

HPW Disaster Management Plan

Reviewed October 2018

Department of Housing and Public Works



Queensland
Government

Authorisation

The *Disaster Management Act 2003* forms the legislative basis for disaster management arrangements within all levels of government in Queensland. Queensland's whole-of-government disaster management arrangements are based upon partnerships between federal and state government agencies, local governments, government owned corporations, non-government organisations and commercial providers. These partnerships recognise the need for agency collaboration and co-operation to ensure effective coordination of planning, transfer of information and provision of resources to support comprehensive, all-hazards disaster management.

The state disaster management arrangements are described in the [State Disaster Management Plan](#).

The Director-General, Department of Housing and Public Works, approves this plan as a component of the department's business continuity and disruption management framework and as a sub-plan under the *State Disaster Management Plan* for the provision of departmental support in the preparation for, response to and recovery from natural disasters and other incidents to increase the disaster resilience of Queensland.

Approved

Liza Carroll

Director-General, Department of Housing and Public Works

Date: 25 October 2018

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Foreword

The purpose of Queensland's disaster management arrangements is to provide for a safe, sustainable, resilient community delivering a better quality of life for Queenslanders through world class disaster risk reduction, emergency response and disaster recovery services. The Department of Housing and Public Works (the department) is integral to Queensland's disaster management arrangements. It provides functional and resource support through:

- Building and engineering services;
- Communication services for government call centres and websites;
- Maintaining and restoring critical government ICT infrastructure;
- Coordination of state level information related to the availability and restoration of telecommunication critical infrastructure
- Back-end financial transaction processing on behalf of response and recovery lead agencies;
- Client administration support for Queensland Recreation Centres.

The department, through Housing and Homelessness Services and in collaboration with other agencies, also facilitates short and long-term temporary housing assistance for disaster-affected individuals.

This *HPW Disaster Management Plan* (the Plan) describes the department's disaster management roles, responsibilities and arrangements. It provides the authority and direction to a range of planning groups and committees to develop subsequent plans and activities.

The Disaster Coordination Unit is established recognising the department's key role in disaster management. It provides expert technical advice, training and guidance across disaster prevention, preparedness, response, recovery and resilience to support Queensland disaster management arrangements, and is responsible for developing and maintaining the Plan.

The Disaster Coordination Unit provides the strategic interface to whole-of-government disaster management policy development, including the Queensland Strategy for Disaster Resilience and Disaster Recovery Plan. It also provides the operational interface between the State Disaster Coordination Centre, other state government departments and the department's divisions.

The department maintains regionally-based operational arms to deliver services; which also coordinate the department's disaster management responsibilities within a Disaster District.

Corporate Policy Statement

All departmental business areas are required to adhere to relevant legislation, current departmental and whole-of-government policies when responding to a disaster, incident or other request for functional assistance. Applicable policies may cover a broad range of matters including, but not limited to, financial practices and delegations; procurement practices; workforce management and workplace health and safety procedures; risk management; building codes; business continuity planning; and environmental initiatives.

The department knows it may be necessary to assist in the emergency management and/or longer term recovery of a single facility or an entire community following a disaster or incident. The department also knows any such response may require immediate actions to protect life and/or property.

The department's highest priority is the safety of staff and community members. To ensure this, it will reprioritise departmental activities where necessary.

Distribution of the Plan

The Plan is available to all departmental staff through the departmental intranet site, [the Hub](#). The Plan is also available for external stakeholders and interested parties on the department's [internet site](#).

Plan Review

The Plan is reviewed annually, incorporating any improvements identified through activation or changes in the disaster management arrangements, prior to the start of the Tropical Cyclone Season on 1 November each year.

Principles of departmental support in a disaster

- 1. All government agencies share responsibility for disaster management.** The capacity of the department to respond to requests for assistance is not limitless. All levels of government are required to establish and maintain a level of self-reliance to meet their own resource requirements using robust business continuity arrangements and processes.
- 2. Use pre-existing supplier arrangements.** Where practicable, the department will use pre-existing supplier and/or service arrangements to support disaster response or recovery operations.
- 3. Prioritise resources.** During all stages of a disaster or other incident, agencies can compete for access to the same resources. The department will use the disaster management system to help clarify and prioritise its resource support.
- 4. Be prepared for disaster events to disrupt departmental services.** Departmental business areas, which have identified critical outputs, must have business continuity arrangements in place to ensure the minimum acceptable service is sustained no matter what disruptive scenario occurs.
- 5. Recognise the value of non-government organisations and the commercial sector in disaster management arrangements.** Significant skills and resources exist within non-government organisations and the commercial sector. The department, where practicable, will access the knowledge and expertise of these organisations to develop operational support arrangements for disasters or other disruptive events.
- 6. Use a comprehensive, scalable all-hazards approach to plan for the impact of disasters.** Departmental planning is based on a single set of scalable, all-hazard disaster management response arrangements to minimise impact and speed recovery from the event. All-hazards refers to natural events, technological incidents, acts of extreme violence (terrorism related) , human pandemics and plant or animal diseases.
- 7. Know which special funding arrangements to access for disaster events.** There is a variety of funding arrangements which can be accessed during the response and recovery phases of an event. The department promotes using these arrangements, where practicable, to ensure cost-effective emergency acquisition of resources and services.
- 8. Be prepared for disaster events to impact staff.** Departmental business continuity arrangements must include contingencies where local staff are personally impacted by the disaster events and unavailable to work.
- 9. Training is vital to disaster preparedness.** The department is committed to continually improving its business continuity and disaster management capability. It will provide learning and development pathways to the necessary training and tools to empower a competent workforce that is confident to operate, collaborate and coordinate during a disaster event.
- 10. Provide housing advise or assistance to affected members of a community.** The department prioritises the immediate provision of accommodation for displaced individuals or families following a disaster or other disruptive event. Support and assistance will be focused on maximizing self-reliance, with the initial focus on helping people unable to return to their homes or to find alternative accommodation after the closure of an evacuation centre.

