

STATE DISASTER  
MANAGEMENT  
GROUP

# Queensland State Disaster Management Plan



**Queensland**

**State Disaster Management Plan**

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## Authorisation

The Queensland State Disaster Management Plan (the Plan) is issued under the authority of the State Disaster Management Group (SDMG) in accordance with the requirements of the Queensland *Disaster Management Act 2003* (the Act). The Plan is maintained by Emergency Management Queensland (EMQ), Department of Community Safety on behalf of the SDMG.

**The Plan is hereby approved and recommended for distribution by the State Disaster Management Group**

.....  
Ken Smith  
Chair  
State Disaster Management Group

.....  
Date

## Approved For Distribution

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

.....  
Date

## Preface

This Plan has been prepared pursuant to s51 of the Act. It is the result of a significant review of the 2008 version of the Plan by the State Disaster Coordination Group (SDCG) and now reflects:

- the outcomes of the review of Queensland's disaster management legislation and policy conducted in 2009, including amendments to the Act and agreed policy changes to the Queensland disaster management arrangements (QDMA);
- the Council of Australian Governments' resilience-based approach to natural disaster policy and programs adopted in December 2009; and
- amendments to disaster management terminology whereby the term *threat specific* is now referred to as *hazard specific*.

It should also be noted that in some jurisdictions the term *emergency* is used interchangeably with *disaster*, in Queensland the terms *disaster* and *disaster management* are used as defined in the Act.

The SDMG acknowledges EMQ, Department of Community Safety, together with the support of key disaster management stakeholders in Queensland in reviewing this document.



## Foreword

### Message from the Minister for Police, Corrective Services and Emergency Services

The past few years have upheld Queensland's reputation as Australia's most disaster prone state. Tropical cyclones, floods, bushfires, and storms have all taken their toll on communities, infrastructure, businesses, and the environment. The prospect of climate change heralds new challenges for us all across the State. If we are to continue to deal with hazards in the admirable way our communities have done to date, we must ensure our plans and planning are both contemporary and effective.

The State Disaster Management Plan reflects the recommendations identified in the *Review of Disaster Management Legislation and Policy* in 2009, and the changes made to the Disaster Management Act in 2010. It also recognises the Council of Australian Governments' resilience-based approach to natural disaster policy and programs.

The Plan follows the direction set by the *Disaster Management Strategic Policy Framework* and describes Queensland's arrangements for disaster management. It covers the principles and governance that underpin them, sets out our approach to understanding risks and mitigation, and explains how we will prepare for, respond to, and recover from disasters.

It is recognised that all of us in Queensland need to be resilient in the face of natural hazards and the threat from human-caused events. It is unrealistic to expect one community, one agency or one level of government to be able to respond effectively to the magnitude of such disasters. Effective disaster management requires a collaborative approach with responsibilities shared by individuals, families, communities and across all levels of government. This plan, above all, summarises that collaborative approach. It is essential reading for disaster management professionals in Queensland and I commend it to you.

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

Date:

# **1. Introduction**

## **1.1 Aim and purpose**

The Plan is a high level document describing the QDMA and approach to disaster operations in support of the guiding principles and objects of the Act.

All events, whether natural or caused by human acts or omissions, should be managed in accordance with the Plan. The Plan is supported by supplementary hazard specific plans, functional plans and disaster management guidelines.

## **1.2 Legislative requirements**

The Act forms the legislative basis for disaster management activities across all levels of government in Queensland. In accordance with s49 of the Act, this Plan must include provision for the following:

- (a) the group's strategic policy framework for disaster management for the State;
- (b) outlines the roles and responsibilities of entities involved in disaster operations and disaster management for the State;
- (c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b);
- (d) events that are likely to happen in the State;
- (e) priorities for disaster management in the State;
- (f) the matters stated in the disaster management guidelines as matters to be included in the plan;
- (g) other matters about disaster management the group considers appropriate or that are prescribed under a regulation.

# **2. Principles of disaster management**

## **2.1 Main principles**

Queensland has developed five main principles of disaster management which form the basis of the QDMA. The main principles support and build on the comprehensive and integrated approach adopted by the Australian Emergency Management Arrangements and the four guiding principles outlined in the Act. The five main principles are:

- (a) comprehensive approach;
- (b) all hazards approach;
- (c) all agencies approach;
- (d) local disaster management capability; and
- (e) a prepared, resilient community.

### **2.1.1 The comprehensive approach**

The comprehensive approach to disaster management ensures a balance between the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities. Disaster management should be planned across the four phases of the comprehensive approach: prevention, preparedness, response and recovery, (PPRR) as provided in s4A Guiding principles of the Act. All sectors of society share responsibility for the broader application of PPRR including the community, business and governments. The four phases of PPRR are not discrete; rather, they overlap and support one another. The Act describes these phases as follows:

#### **(a) Prevention:**

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.

- (b) **Preparedness:**  
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.
- (c) **Response:**  
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.
- (d) **Recovery:**  
The taking of appropriate measures to recover from an event, including the 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.

### **2.1.2 The all hazards approach**

The all hazard approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently a disaster management plan captures the functions and activities applicable to all hazards. For example, health services and emergency supply are functions common to most disasters. This approach allows for a general, not specific, approach to the delivery of services. It does not, however, affect the need for specific plans and arrangements for identified hazards and risks that require specific technical capability or authority to effect or direct a response, as outlined in section 2.1.3.1.

### **2.1.3 The all agencies approach**

The all agencies approach recognises that no single agency can prepare for and deal with the disruption to community life and infrastructure that can result from a disaster. Agencies have a responsibility for ensuring an understanding of the QDMA and contribute to the arrangements by giving effect to their legislation, as relevant to an event, in addition to the ongoing conduct of their core business. It is necessary for a lead or primary agency to coordinate the activities of the large number of organisations and agencies that are involved. These can be drawn from across all levels of government and non-government and private sectors.

The roles and responsibilities of government agencies in respect to disaster management are outlined at Annexure A.

#### **2.1.3.1 Hazard specific arrangements**

The QDMA include plans and procedures for specific hazards such as influenza pandemic, animal and plant disease, terrorism and bushfire. Primary agencies are allocated responsibility to prepare for, and respond to, the specific hazard based on their legislated and/or technical capability and authority. The broader QDMA may be activated to provide coordinated support to the hazard specific arrangements.

Annexure B provides a diagrammatic representation of the process for the conduct of operations where the QDMA are activated to provide support to a hazard specific primary agency operating under hazard specific arrangements. Hazard specific planning is outlined at 7.3.1.

### **2.1.3.2 Functions of disaster management**

The functions of disaster management are those functions essential to managing the consequences of events and their impact. They are services-centric, enduring and are applicable to all hazards across all levels of the QDMA. They provide a guide to the services required before, during and after the impacts of a disaster. Functional lead agencies are allocated responsibility to prepare for and provide an allocated function and may be required to provide support to other functions.

Disaster management functions help to define the roles and responsibilities of agencies involved in disaster operations. Although the roles and titles of agencies may change, the functions of disaster management will provide a constant point of reference to disaster managers at all levels.

Each of the functions of disaster management is outlined at Annexure C; functional planning is outlined at 7.3.2; and the roles and responsibilities of agencies are outlined in Annexure A.

### **2.1.4 Local disaster management capability**

Local level capability is recognised as the frontline of disaster management. S4A(c) of the Act provides that local governments should primarily be responsible for managing events in their local government area. This is achieved through their Local Disaster Management Group (LDMG). S4A(d) of the Act provides that District Disaster Management Groups (DDMGs) and the SDMG should provide local governments with appropriate resources and support to assist the local government carry out disaster operations.

### **2.1.5 A prepared, resilient community**

The awareness, preparedness and resilience of communities involves all individuals taking a share of the responsibility in before, during and after disaster activities. Disaster resilience is significantly increased by proactive planning and preparation for the protection of life, property and the environment through an awareness of threats, associated risks and local disaster management arrangements. A high level of resilience will reduce vulnerability and reliance on response agencies, particularly when during times of disaster assistance from external sources may be limited or delayed (72 hours is a useful benchmark). Through self-reliance, individuals and the community can often provide the most readily available and effective relief. Resilience requires involvement by individuals in the community and the embracing, by the community, of those individuals unable to provide for themselves. Local government, business, industry, community organisations, families and individuals all have a role.

Local governments, with widely-understood responsibilities for community safety and well-established and practiced arrangements for its implementation, can help foster community organisations and encourage individual and family participation in building disaster resilience.

When effectively integrated into local disaster management arrangements, local volunteer organisations can provide access to community resources and expertise and also act as a link in the information chain between government, disaster management agencies and the community.

Individuals can assist by being aware of local hazards and the recommended precautions against risks. Disaster-aware individuals and families can reduce demands on disaster management agencies and help to ensure that local government arrangements remain effective. Additionally, individuals can assist by actively participating in volunteer organisations.

## 2.2 Supplementary principles

Queensland's main principles of disaster management are underpinned by the following supplementary principles:

- (a) a risk management approach to managing disasters;
- (b) effective planning;
- (c) a scalable, flexible structure;
- (d) continuous improvement;
- (e) coordination, collaboration and consultation;
- (f) information management and communication;
- (g) timely activation and pre-emptive operations; and
- (h) use of appropriate legislation.

### 2.2.1 Risk management approach to managing disasters

Disaster risk management is a systematic process of identifying, analysing, assessing, treating and mitigating risk to people, property and the environment. The process begins with an understanding of the hazards and produces a range of treatment options to minimise the impact of, or if possible, eliminate the resulting risk.

Within Queensland, disaster risk management is guided by the *National Emergency Risk Assessment Guidelines* and the *Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines*. The Plan recognises the separate disaster risk management components of risk assessment and risk treatment options of mitigation, preparedness and response.

### 2.2.2 Effective planning

Disaster management arrangements, from mitigation through to recovery, must be systematically planned for and be scalable and adaptable to change. Effective planning begins with an understanding of the situation and continues in a logical process through:

- identifying the hazards;
- analysing the risks and the factors involved in treating these risks;
- identifying the available resources and their limitations;
- detailing the concepts, principles, arrangements, responsibilities and processes for the effective management of disasters, including hazard specific arrangements; and
- strategies for implementing the plan.

Such an approach will ensure that the outcomes are appropriate to the situation and that the overall approach is flexible and can adapt should the situation change.

The outcomes of this planning process, developed through consultation, are documented as a formal record within disaster management plans, operational plans or business continuity plans. Further information on planning is outlined in section 7.3.

### 2.2.3 A scalable, flexible structure

Effective disaster management requires a structure that takes into account the strategic, tactical and operational levels at which the arrangements must operate. Such a structure must allow for functions applicable to all hazards; operate across all phases of PPRR; and include standing coordination arrangements. The structure must be scalable to match events and be flexible enough to adjust to situations as they evolve. In Queensland the structure, known as the QDMA, is based on the Act and supported by disaster management plans.

### 2.2.4 Continuous improvement

Continuous improvement in disaster management arrangements and operations is achieved through the regular monitoring and review of plans, arrangements, policy and procedures at all levels of the disaster management arrangements, and through the capture and

implementation of lessons identified by research, disaster management exercises and post-disaster assessments.

### **2.2.5 Coordination; collaboration and consultation**

The QDMA identifies roles of officers that lead the activities and decisions at the State, district and local level.

Across all levels of the QDMA, effective management of any disaster relies on strong coordination arrangements; consultative decision making, collaboration and shared responsibility achieved through supporting relationships, trust and teamwork between individuals, agencies and the community.

### **2.2.6 Information management and communication**

For efficient information management, disaster information needs to flow from the 'bottom up' and from the strategic level down to local communities. This includes information from government and public/media elements.

A communications network is necessary between agencies to ensure effective coordination. Additionally, the dissemination of community safety information is essential for raising awareness, enhancing community resilience and mitigating the potential impact of a disaster upon the community.

### **2.2.7 Timely activation and pre-emptive operations**

Timely activation, across all levels of the QDMA, is critical to an effective response. It relies on an understanding of the indicators of disasters and the QDMA to monitor and provide situational awareness of events. Timely activation is achieved by following the escalation procedures that include trigger points and required actions during pre-emptive operations, leaning forward and standing up of the arrangements. The activation procedures need to be included in disaster management plans at all levels. The State levels of activation are detailed in Annexure D.

While local governments are primarily responsible for managing events in their local government area, the early and pre-emptive activation of support and resources from district and State levels will ensure an effective response to disaster affected communities. This is particularly relevant for hazard specific arrangements and large scale disasters which may overwhelm local resources.

### **2.2.8 Use of appropriate legislation**

Disaster management arrangements are applied across a range of circumstances and must adhere to the requirements of the Act, the *Disaster Management Strategic Policy Framework* and any guidelines. Where necessary, the Act provides for the declaration of a disaster situation which enlivens extraordinary powers that may be used by District Disaster Coordinators (DDC) and Declared Disaster Officers to assist with the management of an event.

