB)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member.

Customer services

Responsibilities	Role

[Nil legislative]	• Government website, call centre and counter services
	  o Provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies
	  o Coordinate government website publishing of public information about major events and/or disasters (in partnership with relevant content/franchise owners)
	  o Provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – to facilitate reactive and tailored communication
	  o Provide disaster services through government counter services as required

Government ICT services

Responsibilities	Role

	• Hazard lead for cyber security
	  o Activate the disaster management arrangements in line with the Cyber Security Hazard Plan
	  o Coordinate with Department of the Premier and Cabinet information sharing, public messaging and technical resources
	  o Coordinate communication and mitigations with state and federal technical governance bodies, local industry and academia
	  o Undertake post incident review and develop potential policy response
	• Functional lead for the coordination of Information Communication Technology (ICT) and telecommunications advice
	  o Actively manage whole of Government ICT infrastructure, data centres, networks and security solutions
	  o Liaise with the telecommunications industry regarding the impact and status of disaster-related outages
	  o Support the ICT Portable Office Kits that are used in Queensland Government Community Recovery sites
	  o Support the ICT infrastructure underpinning the CR Assist and CR Portal systems
	• Additional financial transactional and payroll processing for customer agencies of shared services, where required

Small and Family Business

Responsibilities	Role
	• Liaison and support to small and family businesses o Lead development of small business policy, and strategy, including business resilience

	o Advise the Queensland Reconstruction Authority on the need to activate small business disaster recovery loans and grants
	
	  o Provide information to assist small businesses to recover, strengthen and become more resilient through support services and grants
	
	  o Provide advice on small business response and recovery status
	
	• Collaborate with stakeholders to assist small businesses recovery

Department of Education (DoE)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member

Education Queensland

Responsibilities	Role
Relevant legislation: *Disaster Management Act 2003* *Public Safety Preservation Act 1986* *Education (General Provisions) Regulation 2017* *Human Rights Act 2019* • 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 or Regional Disaster Management Subplan • Ensure that DoE is prepared to respond to and recover from, disasters and emergencies • Temporarily close and facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event *(s9, Education (General Provisions) Regulation 2017)* • Facilitate the transition of DoE facilities to cyclone shelters, places of refuge and evacuation centres as required or directed • Contribute to the State-wide response to disasters and emergencies as required	• Lead, manage, and coordinate the department's planning, preparation, response and recovery from disasters and emergencies • Provide departmental buildings that can be transitioned to cyclone shelters, places of refuge and evacuation centres • Support communications prior to, during, and after an event

The Arts

Responsibilities	Role
Relevant Legislation: *Work Health and Safety Act 2011 (WHS Act)*	• Coordinate response and recovery services for the Arts property portfolio, including Arts Statutory Bodies • Lead agency for the delivery of the Arts Queensland Crisis Plan • Chair of the Queensland Cultural Centre Crisis Management Group, Crisis Communications Team, and Incident Management Team

Department of the Environment, Tourism, Science, and Innovation (DETSI)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Environmental Functional Recovery and Resilience Group, chair (EnvFRRG); Economic Functional Recovery and Resilience Group (EFRRG) member; Emergency Relief Working Group (ERWG) member

Environment

Responsibilities	Role

Relevant Legislation:
Environmental Protection Act 1994
Coastal Protection and Management Act 1995
Queensland Heritage Act 1992
Waste Reduction and Recycling Act 2011
Environmental Offsets Act 2014
 	
• Protecting the environment, including its resources and biological diversity, through ecologically sustainable development, involving the setting of contaminant standards, and the conservation, rehabilitation and management of the coastal zone and cultural heritage significance of places and artefacts
 	
• Integrating environmental values into land use planning and management of natural resources, including for safeguarding life and property from the threat of coastal hazards and effects on cultural heritage significance
 	
• Minimising the disposal of waste by encouraging waste avoidance and the recovery, re-use, and recycling of waste
 	
• Counterbalancing any significant residual impacts of activities using environmental offsets
Enhancing knowledge on the effect of human activities and promoting environmental responsibility and community involvement
 	
• Conducting investigations pursuant to the *Environmental Protection Act 1994* and other environment and conservation legislation
 	
• Giving an emergency direction pursuant to the *Environmental Protection Act 1994* for a person to take reasonable action to deal with an emergency
	Regulatory support to affected stakeholders:
	• Provide environmental expert assessment and advice on:
	   o impacts and potential harm of incidents on environmental values
	   o priorities for protection of environmental values
	   o contaminant containment and treatment measures
	   o environmental harm mitigation measures
	   o clean up measures for environments and wildlife
	   o 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 (and associated agency CBR plans), Queensland Coastal Contingency Action Plan, National Plan for Maritime Environmental Emergencies, and related Memorandums of Understanding 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)

Relevant legislation: *Nature Conservation Act 1992* *Marine Parks Act 2004* *Recreation Areas Management Act 2006* *Forestry Act 1959* *Fisheries Act 1994 (Fish Habitat Areas)* *Wet Tropics World Heritage Protection and Management Act 1993* • Conservation of nature, including the management of protected areas and recreational areas, recognising the interests of First Nations people, the protection of native wildlife and its habitat, and through the education and cooperative involvement of the community, particularly landholders • Conservation of the marine environment, including the management of designated and highly protected areas, with the cooperative involvement of public authorities and other interested groups including First Nations people, and through public appreciation, understanding and enjoyment • Management of the wet tropics area, including natural heritage values, through cooperative management agreements and entering arrangements for the provision of rehabilitation and restoration works, public and community education programs, and having regard to First Nations people, ecologically sustainable development, and obligations under the World Heritage Convention	**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 (and hazard mitigation function) to meet this responsibility • Manage bushfire incidents on national parks, conservation parks and state forests unless there is a threat to life or property • 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 people to steward country and culture, and incorporate traditional knowledge into programs and management practices, along with connecting people with nature and sustainable ecotourism opportunities

Department of the Environment, Tourism, Science, and Innovation (DETSI)

• Harness Queensland's scientific excellent to improve government decision-making and services, strengthen disaster recovery and resilience and respond to climate change.	**Scientific and technical advice to response activities and hazard reduction:** • Provide storm tide and wave information, expertise, and advice in accordance with 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 the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development, and Geoscience Australia as requested • Assist with disaster impact and hazard mapping and assessment based on species records and habitat monitoring, along with land cover, burnt area and/or land use data derived from remote sensing, as requested • Provide air quality monitoring, with near-real time information made available for the community to make informed decisions and underpinning public health alerts issued by Queensland Health • 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
• Functional lead agency for environmental recovery and resilience, through the State Environment Functional Recovery and Resilience Group (EnvFRRG)	• Determine the potential and/or actual environmental impacts of disaster hazards and events, coordinate the efficient and effective planning and implementation of strategic environment recovery activities post event, and champion environmental resilience in policy and practice when dealing with disaster risk • Administer DRFA financial relief measures for local groups coordinating environmental recovery

Tourism

Responsibilities	Role
	• Engage with key stakeholders to align response of Tourism and Events Queensland, Department of Customer Services, Open Data and Small and Family Business, Department of Transport and Main Roads, local government, and key regional tourism organisations • Encourage business preparation and resilience with crisis and disaster regulated information on the Business Queensland website • Coordinate response post disaster to support tourism recovery through DFRA if there is an activation or other mechanisms • Stand up a disaster response network with tourism-related representatives in impacted regions to coordinate information, data, and response activities

Department of Families, Seniors, and Disability Services and Child Safety (DFSDSCS)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official, State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Human and Social Functional Recovery and Resilience Group, chair.