At times, legislation other than the Act may provide powers more suited to an event, such as certain provisions of the *Public Safety Preservation Act 1986* providing extraordinary powers to assist police with the management of a rapid onset natural event. Other departments may have legislation that is more appropriate to enliven for a particular event and is readily administered by their own officers. In determining the appropriate legislation to apply to a disaster event, a balance needs to be found between the requirement for powers under a declaration of a disaster situation and the practical administration of appropriate powers in other legislation.

### 3. Research

Disaster research is the process of collating, analysing and evaluating knowledge and information on disaster events to allow continuous improvement through enhancement of arrangements, policies and planning with the aim of minimising the affects of disasters. Research also provides an evidence base to measure, monitor and improve community engagement and community education methodologies with the aim of enhancing community resilience to disasters.

Disaster research has its foundation within mitigation and is an ongoing process across all phases of disaster management. All disaster management stakeholders have a responsibility to identify, support and resource research priorities. There is a need to strengthen the links between policy, research and operational expertise to ensure policy-driven research. It is important to establish links with academic organisations and national agencies involved in the realm of disaster research.

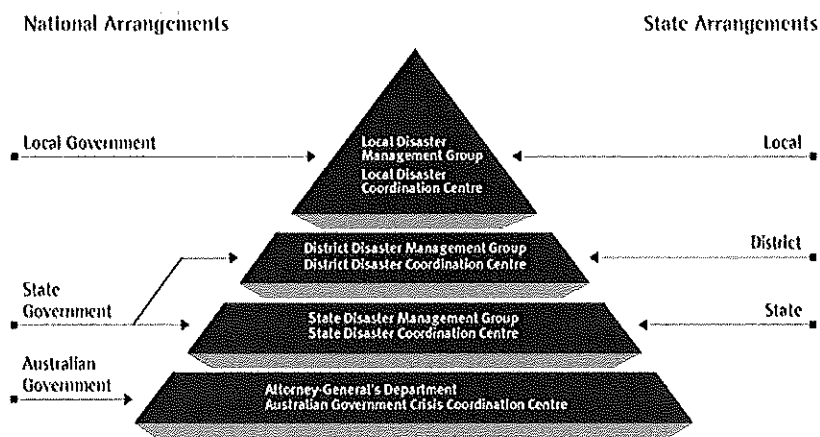
Disaster research can enhance and further develop existing programs including the Natural Disaster Resilience Program (NDRP), the assessment of economic loss from disasters and the Natural Disaster Relief and Recovery Arrangements (NDRRA).

Disaster research is closely linked to the implementation of lessons identified through post-disaster assessments and disaster management exercises which also provide a valuable contribution to the achievement of best practice disaster management.

### 4. Policy and governance

#### 4.1 Structure

The QDMA are based on a tiered structure that recognises four levels, including the Australian government level.



Disaster management groups are established at local, district and State levels and supported by disaster coordination centres. During operations, disaster coordination centres at all levels are activated when required to:

- coordinate resources;
- provide support to disaster management groups; and
- provide communications between levels and across agencies.

## 4.1.1 Local level

### 4.1.1.1 Local Disaster Management Group

LDMGs are legislated bodies established to support local government disaster management activities and are supported by the relevant DDMG. The Mayor, or another councillor of the local government, is appointed as the Chair of a LDMG. The Chief Executive Officer, or another employee of the local government, is appointed as the Local Disaster Coordinator of a LDMG.

LDMGs are recognised as the frontline of the disaster management arrangements for Queensland and are best placed to decide what resources are required, when they are required and how best to apply the available resources to minimise hardship and suffering to the community.

In accordance with s31 of the Act, local governments may, with the approval of the Minister for Police, Corrective Services and Emergency Services (the Minister) and the DDC for the relevant disaster district in which the local governments are situated, agree to unite for the purpose of establishing a single LDMG.

### 4.1.1.2 Local Disaster Co-ordination Centre

At local government level, Local Disaster Coordination Centres (LDCC) are established to support the LDMG in determining the activities required and supporting operational planning for how the direction is to be implemented. The centre manages calls from the public, coordinates local resources and information, identifies tasks where extra resources are needed and passes information and requests to the District Disaster Coordination Centre (DDCC).

<b>Incident Management Team (IMT)</b>	IMTs may be established by the State Emergency Service (SES) and other responding agencies to manage their operations. Although IMTs report to LDCCs, the two should not be confused.
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## 4.1.2 District level

### 4.1.2.1 District Disaster Management Groups

Established under the Act, DDMGs provide whole-of-government planning and coordination capacity to support local governments in disaster operations. DDMGs are led by a Chair, who is also the DDC, appointed by the Commissioner, Queensland Police Service (QPS). DDMGs should be comprised predominantly of representatives of those State agencies responsible for the hazards and functions of disaster management outlined in this Plan. DDMGs coordinate district level whole-of-government support and provide resource gap assistance to disaster-affected communities, when requested by LDMGs. DDMGs are responsible to the SDMG for all aspects of the State government's capabilities in disaster management for their district.

### 4.1.2.2 District Disaster Co-ordination Centres

DDCCs are established to support the DDMG in the provision of State level support to local governments. They provide prompt and relevant information to both LDCCs and to the State Disaster Co-ordination Centre (SDCC) on disaster events occurring within their disaster district.

The DDCC coordinates the collection and dissemination of information to the SDCC and relevant LDCCs. The DDCC will implement decisions of the DDC and coordinates State and Australian government resources in support of the disaster affected community.



### 4.1.3 State level

#### 4.1.3.1 State Emergency and Security Council

When established, the State Emergency and Security Council (SESC) provides a forum where senior political leaders make strategic decisions, provide public leadership and take and enable major resourcing decisions to strengthen arrangements in both non-disaster and disaster periods.

The SESC is chaired by the Premier and comprises other senior political leaders. The SESC is supported by expert advisors from State government agencies. Details on membership of the SESC are outlined at Annexure E.

#### 4.1.3.2 State Crisis and Communications Centre

The State Crisis and Communications Centre (SC3) may be established when high level strategic support of the SESC and a continuous secretariat for the SDMG is required. In these circumstances the SC3 may prepare policy advice, and provide situational awareness and administration support to meetings. It also supports leaders and senior officials at national meetings and tele/videoconferences, acts as the Queensland general point of contact for Australian government agencies, and facilitates the delivery of Public Information in Queensland through the Crisis Communications Network.

#### 4.1.3.3 State Disaster Management Group

The SDMG is the peak disaster management policy and decision-making body in Queensland and it provides strategic direction and advice to Government. The SDMG is accountable to the Minister for Police, Corrective Services and Emergency Services, as the Minister responsible for administering the Act. The Group is chaired by the Chief Executive of the Department of the Premier and Cabinet and is predominantly comprised of the Chief Executives of State government participating departments and agencies. Membership of the SDMG is outlined at Annexure E.

The appointment of additional advisors to the SDMG is regularly reviewed to reflect current government priorities and the disaster management arrangements for Queensland.

The SDMG Chair may, in consultation with the Commissioner QPS, appoint a person as a State Disaster Coordinator if satisfied the appointment is necessary to coordinate disaster operations for the SDMG.

The SDMG Chair may, in consultation with the Commissioner QPS, and the Chief Executive, Department of Community Safety, appoint a person as a State Recovery Coordinator if satisfied the appointment is necessary to coordinate recovery operations for the SDMG.

#### 4.1.3.4 Role of the State Disaster Coordinator

When appointed, the State Disaster Coordinator has the responsibility for the following functions:

- to coordinate disaster response operations for the SDMG;
- report regularly to the SDMG about disaster response operations;
- ensure, as far as reasonably practicable; that any strategic decisions of the SDMG about disaster response operations are implemented; and
- provide strategic advice on disaster response operations to DDCs.

Further guidance on the role of the State Disaster Coordinator is outlined in the *State Disaster Coordinator Role Statement*.

#### 4.1.3.5 Role of the State Recovery Coordinator

When appointed, the State Recovery Coordinator has the responsibility for the following functions:

- to coordinate disaster recovery operations for the SDMG;
- report regularly to the SDMG about disaster recovery operations;
- ensure, as far as reasonably practicable, that any strategic decisions of the SDMG about disaster recovery operations are implemented; and
- provide strategic advice on disaster recovery operations to government agencies performing disaster recovery operations.

Further guidance on the role of the State Recovery Coordinator is outlined in the *Queensland Recovery Guidelines*.

#### 4.1.3.6 State level supporting structures

The SDMG is supported by the following structure of groups and committees.

- **State Disaster Coordination Group**

The State Disaster Coordination Group (SDCG) coordinates the delivery of the SDMG's legislative responsibilities for the purpose of facilitating disaster management preparedness and response outcomes for Queensland communities. As a State level working body of the SDMG, the SDCG is a focal point for the development and implementation of comprehensive disaster management plans for Queensland.

During a disaster event the SDCG member agencies have a responsibility for ensuring a suitably qualified officer is available to represent the agency in a Liaison Officer role, as required.

- **State Disaster Mitigation Committee**

The State Disaster Mitigation Committee (SDMC) provides strategic advice and recommendations to the SDMG, with a whole-of-government focus on disaster mitigation issues. Permanently established State level committees to support the SDMC are:

- ⇒ Queensland Tropical Cyclone Consultative Committee - established to provide advice on measures to mitigate the effects of tropical cyclones and monitors progress on measures to mitigate the effects of tsunami on Queensland communities.
- ⇒ Queensland Flood Consultative Committee - established to enhance community safety, mitigation and prevention capability across all Queensland communities in relation to the impact of fresh water floods.

- **State Recovery Group**

The State Recovery Group coordinates the delivery of the SDMG's legislative responsibilities for the purpose of facilitating recovery outcomes for Queensland communities across the four functions of recovery.

Further detail on these State level bodies is available under Annexure E

#### 4.1.3.7 State Disaster Co-ordination Centre

The State Disaster Coordination Centre (SDCC) supports the SDMG and provides an operational venue for the SDCG to provide State level support to disaster management operations in accordance with the decisions of the SDMG. The SDCC also ensures information about an event and disaster operations are communicated to all involved. Operations in the SDCC are determined by the scale of the event. The functions required to enable the management of State level support to be carried out are outlined in the levels of activation at Annexure D.

#### **4.1.4 Australian government level**

##### **4.1.4.1 Attorney-General's Department**

The Attorney-General's Department is the nominated agency responsible for planning and coordinating Australian government assistance to the states and territories under the Australian Government Crisis Management Framework.

##### **4.1.4.2 Australian Government Crisis Coordination Centre**

The Australian Government Crisis Coordination Centre (CCC) coordinates the Australian government whole-of-government response to major emergencies and participates in a range of multi-agency, multi-jurisdictional exercises to test and enhance consequence management arrangements. The CCC also participates in high-level consequence management committees and working groups to prepare for high profile visits, mass gathering events and the Attorney-General's Department's international engagement.

Further information on Queensland's relationship with the CCC during times of disaster operations is provided under section 8.8.

#### **4.2 Disaster district boundaries**

For disaster management purposes, Queensland is divided geographically into disaster districts. Each disaster district covers one or more of Queensland's 73 local governments. These boundaries provide clarity for all concerned at State, disaster district and local government levels, on the chain of command and the reporting requirements of LDMGs and DDMGs during times of disaster. A map of district boundaries is available at Annexure F.

Where a disaster is likely to encompass two or more disaster districts the Act includes provisions allowing the Chair of the SDMG to establish, in consultation with the Commissioner QPS, a temporary DDMG to manage the disaster across all affected disaster districts.

#### **4.3 Financial arrangements**

##### **4.3.1 Disaster prevention and preparedness funding**

###### **4.3.1.1 Natural Disaster Resilience Program**

The NDRP is a joint Australian and Queensland government funded competitive grant program aimed at mitigating disaster risk and building community resilience. This program funds disaster mitigation projects and better integrates the work of business and non-government organisations (NGOs) to assist communities to prepare for and recover from the impacts of a disaster. In Queensland, the program is funded through shared contributions of the Australian government, the Queensland government and eligible applicants. It enhances disaster management by increasing community resilience to a range of disasters, including extreme weather events and the influence of climate change.

Further information is available at <http://www.communitysafety.qld.gov.au/ndrp/>

##### **4.3.2 Disaster relief and recovery funding programs**

###### **4.3.2.1 State Disaster Relief Arrangements**

The State Disaster Relief Arrangements (SDRA) are a State-funded program to provide assistance in the relief of communities whose social wellbeing has been severely affected by a disaster event (*natural or non-natural*).