Whole of Department

Responsibilities	Role
	• Provide staff to Ready Reserve for Community Recovery operations • Monitor and act as required in relation to property/buildings impacted by disasters • Provision of procurement and property services resources to assist Community Recovery during disaster events

Community Recovery

Responsibilities	Role
Relevant Legislation: *Disaster Management Act 2003* • State and District Disaster Human and Social Recovery and Resilience Plans • Provision of practical information • Referral to support services • Access to financial assistance through grant applications • The Australian Government Disaster Recovery Funding Arrangements (DFRA) provide a cost sharing formula between the Queensland and Australian Governments on a range of pre-agreed relief and recovery measures. • State funding for non-DRFA eligible disasters are administered under the State Disaster Relief Arrangements (SDRA), a wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress	• Act as key contact point for human and social-related non-government organisation contracts and services during and post disaster events • Administer the Personal Hardship and Assistance Scheme (PHAS) and Essential Services Safety and Reconnection Scheme (ESSRS) • Coordinate development of Requests for Assistance submission to National Emergency Management Agency for long-term human and social recovery and resilience services for communities affected by disaster • Coordinate and administer human and social recovery and resilience services for affected communities, including activation of DRFA category A, C & D measures • Coordinate the deployment of the Community Recovery Ready Reserve workforce to assist with human and social recovery operations

Child Safety

Responsibilities	Role
	• Liaise with Foster and Kinship Carers, residential care providers in impacted areas to monitor impact of disaster and assist with relocation and/or other safety measures as required • Liaise with residential care providers in impacted areas to monitor impact of disaster and assist with relocation and/or other safety measures as required

Seniors

Responsibilities	Role
	• Provide staff to Ready Reserve for Community Recovery operations • Monitor and act as required in relation to property/buildings impacted by disasters

Disability Services

Responsibilities	Role
	• Ensure safety of clients of the Accommodation Support and Respite Service and the Forensic Disability Service

Responsibilities	Role
	• Monitor and act as required in relation to specialist disability accommodation impacted by disasters

Families	
Responsibilities	**Role**
	• Monitor and act as required in relation to funded service providers impacted by disasters
	• Provision of advice in relation to use of Neighbourhood Centres post disaster

Prevention of Domestic and Family Violence	
Responsibilities	**Role**
	• Monitor and act as required in relation to funded service providers impacted by disasters

Department of Housing and Public Works (DHPW)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Building Functional Recovery and Resilience Group, chair; Emergency Relief Working Group (ERWG) member

Housing	
Support functions – temporary emergency accommodation	
Responsibilities	**Role**
• Lead agency temporary emergency accommodation	• Provision of temporary accommodation solutions and services for impacted members of a community and/or government response/recovery staff (in circumstances where local capacity has been exhausted)

Public Works	
Support functions – building and engineering services and building codes	
Responsibilities	**Role**
	• Coordinate temporary office accommodation for use by State agencies
	• Coordinate technical advice on structural suitability of buildings to use as places of refuge, evacuation centres and cyclone shelters
	• Provide building response and recovery services, as requested, to government agencies
	• Facilitate Structural Assistance Grant assessments as requested, on behalf of the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS)
	• Maintain contact registers of professional service providers, specialist building contractors, building services and trades for registered suppliers to QBuild

Department of Local Government, Water and Volunteers (DLGWV)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member.

Water

Responsibilities	Role
Relevant Legislation: *Water Supply (Safety and Reliability) Act 2008* *Water Act 2000*	• Provide information and advice on the issues of dam safety and drinking water supply (continuity and/or safety) as required • Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in event of incidents or failures of dams (referable water dams are dams that have a population at risk of 2 or more persons) • Collate information from dam owners on event impacts • Exercise dam safety powers in needed to minimise the risk or failure or consequences of a dam failure • 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 • 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 departmental emergency management procedures that provide guidance in the response to a water supply emergency, regardless of hazard • Contribute to disaster management responses across those areas where the department has responsibilities or special expertise, including the management of departmental stream gauges that provide stream height, flow and rainfall data used by the Bureau of Meteorology • Deliver innovative policy, planning and regulatory solutions in partnership with stakeholders to support reliable water supply
• 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 s342A of the *Water Supply (Safety and Reliability) Act 2008* • The Chief Executive may also authorise an authorised officer to take reasonable steps to prevent or minimise the impact of dam failure s359A of the *Water Supply (Safety and Reliability) Act 2008* • The Regulator 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 s436 of the *Water Supply (Safety and Reliability) Act 2008* • The Regulator 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 s448 of the *Water Supply (Safety and Reliability) Act 2008* • The 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 s25B of the *Water Act 2000* • NOTE: 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	
• The Regulator 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 s436 of the *Water Supply (Safety and Reliability) Act 2008* • The Regulator may give a direction to a service provider to take action if there is an imminent risk to water security or	

Department of Local Government, Water and Volunteers (DLGWV)

continuity of supply of a water service or sewage service s448 of the *Water Supply (Safety and Reliability) Act 2008*	

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member; Environment FRRG member

Responsibilities	Role

Relevant Legislation:
Water Supply (Safety and Reliability) Act 2008
Environmental Protection Act 1994
Mineral Resources Act 1989
Petroleum and Gas (Production and Safety) Act 2004
Vegetation Management Act 1999 and *Planning Act 2016*
Land Act 1994 and *Land Regulation 2020*
	• Comply with the obligations of a referable dam owner including execution of the relevant emergency action plan approved under the *Water Supply (Safety and Reliability) Act 2008*
	
	• Manage Eagleio system to manage activation levels
	
	• Liaise with Dam Inspection Officers and Dam Inspection Engineers, as required
	
	• Provide Populations at Risk with warnings and evacuate communities in the event of an emergency
	
	• Advise and support the Local Disaster Management Group and local emergency service agencies
	
	• Environment FRRG membership - GeoResources (Adandoned Mines & Referable Dams) and Lands (State Managed Land)
	
	• Manage website updates for closure notices
	
	• Comply with all relevant legislation including the *Environmental Protection Act 1994*
	
	• Exercise powers under the *Mineral Resources Act 1989* and *Petroleum and Gas (Production and Safety) Act 2004*
	
	• Manage Satellite basemap for emergency planning and response
	
	• Provide track maps, warning modelling and satellite imagery to support disaster management groups
	
	• Provide framework spatial data (e.g. spatial cadastre, roads, addresses, watercourses, etc)
	
	• Manage impacts on unallocated State land and other land where DNRMMRRD is identified as the land manager and ensure compliance with relevant legislation
	
	• Provide advice on vegetation management clearing exemptions that apply in the event of a disaster
	