#### 4.3.2.2 Natural Disaster Relief and Recovery Arrangements

The Natural Disaster Relief and Recovery Arrangements (NDRRA) are an Australian government program intended to assist the recovery of communities whose social, financial and economic wellbeing has been severely affected by a *natural* disaster or terrorism event<sup>1</sup>. These arrangements provide a cost sharing formula between the State and Australian government and a range of pre-agreed relief measures.

Further detail on SDRA and NDRRA relief measures is provided in Annexure G.

#### 4.3.2.3 Premier's Disaster Relief Appeal

The (Queensland) Premier's Disaster Relief Appeal allows the acceptance of gifts of money for the purpose of relieving suffering by the residents of Queensland, other states and territories and developing countries in the South Pacific.

The Premier determines if and when an appeal is necessary. The Premier also decides whether the donated funds are to be disbursed by an internal government mechanism or by an external organisation.

### 4.3.3 Agency financial responsibilities

All agencies involved in providing disaster management services across Queensland are required to safeguard public funds from fraud, waste or abuse.

Queensland government agencies are required to discharge financial management responsibilities in accordance with the *Financial Accountability Act 2009* and relevant departmental financial management standards. Whilst this may be difficult under operational conditions, normal financial practices should be applied retrospectively to ensure costs accrued are accounted for accurately. All agency employees, contractors and volunteers are required to comply with current departmental policies and procedures.

Expenditure of funds by agencies is to be met in the first instance by the agency requesting / requiring the resources from their normal operating budgets. It is important to note that not all expenditure incurred by agencies to provide effective disaster management services may be recoverable under existing disaster relief and recovery financial arrangements.

## 4.4 Monitoring and review

The Chief Executive of the Department of Community Safety has a legislative responsibility to ensure the Plan remains current and effective. The Plan is to be reviewed on an annual basis; but no later than 31 August each year. Upon completion of this annual review, the Chief Executive is to report to the SDMG on any action taken.

Disaster districts and local governments need to refer to Part 3 of the Act for relevant legislative requirements relating to disaster management plans.

## 4.5 Annual reporting

The SDMG is required to prepare an annual report after the end of each financial year, in accordance with s44 of the Act.

The requirements for DDMG and LDMG reporting is detailed respectively in the *District Disaster Management Guidelines* and the *Local Disaster Management Guidelines*.

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<sup>1</sup> Interim arrangements announced on 2 July 2010 by the Attorney-General for Australia.

## 4.6 Guidelines

The Chief Executive of the Department of Community Safety may prepare disaster management guidelines in accordance with s63 of the Act. Importantly as outlined at s4A(b) of the Act, all disaster events should be managed in accordance with any disaster management guidelines.

Guidelines are developed to inform the SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.

Disaster management guidelines are prepared under the authority of the Act and are to be identified by containing 'guidelines' within the title of the document and are to be formally approved by the SDMG.

## 5. State risk assessment

<b>Disaster risk assessment</b>	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria.
<b>Hazard</b>	A source of potential harm or a situation with a potential to cause loss.

Within the disaster risk management process, risk assessment encompasses the activities of identifying risk, analysing risk, evaluating risk and determining risk priorities through communication and consultation and monitoring and review. Disaster risk assessment and management is undertaken based on the *National Emergency Risk Assessment Guidelines* and the *Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines*.

In Queensland, a range of agencies have primary management responsibilities for risks associated with a specific hazard. These responsibilities are outlined under section 7.3.1. Disaster research and post-disaster assessment will improve the understanding of hazards and their impact and are important components of disaster risk assessment. Outcomes of disaster risk assessments should inform strategic and policy decisions at the State level and are key factors in the development of mitigation strategies and preparation activities for all agencies. These outcomes need to be clearly articulated and documented in disaster management plans at all levels.

At a State level these outcomes are to be documented in a state-wide risk register. A State Risk Register should identify residual and transferred risk which identify gaps and community vulnerability whilst highlighting the broader social and economic impacts associated with disasters. This information will enable disaster managers and land-use planners to build community resilience.

EMQ is responsible for ensuring the conduct of a state-wide prioritised natural disaster risk assessment to inform the development of the State Risk Register. A state natural hazard risk assessment is being conducted in 2010-11 and an overview of the results will be provided in future versions of this Plan.

Once complete, the SDMC is to be responsible for the annual review of the State Risk Register, reporting outcomes to the SDMG.

Risk treatments options are an outcome of the risk assessment process. The State Risk Register will be used to guide the priority development of projects and allocation of funding to projects that will enhance disaster resilience investment across Queensland under the NDRP.

## 6. Mitigation

Mitigation is risk treatment and follows logically from risk assessment. On a practical basis it is linked to recovery when it is apparent there is an opportunity to build communities in ways more resilient than before. Mitigation efforts reduce the consequences of events, even if they fall short of preventing an event from happening directly.

Mitigation may be in the form of:

- design improvements to provide more resilient new infrastructure, update or to harden existing infrastructure or services;
- prepared communities and response agencies and arrangements in place;

- resilience activities including partnerships between sectors, community education; and
- a clear understanding of hazards, their behaviour and interaction with vulnerable elements.

At the State level mitigation measures should flow from analysis of a State Risk Register and the Queensland Hazardscape. This analysis will assist disaster managers to set priorities according to community, environment and infrastructure vulnerability and potential economic cost. Mitigation measures at State level include policies for land use planning and building standards, financial assistance for resilient infrastructure, managing warning systems, community education, public awareness, and hazard specific programs.

All agencies have a responsibility to mitigate against disasters. Agencies with a specific portfolio responsibility to influence mitigation should actively seek to do so with the full support of all other agencies. Some mitigation measures are able to be realised in the shorter term and overlap with preparedness. Other measures may be long term and should be built into corporate plans of local government and State agencies.

## **7. Preparedness**

Disaster preparedness is building capability and resilience to ensure that the community and all functions and services that are needed to better manage the consequences of a disaster can do so.

Preparedness should start in the community, but applies equally to government, NGOs, industry and commerce. Preparedness includes:

- community education and awareness;
- resilience;
- disaster management planning;
- training and education;
- exercises; and
- communication.

### **7.1 Community education and awareness**

In a disaster management context, community education has a range of objectives, which can include:

- Developing awareness in communities of the nature and potential of hazards and the potential impact and damage such hazards can bring.
- Promoting public self-reliance through personal responsibility for managing risks as much as possible. This may be through a range of preparedness measures that the public and industry can take to reduce risk to themselves, their workforce, their families, their communities and infrastructure before, during and after an event.
- Developing the community's appreciation of the QDMA and the assistance available to communities which can be activated in a disaster. This includes local and State mitigation and preparedness strategies, emergency warnings (methods and actions required), evacuation routes and communications used during disasters (local radio, television, etc, for updates during a disaster).

Community education is not an end in itself, but contributes to community resilience by providing the information and rationale necessary to commence the process of behavioural change. Community education encompasses the public, special interest groups, commerce and industry, and may be hazard specific, or general disaster management education.

Activities and products such as publications, multimedia information packages and community information events are the responsibility of all levels of government and other agencies and organisations, often working in partnership. Because of this, it is important for the community to be provided with consistent messages, across all programs.

## 7.2 Resilience

Resilience is the capacity of systems and communities, potentially exposed to hazards, to adapt by resisting or changing, in order to reach and maintain an acceptable level in functioning and structure. This is determined by the degree to which the social system is capable of organising itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures.<sup>2</sup>

The combination of prevention and preparedness activities all contribute to enhancing resilience to the effects of disasters. The object of actions carried out prior to the impact of events is to build a buffer between the hazard and the vulnerable elements. The greater the buffer, the more resilience can be achieved. These buffers can be in the form of works and structures, or in the preparedness and willingness of communities to take action.

While these buffers may provide more resilient infrastructure better able to withstand the impacts of hazards, they are more commonly introduced to increase a community's capacity to not only withstand the impacts of disasters, but also to be more self-reliant and reduce the expectation for emergency and support services to be provided in the short term.

The QDMA supports the principles outlined in the *National Strategy for Disaster Resilience* and its influence on programs across all aspects of disaster management in Queensland.

## 7.3 Disaster management planning

Effective planning is a principle of the QDMA and provides informed advice on the social, economic and environmental impact of disasters. During times of disaster operations, operational planning identifies issues for resolution and results in the development of response options. An effective disaster management plan documents how a community or group intends to deal with disasters. It outlines arrangements and structures for disaster management, provides direction on communications and coordination, and identifies the need for appropriate resourcing.

Disaster management planning is the specific responsibility of all agencies in addition to the SDMG, DDMGs and LDMGs. Under legislation, disaster districts and local governments are required to develop effective disaster management plans covering events likely to happen in their areas. The content of these plans is outlined in the Act and in guidelines for disaster districts and local governments. Disaster management plans are to be disseminated to all stakeholders and be available for inspection by members of the public.

Planning must be carried out both as normal business and during events. It must result in consistency between disaster management plans at all three levels (State, district and local).

The output of planning results in documented disaster management plans, business continuity plans and instructions to deal with specific events.

<b>Disaster management plans</b>	Provide overall guidance on disaster management concepts, structures and arrangements.
<b>Business continuity plans</b>	Detail how agencies will function when service delivery is affected by events outside normal business, and to ensure agencies can continue to operate to the extent required in the event of a disruption.
<b>Operational plans</b>	Provide detail of tasks, times, and roles and responsibilities for response activities.

### 7.3.1 Hazard specific planning

These plans address specific hazards where government departments and agencies have a primary management responsibility. The primary agency has responsibility to ensure that an effective hazard specific plan is prepared. All hazard specific plans are to address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and provides support to the primary agency in the management of the hazard specific event. Specific planning is required for these arrangements as their coordination and operational procedures can be different to those of the QDMA. Coordination

<sup>2</sup> Adapted from the United Nations International Strategy for Disaster Reduction; 2002

centres and the structures within them can be outside the local, district and State coordination centres and the passage of information and resources may be managed using different processes. A generic hazard specific arrangements structure and linkages and communication flow to the broader QDMA is outlined at Annexure B.

Primary agencies also have a role in ensuring State hazard specific plans link to national hazard specific plans and arrangements and that appropriate communication and relationships with counterparts at the national level are maintained.

The following table outlines the primary agencies responsible for each specific hazard and the respective State and national level plans, where appropriate.

<b>Specific Hazard</b>	<b>Primary Agency</b>	<b>State and National Plans</b>
Animal and plant disease	Department of Employment, Economic Development and Innovation	Queensland Veterinary Emergency Plan Australian Veterinary Emergency Plan
Biological (human related)	Queensland Health	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Bushfire	Queensland Fire and Rescue Service	Wildfire Mitigation and Readiness Plans (Regional)
Chemical	Queensland Fire and Rescue Service	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Influenza Pandemic	Queensland Health	Queensland Pandemic Influenza Plan National Action Plan for Human Influenza Pandemic
Ship-Sourced Pollution	Department of Transport and Main Roads	Queensland Coastal Contingency Action Plan National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances
Radiological	Queensland Health	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Plan National Counter-Terrorism Plan

### 7.3.2 Functional planning

These plans address the functions of disaster management where government departments and agencies have a functional lead agency role. The plans and procedures are developed by the functional lead agency. Although a single agency will have primary responsibility, disaster management functions can spread beyond the capabilities of an individual agency or department and the arrangements for the coordination of relevant organisations that play a supporting role are to be outlined in these plans.

At State level, Queensland government agencies have varying levels of responsibility and capacity to provide leadership and coordination, service delivery and technical authority for functions. Some agencies may have responsibility for more than one disaster management function. All agencies will rely on partners (government, NGOs and industry) to deliver the associated services. At a local government level responsibility for these functions may be met through local government or organisations outside of government.

Under the QDMA, coordination across disaster management functions is carried out through the SDCG, DDMGs and LDMGs. District and local disaster management plans are to include relevant functions, arrangements and responsibilities for ensuring these functions are carried out.

The following table outlines the functional lead agency for each of the functions of disaster management; each function is described at Annexure C.



Function	Functional Lead Agency
Building and Engineering Services	Department of Public Works
Communications Services	Department of Public Works
Electricity, Fuel and Gas Supply	Department of Employment, Economic Development and Innovation
Emergency Supply	Department of Public Works
Health Services	Queensland Health
Public Information	Department of the Premier and Cabinet
Transport Systems	Department of Transport and Main Roads
Warnings	Department of Community Safety
Economic Recovery	Department of Employment, Economic Development and Innovation
Environmental Recovery	Department of Environment and Resource Management
Human-social Recovery	Department of Communities
Infrastructure Recovery	Department of Infrastructure and Planning

## 7.4 Training and education

Training and education involves the personal development of individuals involved in the QDMA. It is carried out according to the disaster management training framework for Queensland, which outlines the packages to be delivered and the intended stakeholders. It encompasses the arrangements themselves, the processes, hazards, functions and activities that underpin disaster management and disaster operations. As one of the activities undertaken to maintain or enhance the QDMA, the Act provides the legislative requirement for those involved in disaster management to be appropriately trained and for the annual reporting of training activities undertaken. In Queensland, EMQ is responsible for disaster management training.

## 7.5 Exercises

Exercises provide the opportunity to involve all agencies and levels within the QDMA. They build stakeholder networks and relationships, which are essential in providing effective response and recovery for affected communities. They should be designed to incorporate the lessons learnt from previous events and be linked to priorities and hazards relevant to the participants.

Why Exercise?*	Types of Exercise
<ul style="list-style-type: none"> <li>To validate the disaster management plan</li> <li>Training to develop competencies</li> <li>To practice and test procedures</li> </ul>	<ul style="list-style-type: none"> <li>Discussion-based</li> <li>Table-top</li> <li>Live or field exercises</li> </ul>

\* *not limited to these examples*

Responsibility to conduct disaster management exercises lies with each individual agency to ensure they have exercised and practiced procedures. EMQ's role is to facilitate exercises conducted for groups in the disaster management arrangements.

## 7.6 Communication

A communications network between the government and community is managed in Queensland through a crisis communication network of departmental communication officers under the *Queensland Government Arrangements for Coordinating Public Information in a Crisis*. These arrangements can be activated to provide leadership for the many cross-government communication activities that occur as a result of an event, and to assist agencies to harmonise their activities and messages. This section recognises that the communication of public information must be planned for well in advance if it is to be accurate, timely and easily understood by those receiving the message.

## 8. Response

The *response* phase of disaster management involves the conduct of activities and appropriate measures necessary to respond to an event. *Response* is undertaken as a component of *disaster operations* being those activities undertaken before, during and after an event 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.

Therefore, *disaster response operations* means the phase of disaster operations that relates to responding to a disaster.

If deemed necessary, a State Disaster Coordinator may be appointed to coordinate *disaster response operations* for the SDMG.

Prior to the appointment of a State Disaster Coordinator, or if the appointment of a State Disaster Coordinator is not deemed necessary for an event, the Assistant Director-General, EMQ will be responsible for ensuring EMQ manages and coordinates disaster operations. EMQ will at all times ensure that the SDMG and QPS remain informed of the activities and appropriate measures being undertaken in coordinating the event.

It is important to acknowledge that, in accordance with the Act, the State Disaster Coordinator is responsible for the coordination of *disaster response operations* and the State Recovery Coordinator is responsible for the coordination of *disaster recovery operations*, whereas DDCs and Local Disaster Coordinators are responsible for the coordination of *disaster operations* being both the response and recovery phases. This difference in the responsibilities of these positions reflects the specific and temporary (event based) and holistic and permanent (ongoing) nature of their respective appointments.

A diagrammatic representation of the correlation between disaster operations, response and recovery phases, levels of activation, stages and responsibilities for coordination is outlined at Annexure H.

An understanding by disaster management stakeholders of recognised best practice in conducting activities will result in a more efficient response. Response activities will often involve a number of functions simultaneously. Further information on activities is available in separate training materials provided under the QDMA.

### 8.1 Activation of response arrangements

Activation of the response arrangements may occur when there is a need to:

- monitor potential threats or disaster operations;
- support or coordinate disaster operations being conducted by a designated primary agency;
- coordinate resources in support of disaster operations at local or district level; and
- coordinate state-wide disaster operations activities.

Activation of State level arrangements can be initiated by the Chair of the SDMG. State level action can be in anticipation of activation at a district level or severe impacts at a local level. Activation does not necessarily mean the convening of disaster management groups; rather the provision of information to disaster management group members regarding the risks associated with a pending hazard impact.

Level of Activation	Definition
<b>Alert</b>	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.
<b>Lean forward</b>	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 stand by; prepared but not activated.
<b>Stand up</b>	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
<b>Stand down</b>	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

The QDMA are activated using an escalation model from alert through lean forward, stand up and stand down. The movement of disaster management groups through this escalation phase is not necessarily sequential, rather is based on flexibility and adaptability to the location and event. State levels of activation are outlined at Annexure D. District and local levels of activation are included in the respective district and local guidelines.

## **8.2 Before**

The before stage of response is defined as the period within which there is awareness of a hazard that has a likelihood of causing an effect, but the threat is not yet immediately imminent. During this stage of response disaster managers would progress through the alert and lean forward levels of activation and, with heightened situational awareness, would undertake the activities of hazard analysis and modelling, operational planning, commence warnings and prepare disaster coordination centres, as appropriate to the event.

### **8.2.1 Hazard analysis and modelling**

Predictive assessments would be undertaken based on the advice of warning agencies and would include an analysis of the hazard to determine the level and potential of threat and modelling of the potential impact. These activities inform operational planning, warnings and public information.

### **8.2.2 Operational planning**

Planning in operations identifies issues for resolution and results in the development of response options. Planning is the specific responsibility of all agencies including State, district and local disaster management groups.

### **8.2.3 Warning**

Providing warning to the public is part of the wider activity of public information, and must be closely aligned. A key issue is deciding how much information, and when it should be provided to the community. Excessive, complex or alarmist information should be balanced against too little information which could result in an ill-prepared community.

A single means of warning is unlikely to suffice; redundancy will be needed. The agency identified as being primarily responsible for a specific hazard needs to include in its planning provision for communicating with the public; although this agency may not be responsible for issuing any alerts and warnings. Responsibility for passing warnings to the community lies across all levels of the QDMA.

## **8.3 During**

The during stage of response is defined as the period from when the impact of the threat is imminent, response activities are commenced and a level of coordination is required. During this stage of response disaster managers would progress through the stand up level of activation and would undertake activities as appropriate in responding to a disaster.

### **8.3.1 Disaster coordination centre operation and management**

Disaster coordination centres may be activated at State, district and/or local level as a centre of communication and coordination during disaster operations. District and local disaster management groups need to be capable of establishing and operating a coordination centre.

### 8.3.2 Deployments

Deployments of personnel in the lead up to, and aftermath of, an event are commonplace. For example:

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

All deployments should be coordinated with LDMGs and should not be a drain on local resources. Larger deployments require detailed planning, coordination and briefing.

### 8.3.3 Rescue

Rescue operations are performed as a component of the day-to-day business of emergency response agencies being the Queensland Ambulance Service (QAS), Queensland Fire and Rescue Service (QFRS), QPS and the SES. During a disaster event the occurrence of rescue operations is likely to be increased and these operations form an activity of disaster operations.

### 8.3.4 Evacuation

Evacuation involves the planned movement of persons from an unsafe, or potentially unsafe location to a safer location, and their eventual return. Evacuation is a risk management strategy that can mitigate the adverse effects of a disaster on a community.

The LDMG has responsibility for the decision to evacuate and will implement an evacuation in their area of responsibility. The powers necessary to authorise a managed evacuation rest with the DDC.

The *Queensland Evacuation Guidelines* outline the evacuation process within Queensland based on nationally agreed emergency management principles, and provide a guide to assist local governments to develop and review local evacuation plans.

### 8.3.5 Evacuation centres and emergency accommodation centres

Evacuation centres provide accommodation, but not necessarily protection, for evacuees from the effects of an event. Emergency accommodation centres are places provided to those persons who are isolated, stranded or who have moved themselves away from an unsafe area. Establishment and management of evacuation centres and emergency accommodation centres is a responsibility of local governments, in conjunction with DDMGs, as necessary. Local governments may enlist the services of the Australian Red Cross to assist them in managing evacuation centres. This assistance is usually agreed to in a memorandum of understanding between the parties.

### 8.3.6 Impact assessment

To make informed decisions, senior levels of government require information about the impact of disasters on communities. Impact assessments provide a timely and accurate understanding of the effects of a disaster and include:

- injuries and any other effects;
- details of any deaths;
- evacuations; and
- damage to infrastructure and property.

In the longer term impact assessment expands to include a broader social assessment together with an assessment of the impacts on the economy and the environment. This assessment could identify implications for business and government continuity and may alter the conduct of the response and recovery activities.

Disaster affected communities may not have the resources locally to carry out impact assessment effectively and resources may need to be requested from outside the affected area.

### **8.3.7 Reception operations**

Reception operations provide the framework for support should evacuees or displaced persons be evacuated into Queensland.

Further details on roles and responsibilities are contained in the *Queensland Reception Plan*. Whilst this document is specific to airports and incoming evacuees, the principles and roles and responsibilities outlined are more widely applicable.

### **8.3.8 Logistics support**

Logistics activity during large operations is coordinated under a framework that includes processes for requests, procurement, transport, staging, receipt, use and, if necessary, return. Logistics planning ensures the proactive identification and moving forward of requested resource needs.

Logistics support activities apply at all levels of the disaster management arrangements. Local government should consider the ability for resource needs to be met locally prior to the escalation of support from the district or State level.

The Department of Public Works is responsible for a logistical framework which includes the disaster management function of emergency supply.

### **8.3.9 Mass casualty management and mass fatality management**

Queensland Health and the QAS are responsible for the provision of an integrated response to mass casualty management.

The QPS is responsible for the provision of disaster victim identification services, part of which may require the establishment of a temporary human remains holding area to assist in this function.

### **8.3.10 Volunteer management**

Often, after the impacts of an event on a community, spontaneous volunteering occurs. At a State level, the Department of Communities is responsible for providing advice on volunteer management arrangements and for working with key community and industry stakeholders to ensure arrangements are in place for these volunteers to be productive. These arrangements should include the selection, induction and safety of these volunteers.

### **8.3.11 Donation management**

Although monetary donations are a preferred form of donation; goods and services will be offered. The SDMG is responsible for oversight of arrangements to deal with offers of assistance and donations from the general public. Donation management includes keeping record of offered donations, not raising an expectation that an offer will be accepted or moved, providing updates and closure to the potential donor.

### **8.3.12 Resupply**

Communities or individuals can be temporarily isolated and this isolation can impose hardships. When these communities or individuals are cut off for an extended period from their normal sources of food and basic commodities, support is provided by the Queensland government through resupplying essential supplies.

The *Queensland Resupply Guidelines* provides for a fair and equitable system for support, without compromising the fundamental responsibilities of individuals and communities for self-help and mutual assistance. The procedures associated with this policy are designed for the effective management of resupply arrangements to alleviate any hardship to individuals and communities should they become isolated.

## **8.4 After**

The after stage of response is defined as the period when there is no further requirement for the coordination of response activities. During this stage of response, disaster managers would progress through the stand down level of activation and would undertake the transition to recovery and response debrief activities, as appropriate to the event.

### **8.4.1 Transition to recovery**

As recovery activities commence within the response phase, the transition to recovery requires detailed planning and a hand over between the State Disaster Coordinator and the State Recovery Coordinator to ensure continuity of disaster operations, from disaster response operations to ongoing disaster recovery operations.

### **8.4.2 Debrief**

Following any operational activity it is important to identify and adopt any lessons that can be learnt from the actions taken during the response to continuously improve the QDMA. EMQ has been delegated the role of continually reviewing and assessing the effectiveness of disaster management.

## **8.5 Declaration of a disaster situation**

The Act makes provision for the declaration of a disaster situation by a DDC, with the approval of the Minister, for a district or a part of a district; or by the Premier and the Minister for the State or a part of the State. A declaration may be made if the person/s responsible for making it are satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment.

In accordance with the Act, a declaration must be in the approved form, or can be made orally if necessary to exercise declared disaster powers before an approved form can be obtained and completed. An oral declaration cannot be made if the DDC is satisfied only that it is reasonably likely to be necessary to exercise declared disaster powers. If the declaration is made orally, it must be recorded in the approved form as soon as is reasonably practicable.

Part 4 of the Act outlines the provisions for declarations and disaster powers. Disaster management forms, including forms for disaster declaration, extension, request to end and for the authorisation of persons to exercise declared disaster powers etc are available at <http://www.disaster.qld.gov.au/publications/>

## **8.6 Activation of financial assistance arrangements**

The primary mechanism used by the Queensland government for providing assistance to those affected by natural disasters and terrorism events is the Australian government/State funded NDRRA. Although certain natural disasters are ineligible for NDRRA funding, they may be eligible for financial relief measures under the SDRA, which is able to address a far wider range of disaster events than the NDRRA. Section 4.3 and Annexure G provides further information on these arrangements.

## **8.7 Relationship between activation, declarations and financial assistance**

The *activation of the QDMA* confers neither special powers nor funding and it is not necessary for a declaration of a disaster situation to be made to activate the disaster management arrangements.

A *declaration of a disaster situation* under the Act provides for special powers to DDCs and declared disaster officers.

The *activation of either NDRRA or SDRA* provides for financial support to the community, funding for disaster operations of departments and local governments and restoration of essential public assets. The activation of NDRRA or SDRA is not dependent upon the activation of the QDMA or the declaration of a disaster situation.