	• Defer payment of annual rent or instalments for leases, licences and permits (tenures) by declaration of a hardship area affected by disaster based on:
	   ○ Drought Declarations (The Long Paddock)
	   ○ Disaster Recovery Funding Arrangements activations summary issued by Queensland Reconstruction Authority for natural disasters
	
	• Defer payment of annual rent or instalments for leases, licences and permits (tenures) affected by natural disaster due to:
	   ○ an application by a tenure holder for deferral of annual rent suffering financial hardship as a result of the effects of a natural disaster
	   ○ a request for an extension of time to the due date for payment of outstanding annual rent
	
	• Land rent rebate - lessees of primary production leases are eligible for a rebate of up to 50% of the annual rent where that annual payment is more than the minimum rent

Department of the Premier and Cabinet (DPC)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official, observer; State Disaster Management Group (SDM Group) member; State Recovery and Resilience Group (SRRG) member; State Disaster Coordination Group (SDCG) member; Queensland Security and Counter-Terrorism Committee (QSCTC) deputy chair; Critical Infrastructure Resilience Working Group co-chair (with QRA)

Responsibilities	Role

Relevant Legislation:
Part 2 of the *Disaster Management Act 2003*, in particular:
 	
• s20 and 20A of the *Disaster Management Act 2003* (Premier as Chair of QDMC)
 	
• s21I and 21J of the *Disaster Management Act 2003* (Premier as Chair of SDM Group)
	• Support the Premier's role as chair of the State-level disaster management groups and relevant subgroups established under the *Disaster Management Act 2003*:
	   o Queensland Disaster Management Committee (QDMC)
	   o State Disaster Management Group (SDM Group)
	• The Director-General, Department of the Premier and Cabinet (DPC) is an assisting official of the above groups

• s3(2)(c) of the *Disaster Management Regulation 2014*	• The Director-General, DPC is responsible for activating and deactivating the Crisis Communication Network (CCN) • It is chaired by an appointed member of DPC's Behavioural Economics and External Affairs • The Chair of the CCN in an Observer of the QDMC

• s69 of the *Disaster Management Act 2003*	• The Minister and the Premier may declare a disaster situation for the State if satisfied the criteria outlined in s69 (a) and 69 (b) is met
	• Attend State Recovery and Resilience Group
	• The Director-General, DPC may be invited by the Chair as a member of QDMC
	• Support the Premier as Chair of the Queensland Disaster Management Committee
	• Support the Premier as Chair of the State Disaster Management Group
	• Represent Queensland on National Coordination Mechanism meetings
	• Represent Queensland on the:
	   o Australia-New Zealand Emergency Management Committee, and
	   o 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
	• Coordinate whole-of-Government communication via the CCN once activated
	• Coordinate disaster relief appeal management
	• Facilitate donations towards response and recovery on behalf of the Queensland Government (by direction of the Premier)
	• Coordinate Australian Government assistance where necessary

Department of the Premier and Cabinet (DPC)	
	• Member, Australia-New Zealand Emergency Management Committee
	• Member, Australia-New Zealand Counter-Terrorism Committee
	• Chair, Countering Violent Extremism Working Group
	• Chair, Counter Foreign Interference Working Group
	• Member, Queensland Security Exercise 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
	• Member, Human and Social Services Functional Recovery and Resilience Group
	• Member, Economic Functional Recovery and Resilience Group
	• Member, Built Environment Functional Recovery and Resilience Group
	• Member, Transport Functional Recovery and Resilience Group
	• Member, Environment Functional Recovery and Resilience Group
	• Member of the Public Information Sub-Committee
	• Member, Exercise Management Group

Department of Primary Industries (DPI)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Agriculture

Responsibilities	Role
	• Provide advice on agriculture, fisheries, and forestry disaster impacts (including advice on agriculture supply chains and animal welfare incidents)
	• Assist the ongoing supply of fresh food as an essential service
	• Support Disaster Recovery Funding Arrangements (DRFA) relief measures, including agricultural industry recovery and resilience officers as required
	• Coordinate the Agriculture Disaster Taskforce (ADT)
	• Engage with industry on preparedness for climate and biosecurity risks and aid with economic recovery
	• Assist agriculture industries in prevention and preparedness through normal business operations
	• Report on the disaster impact assessments for the agriculture sector, including economic losses, and expected recovery
	• Report on the possible impact of seasonal conditions and climate events will have on the agricultural sector
	• Support agriculture, fisheries, and forestry with workforce disruptions that may occur
	• Assist supply chains in the event of a cyber incursion that significantly disrupts agricultural meat processing

Biosecurity Queensland

Responsibilities	Role

Relevant Legislation:
Biosecurity Act 2014
Animal Care and Protection Act 2001
 	
• The *Biosecurity Act 2014* provides Biosecurity Queensland with the necessary powers to respond to biosecurity emergencies. The powers include:
   o Emergency Powers of Inspectors
   o Biosecurity Emergency Order
• Movement Control Order
	• Hazard Specific Primary Lead Agency for containment and eradication of emergency animal and plant diseases and pests, invasive plants and animals, residues, and contaminants in agricultural commodities - Australian Veterinary Emergency Plan

• The *Animal Care and Protection Act 2001* is administered by Biosecurity Queensland and enforced by appointed Biosecurity Queensland and RSPCA inspectors, or the police	• Provide advice on animal welfare in emergency incidents including natural disasters - Australian Aquatic Veterinary Emergency Plan • Coordinate efforts to prevent, respond to, and recover from emergency plant and animal pests and diseases and invasive plants and animals - Australian Emergency Plant Pest Response Plan • Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response, and recovery strategies and priorities for animal welfare within a community - Emergency Marine Pests Plan and National Environmental Biosecurity Response Agreement

Fisheries

Responsibilities	Role
	• Provide advice on fisheries disaster impacts (including advice on agriculture supply chains and animal welfare incidents)
	• Assist fisheries industries in disaster prevention and preparedness through normal business operations
	• Provide resources to assist in disaster management and recovery, including personnel, vehicles, vessels, and ancillary equipment

Department of Primary Industries (DPI)

Forestry

Responsibilities	Role
	• Provide advice on disaster impacts to the forestry and timber industries, including advice on supply chains • Assisting State owned and plantation forests in disaster prevention and preparedness through normal business operations • Support fire management activities on the State Forest estate through a contingent of trained firefighters within the Forestry business unit

Department of Sport, Racing and Olympic and Paralympic Games (DSROPG)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

	• Activate Sport and Recreation Disaster Recovery program to support Sport and Recreation organisations in re-establishing facilities and activities • Act in alignment with the department's Emergency Management Plan

Department of State Development, Infrastructure and Planning (DSDIP)

State/Commonwealth disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Economic Functional Recovery and Resilience Group, chair

Responsibilities	Role
	Chair the Economic Functional Recovery and Resilience Group to: • provide strategic advice to the Queensland Government and relevant stakeholders on economic impacts, and assist with the development of immediate recovery actions • coordinate the economic function of recovery and resilience operations • provide initial situation reports on economic impacts on jobs, business and industry in disaster affected areas • provide ongoing coordination and reporting on the economic recovery tasks for the life of the recovery plan