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

## **8.8 Australian government response**

Queensland and other Australian states and territories coordinate disaster management policy and operations with the Australian government through the CCC. In Queensland, liaison with the Australian government and other states and territories for disaster management purposes is the responsibility of EMQ. An exception exists with hazard specific primary agencies who have a responsibility to communicate and maintain relationships with national hazard specific counterparts.

During disaster operations, the SDCC is the interface with the Australian government and other states and territories. Requests for Australian government and interstate support during disasters are coordinated through the SDCC. Two exceptions to this exist; Defence Aid to the Civil Community category one, where requests can be passed locally to an Australian Defence Force Local Commander; and hazard specific arrangements requiring direct communication between the State primary agency and hazard specific counterparts at the Australian government level.

## **9. Recovery**

The *recovery* phase of disaster management involves disaster relief; being the provision of immediate shelter, life support and human needs to persons affected by, or responding to, a disaster; and the broader disaster recovery; being the coordinated process of supporting affected communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical wellbeing of those affected. *Recovery* is undertaken as a component of *disaster operations*.

Therefore, *disaster recovery operations* means the phase of disaster operations that relates to recovering from a disaster.

If deemed necessary, a State Recovery Coordinator may be appointed to coordinate *disaster recovery operations* for the SDMG.

In Queensland, disaster recovery is governed by directions set out in the *Queensland Recovery Guidelines*.

## 9.1 Functions of recovery

For the purpose of effective coordination aspects of recovery are conceptually grouped into four functions. It is important to acknowledge that the four functions of recovery overlap and recovery arrangements must reflect the inter-relationship between each of these functions.

- **Economic:**

Economic recovery includes renewal and growth of the micro economy (within the affected area) and the macro economy (overall economic activity of the state). Economic recovery includes individual and household entities (e.g. employment, income, insurance claims), private and government business enterprises and industry. It includes assets, production and flow of goods and services. It includes capacity for the export of goods and services from the affected region, and securing confidence of overseas markets.

The functional lead agency for economic recovery is the Department of Employment, Economic Development and Innovation.

- **Environment:**

Environment, or natural environment, recovery includes restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (e.g. scenic lookouts), culturally significant sites and heritage structures. It includes management of environmental health, waste, contamination and pollution and hazardous materials.

The functional lead agency for environmental recovery is Department of Environment and Resource Management.

- **Human-social:**

Human-social recovery includes personal support and information, physical health and emotional, psychological, spiritual, cultural and social well-being, public safety and education, temporary accommodation, financial assistance to meet immediate individual needs and uninsured household loss and damage.

The functional lead agency for human-social recovery is the Department of Communities.

- **Infrastructure:**

Infrastructure, or built environment, recovery includes repair and reconstruction of residential and public buildings, commercial, industrial and rural buildings and structures, government structures, utility structures, systems and services (transport, water, sewage, energy, communications) and other essential services and dam safety.

The functional lead agency for infrastructure recovery is the Department of Infrastructure and Planning.

## 9.2 Principles

Queensland has adopted the nationally established principles for recovery which recognise that successful recovery relies on:

- understanding the context;
- recognising complexity;
- using community-led approaches;
- ensuring coordination of all activities;
- employing effective communication; and
- acknowledging and building capacity.



### **9.3 Governance structure**

The State Recovery Group is a standing State level committee that coordinates the four functions of recovery and reports to the SDMG. This committee is chaired by the Assistant Director-General, EMQ and is structured with appropriate membership of the lead functional agencies for all four key functions of recovery to ensure effective planning and management. The structure and membership of the State Recovery Group is outlined in Annexure E.

During an event, if State led coordination of recovery is required, the Chair of the SDMG, in consultation with the Commissioner QPS, and the Chief Executive may appoint a State Recovery Coordinator and a supporting governance structure will be established, reflective of the specific nature of the event. When this structure is established, it will be based on two levels of recovery coordination being, a local recovery group, including district functional lead agencies and resources as required, and the State Recovery Group.

In special circumstances, the recovery structure may be determined by the Premier, under the auspices of a Task Force. The Premier would determine the level of authority and powers given to the Task Force for central coordination, support and overall direction of resource allocation.

Further detailed information on recovery is outlined in the *Queensland Recovery Guidelines*.

## **10. Post-disaster assessment**

A key outcome of post-disaster assessment is that lessons identified from disaster events and disaster management exercises are embedded into disaster management planning. Such lessons come from an examination of the effectiveness of mitigation measures, an analysis of the state of preparedness in readiness for the impacts of a disaster, of the disaster operations themselves and extend into the effectiveness of recovery.

Post-disaster assessment can be undertaken by a wide range of stakeholders from disaster responders through to the Queensland Office of Economic and Statistical Research, independent research bodies and tertiary institutions.

The conduct of post-disaster assessment needs to be managed to ensure that it does not impede response and recovery activities but is timed appropriately to ensure maximum benefit from the data captured. To ensure minimum impact on disaster affected communities, post-disaster assessments should be informed by impact assessments, and if possible, coordinated with them.

Lessons that can be identified from contemporary events world-wide can also contribute to lessons for reviews of disaster management plans and planning. Post-disaster assessment, therefore, also relies on disaster research.

Lessons identified through post-disaster assessment and disaster management exercises can also contribute to the identification of best practice disaster management practices.

## 11. Annexures

## A. Agency roles and responsibilities

State government agencies and organisations have designated responsibilities in disasters which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management.

This list is not exhaustive; it focuses on the roles and responsibilities of agencies at the State level only. Importantly, this list aims to ensure, from a whole-of-government perspective, that all accountabilities of the State government with respect to disaster management have been addressed.

ORGANISATION	ROLES AND RESPONSIBILITIES
<b>Department of Communities</b>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for human-social recovery</b></li> <li>• Coordinate provision of human-social recovery services during recovery operations in partnership with local, state, federal and non-government agencies</li> <li>• Work with affected individuals and communities to support their own recovery activities</li> <li>• Maintain linkages with local, state, federal and non-government agencies and committees</li> <li>• Maintain a register of state government officers available to assist in human-social recovery when required</li> <li>• Administer SDRA and NDRRA relief measures in accordance with Annexure G</li> </ul>
<b>Department of Education and Training</b>	<ul style="list-style-type: none"> <li>• Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DET schools, institutes and workplaces</li> <li>• Ensure, as far as practicable, that all State Instructional Institutions and workplaces have a documented Emergency Management Plan</li> <li>• Minimise interruption to essential services to allow teaching and learning to be maintained or resumed as a priority</li> <li>• Protect critical resources where possible</li> <li>• Facilitate the return of State Instructional Institutions to normal operations as soon as possible</li> </ul>
<b>Department of Employment, Economic Development and Innovation</b>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for economic recovery</b></li> <li>• <b>Functional lead agency for electricity, fuel and gas supply</b></li> <li>• <b>Primary agency for the containment and eradication of exotic animal and plant diseases</b></li> <li>• Coordinate the disaster response operations for the State group if a Department of Employment, Economic Development and Innovation officer is appointed as a State Disaster Coordinator</li> <li>• Coordinate efforts to prevent, respond to, and recover from pests, diseases, livestock welfare, business interruption, tourism shocks and impacts on mining and energy infrastructure</li> <li>• Provide advice relative to stock</li> <li>• Coordinate destruction of stock or crops as required</li> <li>• Assist business and industry in business resilience and recovery strategies</li> <li>• Administer NDRRA relief measures in accordance with Annexure G</li> </ul>

<p><b>Department of Environment and Resource Management</b></p>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for environmental recovery</b></li> <li>• Provide oiled wildlife response, traditional owner liaison, environmental and shoreline assessments and waste management advice and approvals for ship-sourced pollution at sea</li> <li>• Lead fire fighting on state owned and managed land where there is no threat to life or property</li> <li>• Provide geographical information for data sets that are owned and managed by DERM</li> <li>• Provide stream height, storm tide and wave height information and expertise, including projections</li> <li>• Provide information and expert advice with respect to controlled dam locations, safety and integrity</li> <li>• Provide expert advice in pollution incidents</li> <li>• Assist in flood planning, management and study</li> <li>• Provide for the safety of National Parks users including issuing warnings in extreme conditions, closing areas where necessary and coordinating evacuations with QPS</li> <li>• Administer NDRRA relief measures in accordance with Annexure G</li> </ul>
<p><b>Department of Infrastructure and Planning</b></p>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for infrastructure recovery</b></li> <li>• Support disaster mitigation considerations in development planning, built environment and infrastructure design</li> <li>• Support compliance of State Planning Policies for new developments</li> <li>• Amend Building Codes and Standards to reduce vulnerability to hazard impacts and improve environmental sustainability</li> <li>• Review and assess building requirements in order to mitigate the impact of natural disasters on infrastructure</li> <li>• Provide infrastructure programming expertise to assist delivery agencies to plan, sequence and prioritise work</li> <li>• Share knowledge and innovative solutions to build local government resilience, sustainability and self-reliance</li> <li>• Support local governments to apply sound business continuity practices</li> <li>• Assist local governments, and other agencies if required, to manage events</li> <li>• Administer NDRRA relief measures in accordance with Annexure G</li> </ul>
<p><b>Department of Justice and Attorney-General</b></p>	<ul style="list-style-type: none"> <li>• Provide high level legal advice to the Government</li> </ul>
<p><b>Department of Public Works</b></p>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for emergency supply</b></li> <li>• <b>Functional lead agency for communications services</b></li> <li>• <b>Functional lead agency for building and engineering services</b></li> <li>• Coordinate the logistics support framework</li> <li>• Assist agencies source disaster response-related (emergency) supplies and equipment</li> <li>• Provide support to establish strategic coordination/command and other response related built infrastructure through access to specialist building services, vehicle hire solutions and temporary voice/data communications</li> <li>• Provide public works-related professional services, trade staff, damage inspection, building repairs and technical support to disaster response and recovery</li> <li>• Provide temporary/portable accommodation and alternative building accommodation solutions for disaster response and recovery</li> <li>• Provide technical advice on structural/services suitability of buildings for use as community evacuation centres and new cyclone shelters</li> <li>• Provide SES 132500 and community call centre operations and government internet pages for the provision of public information about major events and/or disasters – through Smart Service Queensland (SSQ)</li> </ul>

<p><b>Department of the Premier and Cabinet</b></p>	<ul style="list-style-type: none"> <li>• <b>Provide Chair of the State group</b></li> <li>• <b>Functional lead agency for public information</b></li> <li>• Support and provide advice to the Premier as Chair of the of the State Security and Emergency Council and as leader of the Government</li> <li>• Coordinate and liaise with the Australian Government's Crisis Coordination Centre in relation to Queensland Government policy positions (when required)</li> <li>• Represent Queensland at meetings of the National Crisis Committee when initiated by the Australian government</li> <li>• Coordinate and represent Queensland Government positions on national bodies such as the National Emergency Management Committee and the National Counter-Terrorism Committee and the Council of Australian Governments</li> <li>• Establish a Premier's Disaster Relief Appeal if requested to support community recovery</li> </ul>
<p><b>Department of Transport and Main Roads</b></p>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for transport systems</b></li> <li>• <b>Primary agency for sea pollution where it impacts, or is likely to impact, on Queensland Coastal Waters</b></li> <li>• Coordinate the disaster response operations for the State group if a Department of Transport and Main Roads officer is appointed as a State Disaster Coordinator</li> <li>• Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system</li> <li>• Enable an accessible transport system through reinstating road, rail and maritime infrastructure</li> <li>• Assist with the safe movement of people as a result of mass evacuation of a disaster affected community</li> <li>• Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities</li> </ul>
<p><b>Emergency Management Queensland</b></p>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for warnings</b> as an agency within the Department of Community Safety</li> <li>• Review, assess and report on the effectiveness of disaster management by the State at all levels, including the State Disaster Management Plan and district and local plans</li> <li>• Establish and maintain arrangements between the State and Commonwealth on disaster management issues</li> <li>• Ensure that disaster management and disaster operations within the State are consistent with the State's policy framework, plans, and guidelines</li> <li>• Ensure that persons performing functions under the Act in relation to disaster operations are appropriately trained</li> <li>• Provide advice and support to the SDMG, DDMGs and LDMGs in relation to disaster management and disaster operations</li> <li>• Coordinate reception operations</li> <li>• Administer NDRRA relief measures in accordance with Annexure G</li> </ul> <p>Perform the following responsibilities in support of disaster operations:</p> <ul style="list-style-type: none"> <li>• Develop, maintain, monitor and continuously improve the State's disaster management arrangements and systems</li> <li>• Ensure the availability, maintenance and operation of the SDCC</li> <li>• Manage resupply operations</li> <li>• Coordinate, support and manage the deployment of State Emergency Service resources</li> <li>• Coordinate, support and manage the deployment of EMQ Helicopter Rescue resources</li> <li>• Support the deployment of Queensland Corrective Services resources</li> </ul>

<b>Local Government Association of Queensland</b>	<ul style="list-style-type: none"> <li>• Advocate on behalf of local governments at State level</li> <li>• Provide representation and facilitate collaboration with (and between) local government</li> </ul>
<b>Queensland Ambulance Service</b>	<ul style="list-style-type: none"> <li>• Provide, operate and maintain ambulance services</li> <li>• Access, assess, treat and transport sick and/or injured persons</li> <li>• Protect persons from injury or death, during rescue and other related activities</li> <li>• Coordinate all volunteer first aid groups during for major emergencies and disasters</li> <li>• Provide and support temporary health infrastructure where required</li> <li>• Collaborate with Queensland Clinical coordination Centre in the provision of paramedics for rotary wing operations</li> <li>• Participate in search and rescue, evacuation and victim reception operations</li> <li>• Participate in Health Facility evacuations</li> <li>• Collaborate with Queensland Health in mass casualty management systems</li> <li>• Provide Disaster, Urban Search and Rescue (USAR), Chemical Hazard (Hazmat), Biological and Radiological operations support with specialist logistics and specialist paramedics</li> </ul>
<b>Queensland Fire and Rescue Service</b>	<ul style="list-style-type: none"> <li>• <b>Primary agency for bushfire</b></li> <li>• <b>Primary agency for chemical / hazardous materials (HazMat) related incidents</b></li> <li>• Coordinate the disaster response operations for the State group if a QFRS officer is appointed as a State Disaster Coordinator</li> <li>• Provide control, management and pre-incident planning of fires (structural, landscape and transportation)</li> <li>• Provide rescue capability for persons trapped in any vehicle, vessel, by height or in confined space</li> <li>• Rescue of persons isolated or entrapped in swiftwater / floodwater events</li> <li>• Provide advice, chemical analysis and atmospheric monitoring at chemical / HazMat incidents</li> <li>• Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster response</li> <li>• Provide Urban Search and Rescue (USAR) capability for building collapse events</li> <li>• Support the Queensland Hazardous Materials Incident Recovery Plan</li> <li>• Support the Queensland Coastal Contingency Action Plan - Chemical Spill Response Plan (a supporting plan of the National Marine Chemical Spill Contingency Plan, and National Marine Oil Spill Contingency Plan)</li> <li>• Provide Impact Assessment, and intelligence gathering capabilities</li> <li>• Provide logistical and communications support to disasters within capabilities</li> </ul>

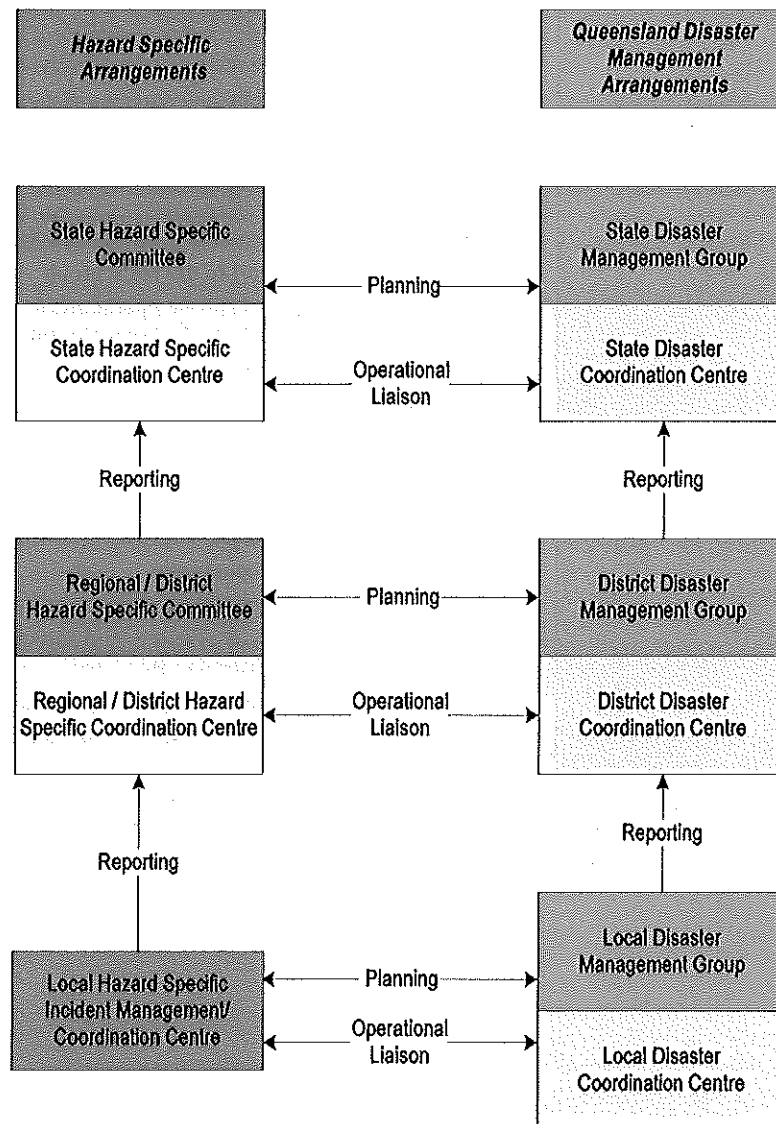
<b>Queensland Health</b>	<ul style="list-style-type: none"> <li>• <b>Functional lead agency for health services</b></li> <li>• <b>Primary agency for Pandemic Influenza, Biological and Radiological incidents</b></li> <li>• Coordinate the disaster response operations for the State group if a Queensland Health officer is appointed as a State Disaster Coordinator</li> <li>• Protect and promote health in accordance with Health Services Act 1991 and Public Health Act 2005</li> <li>• Provide Clinical and Statewide and Forensic services support for disaster response and recovery</li> <li>• Provide Human-social support for response and recovery</li> <li>• Provide appropriate pre-hospital on-site medical and health support</li> <li>• Coordinate aeromedical assets throughout the State</li> <li>• Provide state representation at the Australian Health Protection Committee</li> <li>• Ensure a whole-of-health emergency incident management capability to prevent, respond to, and recover from any event</li> <li>• Provide appropriate public and community health risk and preventative measures information</li> <li>• Provide health emergency incident information for media communications</li> </ul>
<b>Queensland Police Service</b>	<ul style="list-style-type: none"> <li>• <b>Primary agency responsibility for terrorism</b></li> <li>• Provide executive support to the State group</li> <li>• Coordinate the disaster response operations for the State group if a QPS officer is appointed as a State Disaster Coordinator</li> <li>• Preserve peace and good order</li> <li>• Prevent crime</li> <li>• Maintain any site as a possible crime scene</li> <li>• Provide a Disaster Victim Identification capability</li> <li>• Conduct traffic control, including assistance with road closures and maintenance of road blocks</li> <li>• Coordinate evacuation operations</li> <li>• Coordinate search and rescue operations</li> <li>• Manage the registration of evacuees and associated inquiries in conjunction with the Australian Red Cross</li> <li>• Provide security for damaged or evacuated premises</li> <li>• Respond to and investigate traffic, rail and air incidents</li> </ul>
<b>Queensland Treasury</b>	<ul style="list-style-type: none"> <li>• Provide high level financial and economic management advice</li> </ul>

## B. Hazard specific arrangements and the QDMA

This is a diagrammatic representation of the process for the conduct of operations where the QDMA are activated to provide support to a hazard specific primary agency operating under hazard specific arrangements.

In most instances the operational liaison and planning undertaken between each structure will be achieved through the placement of liaison officers into respective committees/groups and coordination centres/incident management centres at each level.

The hazard specific arrangements are demonstrated as a generic structure. Hazard specific detail on the nature of the support provided by the disaster management arrangements, the placement of liaison officers and notification processes are detailed in hazard specific plans.





## C. Disaster management functions

<b>Building and engineering services</b>
Coordinating the acquisition, provision and or activities of building and engineering services in support of disaster operations. This includes the provision of resources and services relating to all engineering disciplines that may be required to assist in disaster response and recovery operations.
<b>Communications services</b>
Providing advice on communication infrastructure and restoration of telecommunication infrastructure, providing temporary priority services in support of disaster operations and temporary systems to disaster stricken communities. These systems include satellite, mobile and radio communications such as UHF, VHF and paging systems. <i>Note: Excludes agencies such as QPS, QAS, SES and QFRS who maintain their own independent radio communication systems. Also excludes the coordination of telecommunication service providers or carriers core business responsibilities. Due to the specific nature of each agency's requirements information technology hardware and software shall remain the responsibility of the requesting agency.</i>
<b>Electricity, fuels and gas supply</b>
Collecting, evaluating and sharing information on infrastructure damage, estimates on the impacts of energy, fuels and gas supply reductions within any disaster affected community, and restoring this infrastructure. This includes (as appropriate) the producing, refining, transporting, generating, transmitting, conserving, distributing, and maintaining of electricity, fuels and gas supplies.
<b>Emergency supply</b>
Coordinating resource support, acquisition, receipt and management of emergency supplies and services provided by the Queensland government and other entities to support communities in the event of a potential or actual disaster event. This includes arrangements for the provision of resources and services pertaining to equipment, materials and contractors that may be required to assist disaster response and recovery operations. <i>Note: The disaster management function of 'emergency supply' excludes the activity of resupply which is carried out in accordance with the Queensland Resupply Guidelines. The acquisition of specialist resources requiring a permit, licence or specific technical knowledge is the responsibility of the respective individual agency.</i>
<b>Health services</b>
Maintaining, improving or restoring people's health and well-being. Coordinating support provided to communities in the event of a potential or actual disaster situation. This includes mitigating against health risks arising from emergency incidents or disasters, and the response and recovery aspects of emergency medical services, psychosocial support, community and public health.
<b>Public information</b>
Providing the effective collection, monitoring, management and dissemination of accurate, useful and timely information to the community, media and other interest groups for use in preparing for and responding to the impacts of a disaster. The <i>Queensland Government Arrangements for Coordinating Public Information in a Crisis</i> provides for the establishment of a crisis communication network to ensure effective coordination between agencies. The arrangements are designed to be flexible and to provide for the coordination and distribution of reliable and consistent information to: maintain public safety and meet public needs; keep people informed and engaged; and to support Queensland government crisis management activities.

**Transport systems**

Coordinating functional support to the transport system with information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure and coordinating the reinstatement of transport services and infrastructure as required.

**Warnings**

Coordination and management of the dissemination of accurate, useful and timely warnings to the community, media and disaster management agencies for use in preparing for and responding to the impacts of a disaster.

**Economic recovery**

Coordinating renewal and growth of the micro economy (within the affected area) and the macro economy (overall economic activity of the state). Economic recovery includes individual and household entities (e.g. employment, income, insurance claims), private and government business enterprises, and industry. It includes assets, production and flow of goods and services. It includes capacity for the export of goods and services from the affected region, and securing confidence of overseas markets.

**Environmental recovery**

Coordinating restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (e.g. scenic lookouts), culturally significant sites and heritage structures. It includes management of environmental health, waste, contamination and pollution and hazardous materials.

**Human-social recovery**

Coordinating personal support and information, physical health and emotional, psychological, spiritual, cultural and social well-being, public safety and education, temporary accommodation, financial assistance to meet immediate individual needs and uninsured household loss and damage.

**Infrastructure recovery**

Coordinating repair and reconstruction of residential and public buildings, commercial, industrial and rural buildings and structures, government structures, utility structures, systems and services (transport, water, sewage, energy and communications) and other essential services and dam safety.