Planning

Support functions – land use planning

Responsibilities	Role
Relevant Legislation: *Planning Act 2016*	
• 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 and includes the State interest of natural hazards, risk, and resilience • Prepare and implement regional plans that identify and interpret relevant matters of state interest for a particular region including natural hazards, risk and resilience to achieve desired outcomes • The Planning Minister may declare an applicable event to make advance preparations or respond to emerging circumstances that may affect a State interest under the *Planning Act 2016*	• Ongoing work with local governments to ensure State interests in the SPP are incorporated into local government planning schemes • Administrator of the SPP and Development Assessment online mapping systems – Planning uploads mapping following technical agencies lead undertaking policy and consultation on any new or updated mapping as per SLAs • Support implementation of the SPP • Administer relevant provisions through the Queensland planning framework such as temporary use licences

Department of Trade, Employment and Training (DTET)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Training

Responsibilities	Role

Relevant Legislation:
Tafe Qld Act 2013
 	
• Consider the requirement for locally tailored skilling and/or programs to provide training in environmental recovery and assist community recovery efforts
	• Report on disaster impacts and response during and after events
	• Consult with TAFE Queensland (TAFEQ) and support provision of TAFEQ buildings that can be transitioned to cyclone shelters, places of refuge and evacuation centres
	• Support TAFEQ to ensure that TAFEQ is prepared to respond to and recover from disasters and emergencies
	• Support and facilitate the return of affected TAFE campuses to normal operations as soon as safe and practicable following an event
	• Provide work health and safety advice information and awareness about electrical, chemical, asbestos, and general safety maters in the lead up to, during and following cyclones, storms, floods, and other disasters
	• Manage and review the Tripartite Disaster and Safety Management Protocol (between Department of Trade, Employment and Training, TAFEQ and QBuild), which details the action and communication process between the parties
	• Clarify emergency response through Inter-agency Agreement between QBuild and DTET documenting roles and responsibilities, timeframes, and financial approvals
	• Support business as usual activity for the department of TAFE, including:
	    o proactive bushfire maintenance
	    o environmental and vegetation management plans
	    o fire protection of TAFEQ buildings
	• Communication to Third Party Lessees
	• Manage annual Tripartite Disaster Response Scenario Training (DTET, TAFEQ & QBuild)

Department of Transport and Main Roads (DTMR)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Roads and Transport Functional Recovery and Resilience Group, chair; Emergency Relief Working Group (ERWG) member

Responsibilities	Role
Relevant Legislation: The *Maritime Safety Queensland Act 2002* establishes Maritime Safety Queensland (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: o *Maritime Safety Queensland Act 2002*	• 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 • 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

○ *Transport Operations (Marine Pollution) Act 1995* and *Regulation 2008* ○ *Transport Operations (Marine Safety) Act 1994* and *Regulation 2016*	• 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) • Maritime response/recovery to severe weather events including tropical cyclones and floods

Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Aboriginal and Torres Strait Islander Partnerships

Responsibilities	Role
	• Support the coordination of Human Social Recovery services for Aboriginal peoples and Torres Strait Islander peoples • Support timely, culturally appropriate dissemination of government information and messaging to Aboriginal peoples and Torres Strait Islander peoples in impacted areas • Provide Regional Service Delivery staff as members of District Disaster Management Groups and Local Disaster Management Groups across Queensland • Provide staff to Ready Reserve for Community Recovery operations • Monitor and act as required in relation to property/buildings impacted by disasters

Multicultural Affairs

Responsibilities	Role
	• Support the coordination of Human Social Recovery services for people from culturally and linguistically diverse communities (excluding interpreter services) • Support timely, culturally appropriate dissemination of government information and messaging specific to people from culturally and linguistically diverse communities in impacted areas • Provide staff to Ready Reserve for Community Recovery operations • Monitor and act as required in relation to property/buildings impacted by disasters

Office for Women and Corporate Services

Responsibilities	Role
	• Participate in Crisis Communications Network • Amplify relevant government information and messaging (eg disaster preparedness, response and recovery) through social media, online and other channels

Department of Youth Justice and Victim Support (DYJVS)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Responsibilities	Role
Relevant Legislation: *Youth Justice Act 1992, Part 9A*, which provides a range of powers and responsibilities that aim to enable ongoing operation of statutory powers and functions during a declared emergency	• Administer youth detention centres and provide custodial services for young people who are remanded in custody or sentenced to a period of detention • Provide case management for young people in the community and in custody who are subject to a supervised youth justice order • Facilitate youth justice restorative justice conferences upon referral from police and courts • Deliver youth co-responder teams in partnership with the Queensland Police Service • Fund non-government organisations to provide services and supports to young people who are involved in the youth justice system and their families

Energy Queensland (EQ)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Responsibilities	Role
Relevant Legislation: *Electricity Act 1994 (QLD)* and *Regulation 2006 (QLD)* *Electrical Safety Act 2002 (QLD)* and *Regulation 2013 (QLD)* *Disaster Management Act 2003 (QLD)* *Security of Critical Infrastructure Act 2018 (SoCI)* *Security Legislation Amendment (Critical Infrastructure Protection) Act 2022* Commonwealth: • Australian Energy Market Operator • National Electricity Market	• Energy Queensland takes an all-hazards approach to the preparations and response to disasters • 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 disaster management groups where required to manage the consequences of disruption to Energy Queensland's networks and provide timely and accurate information • Retail electricity through Ergon Energy to over 746,000 customers in regional Queensland • Deployment of mobile generators and support equipment into impacted communities to deliver temporary supply while the network is restored following a natural disaster event • Mobilise field crews, vehicles, generators, and equipment prior to cyclones to support the rapid restoration of electricity supply to impacted communities • Deploy workforce (of over 4,400 field crew and design, construction maintenance, inspection, and vegetation workers) as necessary for disaster response operations • Distribute electricity to 2.3 million connected customers and approximately 770,000 regional Queensland retail customers through the combined Ergon Energy and Energex networks

Local Government Association of Queensland (LGAQ)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) observer; State Disaster Coordination Group (SDCG) invitee; State Recovery and Resilience Group (SRRG), invitee

Responsibilities	Role
	• Represent the collective interests of Queensland councils and facilitate connections between disaster management lead agencies, State departments, non-government organisations, and local governments • Coordinate the Council to Council (C2C) program

National Emergency Management Agency (NEMA)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
Disaster Recovery Funding Arrangements 2018	Response: • Facilitate reciprocal exchange of information with Queensland Police Service • Provide a Liaison Officer to the State Disaster Coordination Centre (SDCC) when requested • Facilitate Requests for Assistance by Queensland as required Recovery: • Facilitate reciprocal exchange of information with Queensland Reconstruction Authority (QRA) • Provide Disaster Recovery Funding Arrangement (DRFA) advice to QRA • Provide non-financial advice to QRA • Coordination of other Commonwealth agencies through forums such as National Coordination Mechanism (NCM) as required

NBN Co

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role

	• Build and operate a wholesale broadband access network and provides services to retail phone and internet providers
	• Provide a variety of broadband services including:
	  o Fibre to the premises (FTTP)
	  o Fibre to the node (FTTN)
	  o Fibre to the basement (FTTB)
	  o Hybrid fibre co-axial (HFC)
	  o Fixed wireless
	  o Sky Muster Satellite
	
	• During emergency events:
	  o Provide a liaison officer function to the State Disaster Coordination Centre to provide information and advice about the impacts of emergency events on telecommunication services
	  o Contribute to the telecommunications situation reports
	  o Facilitate actions within and across the telecommunication sector in response to the emergency event
	Note:
	  o Telecommunication providers manage their own emergency response arrangements and supply issues
	  o Carriers may seek assistance from government through the provision of situational information to gain access to impacted areas

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

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) observer; State Disaster Coordination Group (SDCG) observer; State Recovery and Resilience Group (SRRG) observer.

Responsibilities	Role
Relevant Legislation: s16C *Disaster Management Act 2003* a. To regularly review and assess the effectiveness of disaster management by the State, including the Queensland State Disaster Management Plan (SDMP) and its implementation b. To regularly review and assess the effectiveness of disaster management by district groups and local groups, including district and local disaster management plans c. Regularly review and assess cooperation between entities responsible for disaster management in the State, including whether the disaster management systems and procedures employed by those entities are compatible and consistent d. To make disaster management standards e. To regularly review and assess disaster management standards f. To review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standards g. To work with entities performing emergency services, departments, and the community to identify and improve disaster management capabilities, including volunteer capabilities h. Monitor compliance by departments with their disaster management responsibilities i. Identify opportunities for cooperative partnerships to improve disaster management outcomes j. Report to, and advise, the Minister about issues relating to the functions mentioned in (a) to (i)	• The office is managed by the Inspector-General of Emergency Management in accordance with the *Disaster Management Act 2003* • Conduct reviews as directed by the Minister responsible for the *Disaster Management Act 2003* • Conduct capability and thematic reviews against the Standard for Disaster Management in Queensland • Enable confidence in Queensland's emergency management arrangements • Monitor, evaluate, and report on the progress of implementation of Queensland Government action plans arising from recommendations contained in Office of Inspector-General of Emergency Management reviews. • Conduct annual assessments of local and district disaster management plans • Provide independent and valued assurance and insights that enhance Queensland's disaster management arrangements • Establish the outcomes to be achieved for all entities involved in disaster management, providing the parameters within which disaster management should be conducted across Queensland • Ensure the Standard for Disaster Management in Queensland (the Standard) remains contemporary, through undertaking regular reviews of the standard(s) as deemed necessary by the Inspector-General to ensure relevancy • Work collaboratively with lead entities to report on progress and finalise recommendations and activities based on the information and evidence supplied by entities • Facilitate and support lessons management activities to promote a culture of learning and continuous improvement • Implement the Queensland Disaster Management Research Framework • Work with entities performing emergency services, departments, and the community to identify and improve disaster management capabilities • Facilitate strategic connections and conversations within and across the disaster management sector, researcher sector, industry, and the community • Coordinate and deliver regular meetings of the Research Advisory Panel, which provides clear, unambiguous, and strategic direction to support, develop, implement and incorporate research into a culture of learning and continuous improvement, through partnerships, to improve disaster management outcomes • Make any enquiries deemed necessary in respect to performing and delivering on the functions above, and may ask the public sector unit to give the Inspector-General of Emergency Management the information within a stated reasonable time.

Optus

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
	• Optus builds 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 reseller

Powerlink

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
Relevant Legislation: *Electricity Act (1994)* *The National Electricity Rules and Law* • As an electricity network provider, Powerlink manages its own emergency response arrangements, and support is provided through the SDCC when required	• Operate the electricity transmission network in accordance with the *Electricity Act (1994)*, the *National Electricity Rules and Law*, the conditions of Powerlink's transmission licence, and other relevant State legislation • Work with DEC, Energy Queensland and Australian Energy Market Operator (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 predominantly in South East Queensland, with others operating out of Townsville and Gladstone. It contracts Energy Queensland to provide field response in the rest of State, with 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

Public Sector Commission (PSC)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Responsibilities	Role
Relevant Legislation: The PSC does not have specific disaster management responsibilities, however, the functions of the Public Sector Commission under the *Public Sector Act 2022* are reproduced below for transparency and completeness	• The PSC distributes sector-wide email communications to all Queensland public sector employees via the *Our News* channel

The main function of the commission is to support the implementation and consistent application of the *Public Sector Act 2022*.

• The commission has the following functions:

(a) to provide system leadership and stewardship of the public sector;

(b) to build and maintain the capability and capacity of the public sector, including, for example, the capability of human resource management in the public sector;

(c) to promote equity, diversity, respect and inclusion in the public sector;

(d) to enhance and promote a culture of integrity and ethical behaviour and decision-making across the public sector;

(e) to promote a culture of continuous improvement and support to public sector entities to identify and manage workforce issues;

(f) to build leadership capability and facilitate the development of a highly skilled chief executive service and senior executive service, including, for example, through the use of mobility arrangements;

(g) to support agencies to develop the capability of the public sector to serve the people of Queensland and the State government efficiently and effectively;

(h) to promote the public sector principles;

(i) to report, at least annually, to the Minister on the application of the public sector principles within public service entities, including to report on the following—

(i) the application of the principles, as a whole, within public service entities as a whole;

(ii) the application of only 1 or more of the principles within public service entities as a whole or a part of the public service;

(iii) the application of 1 or more of the principles for a specific purpose or to a specific group of persons;

(j) to enhance the public sector's leadership and management capabilities in relation to disciplinary matters;

(k) to facilitate the purposes of the chief executive service, and the purposes of the senior executive service and senior officer positions;

(l) to support the council to perform its functions under this Act;

(m) to monitor, and report to the council about, the workforce profile of the public service.

• The commission also has the functions given to it under this Act or another Act

Queensland Ambulance Service (QAS)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member

Responsibilities	Role
Relevant Legislation: *Ambulance Act 1991* Functions s3*, Ambulance Act 1991*: 1) to provide, operate and maintain ambulance services 2) for ambulance services provided during rescue and other related activities—to protect persons from injury or death, whether or not the persons are sick or injured 3) to provide transport for persons requiring attention at medical or health care facilities 4) to participate with other emergency services in counter-disaster planning 5) to coordinate all volunteer first aid groups for major emergencies or disasters 6) to adopt and put into effect all necessary measures (including systems of planning, management and quality control) to best ensure the efficient and economic operation and use of its resources in providing ambulance services 7) to provide casualty room services 8) to refer a person to another health service 9) to provide community and workplace education in first aid, cardiopulmonary resuscitation, and other related matters, to the extent that the service's personnel and equipment can reasonably be deployed or used for the purpose 10) to identify and market products and services incidental to its other functions 11) to collaborate with Hospital and Health Services to manage the interaction between the services provided by Queensland Ambulance Service and health services provided by Hospital and Health Services 12) (l) to perform other functions given to the service under this Act or another Act; and to perform functions incidental to its other functions	• Provide, operate, and maintain ambulance service delivery during disasters and other related activities • Provide transport for persons requiring attention at medical or health care facilities • Participate with other emergency services in counter disaster planning including collaboration with Hospital and Health Services and active membership of State, District and Local Disaster Groups • Coordinate all volunteer first aid groups during a disaster