## D. Levels of activation for response arrangements

		ALERT	LEAN FORWARD	STAND UP	STAND DOWN
STATE	Triggers	<ul style="list-style-type: none"> <li>• Advice from warning authority</li> <li>• Operational advice from District Disaster Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Staged activation of LDMGs and / or DDMGs</li> </ul>	<ul style="list-style-type: none"> <li>• Significant activations of LDMGs and / or DDMGs</li> <li>• State wide hazard</li> <li>• Significant Bureau of Meteorology warnings</li> <li>• Prolonged operations</li> <li>• Cross agency coordination of tasks required</li> <li>• Collation of information/intelligence requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Response activities are concluded</li> </ul>
	Actions	<ul style="list-style-type: none"> <li>• Hazard identified and risks analysed</li> <li>• Notify stakeholders via matrix in SDCC Standard Operating Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• SDCC staff placed on stand by</li> <li>• Rosters promulgated</li> <li>• Conduct appreciations and prepare operations plan</li> <li>• SDCC Liaison Officers identified<sup>1</sup></li> <li>• Watch Desk Officer supported by State Duty Manager</li> <li>• Appointment of State Disaster Coordinator considered by SDMG</li> <li>• State Disaster Coordinator may be appointed by SDMG</li> <li>• Recovery agencies placed on Alert<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• SDCC activated</li> <li>• Operations plan implemented</li> <li>• Sitreps initiated for State Disaster Management Group (SDMG)</li> <li>• Critical Incident Directive activated</li> <li>• Appointment of State Recovery Coordinator considered by SDMG</li> </ul>	<ul style="list-style-type: none"> <li>• Final Sitrep to SDMG</li> <li>• Debrief of SDCC staff</li> <li>• Transition from response and recovery to recovery</li> <li>• Termination of State Disaster Coordinator appointment</li> <li>• Financial reconciliation</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• SDCC contact through Watch Desk Officer</li> <li>• State Duty Manager on mobile remotely</li> </ul>	<ul style="list-style-type: none"> <li>• SDCC contact through Watch Desk Officer supported by State Duty Manager, present at SDCC</li> <li>• State agencies on mobile and monitoring email remotely</li> <li>• Ad hoc reporting</li> </ul>	<ul style="list-style-type: none"> <li>• SDCC contact through established land lines and generic email addresses</li> <li>• State agencies present at SDCC, on established landlines and/or mobiles, monitoring emails and producing agency Sitreps</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Desk Officer resumes watching brief of SDCC communications</li> <li>• Agencies not involved in recovery operations resume standard business and afterhours contact arrangements</li> </ul>

<sup>1</sup> Agencies required will depend on the event and will be linked to agency plans and activation triggers.

<sup>2</sup> Full detail on levels of activation for recovery arrangements are outlined in the *Queensland Recovery Guidelines*.

## **E. State level supporting structure**

### **State Emergency and Security Council**

When established, membership of the SESC consists of the following core members with additional members appointed as required, specific to an event.

#### **Core Members**

- Premier (Chair)
- Deputy Premier
- Minister for Police, Corrective Services and Emergency Services
- Director-General, Department of the Premier and Cabinet (Secretariat)

#### **Expert Advisors**

- Commissioner, Queensland Police Service
- State Disaster Coordinator (when appointed)
- Director-General, Department of Community Safety
- Assistant Director-General, Emergency Management Queensland
- Hazard specific technical authority (as required)
- Other advisors (as required)

### **State Disaster Management Group**

Membership of the SDMG is established in accordance with s19 of the Act. Members of the SDMG are:

- Director-General Department of the Premier and Cabinet (Chair)
- Director-General Department of Community Safety (Deputy Chair)
- Director-General Department of Communities
- Director-General Department of Education and Training
- Director-General Department of Employment Economic Development and Innovation
- Director-General Department of Environment and Resource Management
- Coordinator-General and Director-General Department of Infrastructure and Planning
- Director-General Department of Justice and Attorney-General;
- Director-General Department of Public Works
- Director-General Department of Transport and Main Roads
- Director-General Queensland Health
- Commissioner Queensland Police Service
- Director-General Queensland Treasury
- Assistant Director-General Emergency Management Queensland
- Chief Executive Officer Local Government Association of Queensland

## State Disaster Coordination Group

Membership of the SDCG is comprised of representatives from government and non-government agencies, at senior officer level, that have a significant role in disaster management. From time to time the SDCG may establish ad hoc working groups to progress key disaster management priorities.

<b>Queensland government</b>	<ul style="list-style-type: none"> <li>• Department of Community Safety               <ul style="list-style-type: none"> <li>○ Emergency Management Queensland (Co-Chair)</li> <li>○ Queensland Ambulance Service</li> <li>○ Queensland Fire and Rescue Service</li> <li>○ Media and Corporate Communications</li> </ul> </li> <li>• Queensland Police Service (Co-Chair)</li> <li>• Department of the Premier and Cabinet</li> <li>• Department of Communities</li> <li>• Department of Education and Training</li> <li>• Department of Employment, Economic Development and Innovation</li> <li>• Department of Environment and Resource Management</li> <li>• Department of Infrastructure and Planning</li> <li>• Department of Public Works</li> <li>• Department of Transport and Main Roads</li> <li>• Queensland Health</li> <li>• Queensland Treasury</li> </ul>
<b>Australian government</b>	<ul style="list-style-type: none"> <li>• Bureau of Meteorology</li> <li>• Australian Defence Force</li> </ul>
<b>Non government</b>	<ul style="list-style-type: none"> <li>• Local Government Association of Queensland</li> <li>• Australian Red Cross – Queensland</li> <li>• Insurance Council of Australia</li> <li>• RSPCA Queensland</li> <li>• Salvation Army</li> <li>• Energex</li> <li>• Ergon Energy</li> <li>• Powerlink Queensland</li> <li>• Telstra</li> </ul>

## State Disaster Mitigation Committee

Membership is at senior officer level from whole of government agencies involved in disaster management in Queensland.

<b>Queensland government</b>	<ul style="list-style-type: none"> <li>• Department of Community Safety (Chair)</li> <li>• Emergency Management Queensland</li> <li>• Department of Employment, Economic Development and Innovation</li> <li>• Department of Environment and Resource Management</li> <li>• Department of Infrastructure and Planning</li> <li>• Department of Public Works</li> <li>• Department of the Premier and Cabinet</li> <li>• Department of Transport and Main Roads</li> <li>• Queensland Police Service</li> <li>• Queensland Treasury</li> </ul>
<b>Australian government</b>	<ul style="list-style-type: none"> <li>• Bureau of Meteorology</li> </ul>
<b>Local government</b>	<ul style="list-style-type: none"> <li>• Local Government Association of Queensland</li> <li>• Brisbane City Council</li> <li>• Burdekin Shire Council</li> <li>• Mackay City Council</li> </ul>

## State Recovery Group

The State Recovery Group is a standing Committee which reports to the State Disaster Management Group. The functional lead agencies for each of the four functions of recovery are represented on the Committee.

<b>Queensland government</b>	<ul style="list-style-type: none"><li>• Department of Community Safety; through Emergency Management Queensland (Chair)</li><li>• Functional Lead Agency for Economic Recovery (Department of Employment, Economic Development and Innovation)</li><li>• Functional Lead Agency for Environmental Recovery (Department of Environment and Resource Management)</li><li>• Functional Lead Agency for Human-social Recovery (Department of Communities)</li><li>• Functional Lead Agency for Infrastructure Recovery (Department of Infrastructure and Planning)</li></ul>
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Each designated functional lead agency has responsibility for the performance of a function of recovery which has a direct correlation to their core business. Functional lead agencies will require the assistance of supporting agencies to effectively perform their function.

Functional lead agencies may determine that an effective mechanism for coordinating supporting agencies for their designated function is to form a standing Group or Committee. Further detail on functional lead agency roles and responsibilities and supporting agencies, including Queensland government, Australian government, industry and NGOs, are outlined in the *Queensland Recovery Guidelines*.



## G. Funding assistance programs

### State Disaster Relief Arrangements

The intent of the SDRA is to assist in the relief of communities whose social well-being has been severely affected by a disaster event (*natural or non-natural*). SDRA is state-funded, and is not subject to the Australian government imposed event eligibility provisions or the activation threshold that exists under the Natural Disaster Relief and Recovery Arrangements (NDRRA). As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

Two relief measures are available for activation under the SDRA:

Relief Measure	Outline	Administering Agency
<b>Counter Disaster Operations</b>	Reimbursement of operations costs associated with eligible counter disaster operations.	Emergency Management Queensland
<b>Disaster Relief Assistance Scheme</b>	Grants to individuals suffering personal hardship and distress through emergency assistance, replacement of essential household items and repairs to dwellings.	Department of Communities

### Natural Disaster Relief and Recovery Arrangements

#### (i) Standard Assistance

The intent of the NDRRA is to assist the recovery of communities whose social, financial and economic well-being has been severely affected by a natural disaster or terrorism event. These arrangements provide a cost-sharing formula between the state and Australian governments and a range of pre-agreed relief measures. These arrangements exist between the Queensland government through the Minister, and the Australian government through the Attorney-General's Department for reimbursement of expenditure on eligible disaster events.

The Australian government NDRRA Determination 2007 introduced a Betterment clause to enable post-disaster upgrading of essential public assets to a more resilient standard where it is determined to be cost-effective to do so. In Queensland the current process of Betterment relies on a Cabinet Budget Review Committee submission being put forward by the relevant asset owner.

#### (ii) Special Assistance – Activation is by the Premier and Prime Minister Approval

Under the Australian government NDRRA Determination 2007, special assistance beyond the standard NDRRA arrangements can be made available to the state upon formal request by the Premier to the Prime Minister. Category C, also known as the Community Recovery Package, is designed to provide assistance to enable a more holistic recovery of a community severely affected by an eligible disaster event. Category D enables funding to be made available to enable acts of relief or recovery to be carried out to alleviate distress or damage in circumstances that are in the opinion of the Australian government Attorney-General's Department, are exceptional. The cost-sharing arrangements for this assistance is determined at the time of the event.

Eight relief measures are available for activation under the NDRRA:

Relief Measure	Outline	Administering Agency
<b>Counter Disaster Operations</b>	Reimbursement of operations costs associated with eligible counter disaster operations.	Emergency Management Queensland
<b>Disaster Relief Assistance Scheme</b>	Grants to individuals suffering personal hardship and distress through emergency assistance, replacement of essential household items and repairs to dwellings.	Department of Communities



Relief Measure	Outline	Administering Agency
<b>Associations Natural Disaster Relief Scheme</b>	Combination of loan and grant assistance to voluntary, non profit organisations to assist reestablishment following a disaster event.	Department of Communities
<b>Concessional Loans to Persons in Need</b>	Loans to assist homeowners rebuild or replace their residence following a natural disaster. <i>Assistance would not generally be available where adequate insurance could be accessed.</i>	Department of Communities
<b>Restoration of Essential Public Assets</b>	Financial assistance to state, local and semi-government authorities in the restoration of essential public asset.	~ Emergency Management Queensland for state government agencies ~ Department of Infrastructure and Planning for local governments ~ Department of Environment and Resource Management for River Improvement Trusts and Drainage Boards
<b>Concessional Loans to Small Businesses</b>	Loans to small business to assist in the re-establishment of operations following a disaster event.	Queensland Rural Adjustment Authority (QRAA)
<b>Concessional Loans to Primary Producers</b>	Loans to assist primary producers to recover from a disaster event.	Queensland Rural Adjustment Authority (QRAA)
<b>Freight Subsidies to Primary Producers</b>	Freight subsidies to assist with the movement of eligible material following a disaster event.	Department of Employment, Economic Development and Innovation

### Agency Responsibilities

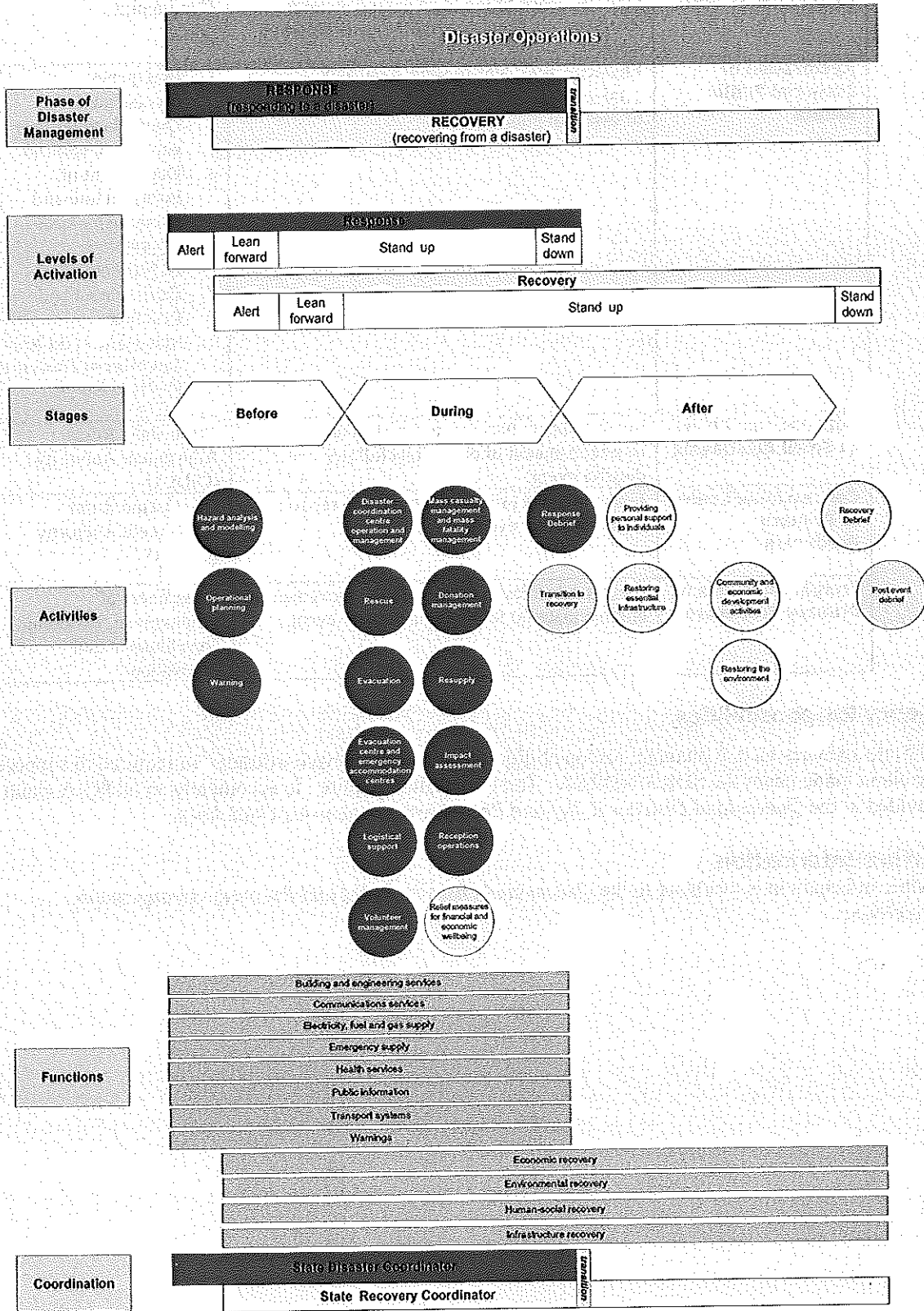
All State agencies have a financial responsibility to capture all relevant information required to support any claim made under the SDRA/NDRRA. The information required to accompany an NDRRA claim is provided in the *Queensland Disaster Relief and Recovery Arrangements Guidelines*.