Queensland Corrective Services (QCS)

State disaster management groups membership: State Disaster Coordination Group (SDCG) member

Responsibilities	Role
Relevant Legislation: *Corrective Services Act 2006* Declaration of emergency relating to a corrective services facility *Corrective Services Act 2006*	• Lead role for deploying and coordinating low risk prisoners and offenders to assist response and recovery operations

Queensland Fire Department (QFD)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member; State Disaster Coordination Group (SDCG) member; State Bushfire Committee, chair; Environment Functional Recovery and Resilience Group member

Responsibilities	Role
Relevant legislation: *Fire Services Act 1990* *Disaster Management Act 2003*	• Hazard lead and primary response agency for structural fire, bushfire, and hazardous materials emergencies
• Primary response agency for structural fire, bushfire and incidents involving chemicals and hazardous materials	• Responsible for relevant components of the Chemical, Biological and Radiological hazard response (noting Queensland Health's involvement in the Biological and Radiological component) • Plays an important role in building safety, assessment, and compliance, which contributes to preparedness for disasters
• Protection of persons, property and the environment from fire and hazardous materials emergencies	• Fire and hazardous materials suppression and control • Protect persons trapped in a vehicle or building or otherwise endangered • Develop and distribute warnings relating to bushfire, structure fires and hazardous materials emergencies • Lead the AUS-1 Disaster Assistance Response Team for responding to disasters internationally and within Australia • Provide specialist rescue capability – including Urban Search and Rescue and Technical Rescue, Swiftwater Rescue
• Prevention of, and response to, fires and other emergencies	• Provide strategic oversight and coordination of bushfire mitigation activities • Coordination of air operations for relevant hazards • Management of permit to light system • Provision of response capability for fires and other relevant emergency incidents
• Declaration of State of Fire Emergency	• Invoking fire bans • Declaring a State of Fire Emergency
• Support communities or other entities prepare for, respond to, and enhance resilience to, bushfires, disasters, and other events	• Community engagement, including broad-scale activities such as the annual Bushfire Safety media campaign and locally-led community engagement such as attendance at community events • Promote fire prevention and fire control and safety and other procedures for fire and hazardous materials emergencies
• Cooperate with other entities providing emergency services	• Coordination of pre-season briefings relating to bushfire • Support the response to severe weather and other disaster events • Undertake initial damage assessments following disaster events • Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents • Provide mass and technical decontamination capability • Provide advice and support regarding disaster management and disaster operations as it relates to bushfires, structure fires and hazardous materials emergencies to disaster management groups
Emergency powers • Queensland Fire Department utilises a range of powers to manage disasters and emergencies. These powers are contained within the *Fire Services Act 1990* • Fire officers as defined under the *Fire Services Act 1990* may also exercise declared disaster officer powers under s77 of the *Disaster Management Act 2003*	

Queensland Health (QHealth)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member

Queensland Health

Responsibilities	Role

Related legislation:
Public Health Act 2005
Food Act 2006
Radiation Safety Act 1999
Medicines and Poisons Act 2019
Biosecurity Act 2014
National Health Security Act 2007
 	
• Primary agency for heatwave, pandemic, biological and radiological incidents
 	
• Maintain critical health services to impacted communities
 	
• Lead agency for response functions of public health, mental health, medical services, mass causality management, mass fatality management and emergency medical retrieval.
   ○ Coordination of aeromedical transport and emergency medical retrieval (with QAS)
   ○ Clinical response to mass casualty management (with QAS providing pre-hospital response)
   ○ Provision of forensic and scientific health services to mass fatality management and terrorism (with QPS)
   ○ Provision of mental health support to affected communities
 	
• Provide health-related information to the public and disaster management stakeholders, including public health messaging
 	
• Provide public health and environment health advice and support, including risk assessment advice, to local government, industry, and other agencies
 	
• Work across the health sector (including primary health, community, and private providers) and with residential aged care facilities to maintain services to the community
 	
• Conduct communicable diseases surveillance and epidemiological investigation
	• Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response, and recovery, including clinical care, public health, mental health, forensic support, and health related messaging to the community

Queensland Police Service (QPS)

State disaster management group membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member, State Disaster Coordination Group (SDCG) chair, State Recovery and Resilience Group (SRRG) member; Emergency Relief Working Group (ERWG) chair/member

Responsibilities	Role

Relevant Legislation:
 	
Disaster Management Act 2003
 	
Police Service Administration Act 1990
 	
s2.3 The functions of the police service are the following—
 	
(a) the preservation of peace and good order—
 	
  (i) in all areas of the State; and
 	
(b) the protection of all communities in the State;
 	
(e) the upholding of the law generally;
 	
(g) the provision of the services, and the rendering of help reasonably sought, in an emergency or otherwise, as are—
 	
  (i) required of officers under any Act or law or the reasonable expectations of the community; or
 	
  (ii) reasonably sought of officers by members of the community;
 	
Police Powers and Responsibilities Act 2000
 	
Coroners Act 2003
 	
s15 Help in investigation
 	
(2) The duty of a police officer to help a coroner is stated in the *Police Powers and Responsibilities Act 2000, section 794*.
 	
Marine Rescue Queensland 2024 Act
 	
Functions of Commissioner
 	
s 9 The commissioner's functions relating to MRQ are—
 	
(c) the giving of directions and guidance to the MRQ chief officer, MRQ unit commanders, MRQ coordinators and other MRQ members; and
 	
(d) the performance of any other function relating to MRQ that is given to the commissioner under this or another Act.
 	
State Emergency Service Act 2024
 	
Functions of Commissioner and related matters
 	
s9 The commissioner's functions relating to the State Emergency Service (SES) are—
 	
(e) the giving of directions and guidance to the SES chief officer, local controllers, SES commanders and SES members; and
 	
(f) the performance of any other function relating to the SES that is given to the commissioner under this Act or another Act.
	• Administer of the *Disaster Management Act 2003* and Disaster Management Regulation 2014
	
	• Exercise the functions and powers of the Police Commissioner in accordance with any relevant legislation
	
	• Exercise the functions and powers of the State Disaster Coordinator in accordance with the *Disaster Management Act 2003*
	
	• Provide executive support to the QDMC, SDM Group and SDCG
	
	• Provide the chair and executive support to district disaster management groups
	
	• Provide advice and support regarding disaster management and disaster operations to disaster management groups
	
	• Establish and maintain arrangements between the State and the Commonwealth about matters relating to effective disaster management
	
	• Prepare and maintain the State Disaster Management Plan (SDMP) and the Prevention, Preparedness, Response and Recovery Disaster Management Guideline
	
	• Manage the Queensland Queensland Disaster Management Training Framework (QDMTF)
	
	• Develop the program cycle of disaster management exercises
	
	• Gazette Disaster Management Declarations
	
	• Manage the Disaster Management Website
	
	• Support stakeholder application of the Australian Warning System
	
	• Issue warnings including Emergency Alert
	
	• Maintain operational readiness of the State Disaster Coordination Centre (SDCC)
	
	• Activate, coordinate and command the operation of the SDCC
	
	• Operational responsibility for first response to terrorism
	
	• Resupply of essential goods to isolated communities, properties and individuals in partnership with Local Disaster Management Groups (LDMGs)
	
	• Manage the registration of directed evacuees and work in partnership with LDMGs and Australian Red Cross
	
	• Provide aircraft assets to Whole of Government disaster response via the QGAIR including:
	  o supplying coordinators to the State Disaster Coordination Centre aviation cell to support all aircraft deployments
	  o deployment of assets
	
	• Preserve peace and good order
	
	• Traffic management including assistance with road closures and maintenance of road blocks
	
	• State Search and Rescue authority and responsible for coordination of search and rescue operations
	
	• Disaster Victim Identification

Queensland Police Service (QPS)

State Emergency Service (SES)

Relevant Legislation:

s7 *State Emergency Service Act 2024*

- Perform rescue or similar operations in an emergency situation
- Perform search operations in an emergency or similar situation
- Perform activities in response to a severe weather event
- Perform other activities to help communities or other entities prepare for, respond to, recover from, and enhance resilience to, an event or a disaster
- Provide services, and give help reasonably requested, in an emergency or another situation, as required of a member of the SES under any Act or law or the reasonable expectations of the community

- Help injured persons, as well as protect persons, property or the environment from danger or potential danger in emergency situations. This includes operations for road crashes, vertical rescue, or assistance to other entities responding to an emergency
- Assist in searches for missing persons or evidence
- Provide storm and water damage operations to support residents and critical community services
- Conduct operational preparedness and resilience activities with community and agencies such as community engagement, exercises, agency liaison and joint planning
- Support multi-agency response and recovery activities within SES capability
- Provide operational support in emergencies and public events including, but not limited to, welfare, evacuations and evacuation centres support, cyclone shelter support, public event support, fire ground support, air base operations and management (bushfire), traffic management, communications, resupply, incident management, or lighting

Marine Rescue Queensland (MRQ)

Relevant Legislation:

Marine Rescue Queensland 2024 Act

- Perform marine search and rescue operations
- Provide marine assistance to persons or vessels in difficulty
- Provide other marine assistance to any entity in the performance of its functions and to the community if the assistance is reasonably requested and another entity is not reasonably able to assist
- Support other entities providing emergency services to help communities respond to and recover from an event or a disaster
- Provide services or assistance by a member of MRQ if required under any Act or law or the reasonable expectations of the community

- Provide marine search and rescue services to the boating public in Queensland

Queensland Reconstruction Authority (QRA)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) Chair; Emergency Relief Working Group (ERWG) chair/member

Responsibilities	Role
Relevant legislation: *Queensland Reconstruction Authority Act 2011*	The QRA has roles in risk, recovery, resilience, and preparedness

Risk

QRA is responsible for leading State-level hazard and risk functions, including carrying out risk assessments for potential disasters, and managing flood risks:

- s10(1)(a)(i) coordinate the development and implementation of whole-of-government policies for carrying out risk assessments of potential disasters
- s10(1)(a)(ii): coordinate the development and implementation of whole-of-government policies for managing flood risks
- s10(1)(h) facilitate mitigating against potential disasters, including facilitating the development of a network of flood warning gauges that complies with best practice

Risk

- Support community resilience through access to reliable hazard and risk information products and processes to support disaster risk reduction and management practice across Queensland
- Collaborate with partners to ensure access to the scientifically-informed and reliable hazard and risk information needed to understand risk and make risk-informed decisions
- Coordinate the emergency risk framework in Queensland, including the development and implementation of whole-of-government policies for carrying out risk assessments of potential disasters
- Produce the State Disaster Risk Report to inform risk assessments and disaster management plans
- Coordinate and develop flood mitigation policy in Queensland
- Develop and implement (with agencies and local governments) flood management plans, resilience strategies, flood risk, flood warning and flood communication initiatives to improve safety, build resilience and minimise the impacts of flooding events

Recovery

QRA is the lead agency responsible for disaster recovery in Queensland:

- s10(1)(a)(iii) Coordinate the development and implementation of whole-of-government policies for ensuring Queensland and its communities effectively and efficiently recover from the impacts of disasters
- s10(1)(b) Decide priorities for community infrastructure and community services needed for the protection, rebuilding and recovery of affected communities
- s10(1)(c) Work closely with affected communities to ensure each community's needs are recognised in the rebuilding and recovery of the communities and improving their resilience
- s10(1)(g) Ensure the protection, rebuilding and recovery of affected communities is:
  - (i) effectively and efficiently carried out; and
  - (ii) appropriate, having regard to the nature of the disaster
- s10(1)(d) Collect and collate information about community services, and community infrastructure and other property, damaged or otherwise affected by a disaster
- s10(1)(e) coordinate and distribute financial assistance for communities in relation to mitigating against, recovering from or improving resilience for disasters

Recovery

- Coordinate and develop disaster recovery policy in Queensland
- Lead and coordinate recovery planning for specific disaster events
- Develop event-specific State recovery and resilience plans as required to ensure the efficient and effective coordination of recovery and reconstruction following disasters
- Facilitate jurisdictional liaison between the National Emergency Management Agency and relevant State government agencies on recovery funding and planning
- Support the State Recovery Policy and Planning Coordinator and State Recovery Coordinator to complete their recovery roles, and support the transition from response coordination to recovery coordination
- Maintain the State Recovery Coordinator Guide and Register
- Support local governments and local recovery groups to implement recovery efforts
- Support District Disaster Management Groups and District Recovery Groups to plan for and implement recovery efforts
- Provide advice and support in relation to recovery operations to disaster management groups (in collaboration with other State agencies)
- Support the delivery of recovery and reconstruction projects
- Work with relevant State agencies and local governments assisting with assessment, monitoring, and reporting associated with recovery, including the reconstruction of essential public assets
- Coordinate and integrate efforts and communications between and across all Functional Recovery and Resilience Groups (FRRGs) to achieve whole of community outcomes/activities, and coordinate FRRG reporting
- Develop the Queensland Recovery Plan, coordinating recovery across all levels of government, FRRGs and the community

Queensland Reconstruction Authority (QRA)

	- Conduct reconstruction monitoring during the recovery phase of a disaster - Lead in Queensland for the jointly funded Australian and Queensland Governments' Disaster Recovery Funding Arrangements and the Queensland funded State Disaster Relief Arrangements coordination - Provide the Secretariat function to the State Recovery and Resilience Group (SRRG)
Resilience QRA is the State's lead agency responsible for disaster resilience in Queensland: - s10(1)(iv) coordinate the development and implementation of whole-of-government policies for improving the resilience of communities for potential disasters through, for example, the betterment of the community - s10(1)(e) administer, coordinate and distribute financial assistance for communities in relation to mitigating against, recovering from or improving resilience for disasters	**Resilience** - Drive and coordinate action to enhance the resilience of Queensland communities and encourage the embedding of resilience across all phases of disaster management - Administer, coordinate and distribute disaster resilience funding programs on behalf of Queensland - Develop and coordinate the Queensland Strategy for Disaster Resilience, which promotes a systems approach to resilience, and provides an overarching framework to guide how State agencies collaboratively deliver disaster resilience commitments and actions, based on local and regional needs, to strengthen community resilience - Develop Regional Resilience Strategies to ensure every region across Queensland is part of a locally led, regionally-coordinated and State-facilitated blueprint to strengthen disaster resilience - Review, maintain and update Local Resilience Action Plans to ensure there is a pipeline of projects for future investments in disaster resilience and mitigation activities
	Preparedness - Coordinate the Get Ready Queensland program to deliver year-round all hazards resilience building information and initiatives to help Queensland communities prepare for natural disasters - Administer the Get Ready Queensland funding program to help local governments to improve their community's resilience