### Further Information

Further information is available in the *Queensland Disaster Relief and Recovery Arrangements Guidelines*.

# H. Disaster operations schematic

The following schematic provides a correlation between the phases of disaster operations, levels of activation, stages, activities, functions and responsibility for coordination.



## I. Definitions

<b>Alert</b>	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.
<b>Community</b>	A group of people with a commonality of association and generally defined by location, shared experience, or function.
<b>Community Resilience</b>	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure. (Adapted from the United Nations International Strategy for Disaster Reduction; 2002 and The Community Resilience Manual, Canada, 2000).
<b>Coordination</b>	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operations horizontally across organisations and agencies.
<b>Coordination centre</b>	A centre established at State, district or local government level as a centre of communication and coordination during times of disaster operations.
<b>Disaster</b>	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 to recover from the disruption. ( <i>Disaster Management Act 2003</i> )
<b>Disaster district</b>	Part of the state prescribed under a regulation as a disaster district.
<b>Disaster management</b>	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering a disaster. ( <i>Disaster Management Act 2003</i> )
<b>Disaster management functions</b>	The services essential to managing the impacts and consequences of an event.
<b>Disaster mitigation</b>	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. ( <i>Disaster Management Act 2003</i> )
<b>Disaster operations</b>	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 an event. ( <i>Disaster Management Act 2003</i> )
<b>Disaster preparedness</b>	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. ( <i>Disaster Management Act 2003</i> )
<b>Disaster research</b>	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem. ( <i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i> )
<b>Disaster response</b>	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. ( <i>Disaster Management Act 2003</i> )
<b>Disaster response capability</b>	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area. ( <i>Disaster Management Act 2003</i> )
<b>Disaster response operations</b>	The phase of disaster operations that relates to responding to a disaster. ( <i>Disaster Management Act 2003</i> )

<b>Disaster recovery operations</b>	The phase of disaster operations that relates to recovering from a disaster. ( <i>Disaster Management Act 2003</i> )
<b>Disaster relief</b>	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. ( <i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i> )
<b>Disaster risk assessment</b>	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. ( <i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i> )
<b>District Disaster Coordinator</b>	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
<b>Event</b>	Any of the following: (a) A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; (b) An explosion or fire, a chemical, fuel or oil spill, or a gas leak; (c) An infestation, plague or epidemic; (d) A failure of, or disruption to, an essential service or infrastructure; (e) An attack against the State; (f) Another event similar to an event mentioned in paragraphs (a) to (e). An event may be natural or caused by human acts or omissions. ( <i>Disaster Management Act 2003</i> )
<b>Functional Lead Agency</b>	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
<b>Guidelines</b>	Guidelines are developed under s63 of the <i>Disaster Management Act 2003</i> to inform the SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
<b>Hazard</b>	A source of potential harm, or a situation with a potential to cause loss. ( <i>Emergency Management Australia, 2004</i> )
<b>Lean forward</b>	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 stand by; prepared but not activated.
<b>Local Disaster Coordinator</b>	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster operations for the Local Disaster Management Group.
<b>Post-disaster assessment</b>	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. ( <i>Adapted from COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i> )
<b>Primary Agency</b>	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
<b>Recovery</b>	The taking of preventative 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. ( <i>Disaster Management Act 2003</i> )
<b>Relief</b>	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.

<b>Residual risk</b>	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. ( <i>ISO Guide 73:2009 Risk management – Vocabulary</i> )
<b>Risk</b>	The effect of uncertainty on objectives. ( <i>ISO Guide 73:2009 Risk management – Vocabulary</i> )
<b>Risk identification</b>	The process of finding, recognising and describing risks. ( <i>ISO Guide 73:2009 Risk management – Vocabulary</i> )
<b>Risk management</b>	Coordinated activities to direct and control a community or organisation with regard to risk. (Adapted from <i>ISO Guide 73:2009 Risk management – Vocabulary</i> )
<b>Risk management process</b>	The systematic application of management of policies, procedures and practices to the tasks of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk. ( <i>National Emergency Risk Assessment Guidelines</i> )
<b>Risk reduction</b>	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk. (Adapted from <i>ISO Guide 73:2009 Risk management – Vocabulary</i> )
<b>Risk register</b>	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
<b>Risk treatment</b>	Process of selection and implementation of measures to modify risk. ( <i>National Emergency Risk Assessment Guidelines</i> )
<b>Serious disruption</b>	Serious disruption means: (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or widespread or severe damage to the environment. ( <i>Disaster Management Act 2003</i> )
<b>Stand down</b>	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.
<b>Stand up</b>	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
<b>State Disaster Coordinator</b>	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster response operations for the State Disaster Management Group.
<b>State Recovery Coordinator</b>	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster recovery operations for the State Disaster Management Group.
<b>Vulnerability</b>	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards. ( <i>National Emergency Risk Assessment Guidelines</i> )

## J. Acronyms and abbreviations

BoM	Australian Bureau of Meteorology
CCC	Australian Government Crisis Coordination Centre
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
EMQ	Emergency Management Queensland
HazMat	Hazardous Materials (in the context of emergency response)
IMT	Incident Management Team
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
NDRP	National Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGOs	non-government organisations
PPRR	prevention, preparedness, response and recovery
QAS	Queensland Ambulance Service
QDMA	Queensland disaster management arrangements
QFRS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SC3	State Crisis and Communication Centre
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMC	State Disaster Mitigation Committee
SDMG	State Disaster Management Group
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SESC	State Emergency and Security Council
SSQ	Smart Service Queensland
the Act	<i>Disaster Management Act 2003</i>
the Minister	The Minister for Police, Corrective Services and Emergency Services
the Plan	State Disaster Management Plan
XO	Executive Officer

## K. Further reading and references

- **Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines**
- **Australian Bureau of Meteorology**  
<http://www.bom.gov.au>
- **District Disaster Management Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Disaster Management Act 2003**  
<http://www.legislation.qld.gov.au>
- **Disaster Management Forms**  
<http://www.disaster.qld.gov.au/publications/>
- **Disaster Management Strategic Policy Framework**  
<http://www.disaster.qld.gov.au/publications/>
- **National Emergency Risk Assessment Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Natural Disaster Resilience Program**  
<http://www.communitysafety.qld.gov.au/ndrp/>
- **Operational Planning Guidelines for Local Disaster Management Groups**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Disaster Management Planning Guidelines 2005 for local government**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Recovery Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Emergency Alert Operational Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Evacuation Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Government Arrangements for Coordinating Public Information in a Crisis**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Disaster Relief and Recovery Arrangements Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Reception Plan**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Resupply Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **Queensland Tsunami Notification Guidelines**  
<http://www.disaster.qld.gov.au/publications/>
- **State Disaster Coordinator Role Statement**  
<http://www.disaster.qld.gov.au/publications/>

## 12. Amendment Control

Proposals for amendment or addition to the contents of the Plan are to be forwarded to:

Assistant Director-General  
Emergency Management Queensland  
Department of Community Safety

Postal Address      GPO Box 1425  
                              BRISBANE QLD 4001

Physical Address:    Emergency Services Complex  
                              Cnr Park and Kedron Park Roads  
                              KEDRON QLD 4031

To ensure currency of this Plan, holders should insert amendments to the plan as soon as they are received to ensure its currency. When an amendment is inserted into the plan, the amendment should be recorded in the Amendment Schedule below.

Amendment		Entered	
Number	Issued (date)	Signature	Date



**Interim Disaster District Profile**

<b>Disaster District</b>	<b>Local Governments within Disaster District</b>	
Brisbane	• Brisbane City Council	• Redlands City Council
Bundaberg	• Bundaberg Regional Council	• North Burnett Regional Council
Cairns	• Aurukun Shire Council	• Napranum Aboriginal Shire Council
	• Cairns Regional Council	• Northern Peninsula Area Regional Council
	• Cook Shire Council	• Pompuraaw Aboriginal Shire Council
	• Hope Vale Aboriginal Shire Council	• Torres Shire Council
	• Kowanyama Aboriginal Shire Council	• Torres Strait Island Regional Council
	• Lockhart River Aboriginal Shire Council	• Wujal Wujal Aboriginal Shire Council
	• Mapoon Aboriginal Shire Council	• Yarrabah Aboriginal Shire Council
Charleville	• Bulloo Shire Council	• Paroo Shire Council
	• Murweh Shire Council	• Quilpie Shire Council
Dalby	• Dalby Regional Council	
Gladstone	• Banana Shire Council	• Gladstone Regional Council
Gold Coast	• Gold Coast City Council	
Gympie	• Cherbourg Aboriginal Shire Council	• South Burnett Regional Council
	• Gympie Regional Council	
Innisfail	• Cassowary Coast Regional Council	
Ipswich	• Ipswich City Council	• Somerset Regional Council
Logan	• Logan City Council	• Scenic Rim Regional Council
Longreach	• Barcaldine Regional Council	• Longreach Regional Council
	• Barcoo Shire Council	• Winton Shire Council
	• Blackall-Tambo Regional Council	
Mackay	• Isaac Regional Council	• Whitsunday Regional Council
	• Mackay Regional Council	
Mareeba	• Croydon Shire	• Tablelands Regional Council



	<ul style="list-style-type: none"> <li>• Council</li> <li>• Etheridge Regional Council</li> </ul>
Maryborough	<ul style="list-style-type: none"> <li>• Fraser Coast Regional Council</li> </ul>
Mount Isa	<ul style="list-style-type: none"> <li>• Boulia Shire Council</li> <li>• Burke Shire Council</li> <li>• Carpentaria Shire Council</li> <li>• Cloncurry Shire Council</li> <li>• Diamantina Shire Council</li> <li>• Doomadgee Aboriginal Shire Council</li> <li>• McKinlay Shire Council</li> <li>• Mornington Shire Council</li> <li>• Mount Isa City Council</li> </ul>
Rockhampton	<ul style="list-style-type: none"> <li>• Central Highlands Regional Council</li> <li>• Rockhampton Regional Council</li> <li>• Woorabinda Aboriginal Shire Council</li> </ul>
Roma	<ul style="list-style-type: none"> <li>• Balonne Shire Council</li> <li>• Roma Regional Council</li> </ul>
Sunshine Coast	<ul style="list-style-type: none"> <li>• Sunshine Coast Regional Council</li> </ul>
Toowoomba	<ul style="list-style-type: none"> <li>• Lockyer Valley Regional Council</li> <li>• Toowoomba Regional Council</li> </ul>
Townsville	<ul style="list-style-type: none"> <li>• Burdekin Shire Council</li> <li>• Charters Towers Regional Council</li> <li>• Flinders Shire Council</li> <li>• Hinchinbrook Shire Council</li> <li>• Palm Island Aboriginal Shire Council</li> <li>• Richmond Shire Council</li> <li>• Townsville City Council</li> </ul>
Warwick	<ul style="list-style-type: none"> <li>• Goondiwindi Regional Council</li> <li>• Southern Downs Regional Council</li> </ul>
Redcliffe	<ul style="list-style-type: none"> <li>• Moreton Bay Regional Council</li> </ul>