Queensland Treasury

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official, State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member

Responsibilities	Role
Relevant Legislation: *Financial Accountability Act 2009*	• Provide high level financial and economic management advice

Energy and Climate

Responsibilities	Role

Relevant Legislation:
Electricity Act 1994
Gas Supply Act 2003
Liquid Fuel Supply Act 1984
 	
Electricity
• Electricity supply shortages and system security/reliability (*Electricity Act 1994*)
 	
Gas
• Reticulated natural gas supply shortages (*Gas Supply Act 2003*)
 	
Liquid Fuels
• Liquid Fuel Supply Shortages (*Liquid Fuel Supply Act 1984*)
	• Establish and communicate arrangements for an emergency event that impacts or has the potential to impact on the 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:
	   o generation, transmission, and distribution entities (electricity)
	   o transmission and distribution service providers (gas)
	   o liquid fuel supply wholesale providers
	   o governments (inclusive of national coordination forums, communication, and media)
	   o market and peak bodies

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

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
Relevant Legislation: *Animal Care and Protection Act 2001* • Investigate and enforce compliance with the *Animal Care and Protection Act 2001*	• Provide situational awareness and operational intelligence in relation to animal welfare • 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

The Salvation Army

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Emergency Services

Responsibilities	Role

• Standing offer arrangement (SOA) for Disaster Recovery: Human and Social Services	• Provide physical, emotional, and spiritual support to all members of the Australian community by meeting them at their point of need
	
	• Provide disaster affected people and emergency service workers with emergency catering services (response and relief)
	
	• Support evacuation centres, when requested, by activating Salvation Army Emergency Services Response volunteers and equipment to:
	   o provide/manage emergency catering (refreshments and meals)
	   o endeavour to identify safe and suitable food options
	
	• Provide a safe environment to take time out and be a reassuring presence
	
	• Support emergency response organisations 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
	
	• Collaborate with governments and key agencies to design recovery initiatives
	
	• Support Community Recovery initiatives where appropriate by activating our Disaster Recovery volunteers and key personnel
	
	• Consult and collaborate with local communities to identify needs and co-design initiatives to support physical, emotional, and spiritual support
	
	• Provide individuals and communities with support or referral pathways that will restore the essentials necessary to reclaim their wellbeing (recovery)
	
	• Work collaboratively with all agencies to identify suitable activities to support the overall event requirements

Seqwater (SEQ Water)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
• Use the SEQ Water Grid to move drinking water across the region if its assets are impacted by weather or emergency events • Develop Emergency Action Plans (EAPs) for relevant referable dams as per legislative requirements • Develop the Flood Mitigation Manuals for Wivenhoe, Somerset, and North Pine dams • Provide notifications and warnings as per actions contained within their approved EAPs • Provide 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 • Work with and provide timely and accurate information to State, District and Local Disaster Management Groups to manage the consequences of a bulk water supply or dam safety incident • Operate 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 situation reports during emergencies for the State through the State Disaster Coordination Centre (SDCC), and to local government disaster management groups where required and will provide liaison resources at the SDCC if required	• Provide bulk water storage, transport and treatment, water grid management and planning, catchment management and flood mitigation services to South East Queensland (SEQ) • Deliver safe, secure, and cost-effective bulk water supply across SEQ. 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 • Provide 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 • Monitor water, emergency events and incidents at local, district and State levels • 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 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

Sunwater

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
Relevant Legislation: *Government Owned Corporations Act 1993 (Qld)* *Corporations Act 2001 (Cth)* *Water Supply (Safety and Reliability) Act 2008 (Qld)* • *Dam Safety Management Guideline Queensland (2024)* • *Guideline for failure impact assessment of water dams (2018)* • *Guidelines on safety assessments for referable dams (2023)* *Emergency action plan for referable dam guideline (2023)* *Environmental Protection Act 1994 (Qld)* *Security of Critical Infrastructure Act 2018 (Cth)* *Security of Critical Infrastructure (Critical Infrastructure Risk Management Program) Rules 2023*	• Comply with directions made by shareholding Ministers • Directly engage and report to shareholding departments during events • Manage, operate, maintain, and improve referable water assets to: o manage community safety o continuously reduce dam safety risk • Seek to understand, assess and act to address dam safety risks of referable water assets in a timely manner including through regular monitoring of water assets (e.g. physical inspections and instrumentation monitoring) • Ensure referable water assets are managed safely, in accordance with emergency action plans (EAP) and in line with disaster management principles and plans • Ensure each EAP is developed in collaboration with key stakeholders, and meets the criteria set by the chief executive • Communicate effectively with disaster management groups and the community (as outlined in an EAP) about dam outflows/operations when an EAP is activated • Regularly engage with Local Disaster Management Groups, at-risk residents downstream and communities about referable dam operations • Deliver community education campaigns • Provide a Sunwater Liaison Officer to State Disaster Coordination Centre • Review potential disaster impacts to Sunwater's Water Treatment Plants and potable water supply • Notify Department of Regional Development, Manufacturing and Water (DRDMW – as regulator) and Queensland Health (where required) in instances where there is a risk to public health due to a disaster • Review potential disaster impacts to Sunwater's Sewage Treatment Plants • Notify Department of Environment, Science, and Innovation (DESI) in instances where there are sewage effluent overflows or other environmental impacts due to disasters • Establish and maintain systems and processes to minimise or eliminate material risks and mitigate relevant impacts from natural disasters or security threats to critical infrastructure assets

Surf Life Saving Queensland (SLSQ)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
	• Perform search and rescue under the authority of Queensland Police Service • Act as the primary authority for closing beaches in Queensland, working with local government, land managers and partner agencies to ensure consistent and proactive messaging is delivered effectively to the community during inclement weather and disaster events • Act as the primary authority for coastal safety updates, surveillance, and surf rescue capability • Provide intelligence on the coastal environment and present/emerging aquatic hazards to disaster management stakeholders • Provide response teams and assets for use in flood waters, evacuation of communities, and supporting lead agency priorities during disaster events • Provide specialist response and surge capacity to emergency situations and operational requirements, including (but not limited to) surf and flood rescue with powercraft, Uncrewed Aerial Vehicles (drones) for surveillance and survey, incident management coordination through the State Operations and Communications Centre (SOCC) and emergency response trailers, and facilities for community support and relief • Provide a network of support personnel to disaster management groups through effective liaison and coordination

Telstra

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
	• Support all disaster management levels before, during and after disaster (e.g. information in relation to communications outages/repairs)