1.0 Disaster management arrangements

1.1 Queensland's disaster management arrangements

The Disaster Management Act 2003, incorporating amendments under the *Disaster Management Amendment Bill 2014*, provides the legislative basis for disaster management arrangements in Queensland.

The Queensland disaster management arrangements are based on a four-tiered system, incorporating the three levels of government (federal, state and local), with an additional state government tier, disaster districts.

This structure recognises that when resources are inadequate or not available at local government level to effectively respond to a disaster or other incident, the Local Disaster Management Group (LDMG) can request assistance from the District Disaster Management Group (DDMG). If the DDMG is unable to meet the needs of the request, the request can then be forwarded to the State Disaster Coordination Centre (SDCC) for action.

The State Disaster Coordination Group (SDCG) is established to support the Queensland Disaster Management Committee (QDMC) through the State Disaster Coordinator (SDC) during all phases of disaster management. The SDCG is the operational arm of Queensland's peak disaster management body, the QDMC.

The SDCG coordinates the operational delivery of the QDMC's legislative responsibilities for the purpose of facilitating disaster operations and disaster management for Queensland communities. The SDCG carries out the QDMC's strategic direction, concentrating the delivery of State, and where applicable, Australian Government support to disaster affected communities during response and recovery phases of disaster events.

The State Disaster Coordination Group membership is comprised of senior departmental representatives from across government, including Department of Housing and Public Works (HPW).

The QDMC also provides the strategic intent and decision-making authority during the recovery from, and preparation for, disaster events. The QDMC is supported by five functional recovery groups and the State Recovery Coordinator (SRC).

1.2 HPW support arrangements

During the preparedness phase HPW may be requested to provide specialist advice to Local Disaster Management Groups (LDMGs). This will be related to our functional role of building and engineering services or to support planning for displaced persons.

The department actively encourages LDMGs to refer known issues to DDMG HPW liaison officers so appropriate solutions can be sourced. Housing and Homelessness Services (HHS), in conjunction with other stakeholders including Building and Asset Services (BAS) and Government Employee Housing (GEH), will be actively involved in the development of temporary accommodation solutions requested by the Local Disaster Management Group (LDMG). When working directly on behalf of local governments, and where appropriate, commercialised business areas of the department may use normal fee-for-service provider arrangements.

At a disaster district level the department is represented by both Building and Asset Services (BAS), the department's regionally based maintenance and asset management service area, and, Housing and Homelessness Services (HHS), depending on the size of the event both may be required or, if more

appropriate, one will report back to the other.

The department's Functional Coordinator, Deputy Director-General, Building Policy and Asset Management, is nominated by the Director-General as the departmental representative on the State Disaster Coordination Group (SDCG). The Functional Coordinator ensures the department is prepared to support the disaster management arrangements and that a reporting regime is in place to coordinate disaster management information and risk intelligence, which will be used to brief the Director-General during any response to, and recovery from, a disaster event.

The Deputy Director-General, Digital Technology and Services, and the Manager, Disaster Coordination Unit are nominated functional coordinator proxies to support the SDCG.

The Department of Housing and Public Works' Disaster Management Planning Group (DMPG), is co-chaired by the Deputy Directors-General of Building Policy and Asset Management and Digital Technology and Services. The Group is established to ensure the department's planning and preparedness activities are effectively managed and implemented. The Group also maintains situational awareness during an event to ensure the executive leadership is informed of service delivery and community impacts, and emerging operational risks.

Annex D outlines the department's representation at the four levels of Queensland disaster management during response and recovery.

2.0 Functional lead roles

The Queensland disaster management arrangements adopt an approach where functional lead agencies are identified according to their core functions and service delivery, with some defined by their legislative and jurisdictional responsibilities. Agencies are assigned functional status within the State Disaster Management Plan (State Plan). Under the State Plan, the department is assigned the pivotal functional support roles of:

- **Building and engineering services;**
- **Communication services through the government call centre and websites;**
- **Coordination of ICT and telecommunications advice;** and
- **Back-end financial transaction processing** on behalf of response and recovery lead agencies.

Upon appointment of a State Recovery Coordinator, the department provides leadership for the functional recovery of the built environment and the lead responsibility to support **Building Recovery** in impacted communities.

2.1 Preparedness and response support roles

The **building and engineering services function** supports local governments to respond to their disaster-impacted communities through the District Disaster Management Groups, and the State Disaster Coordination Group. The level of support required will reduce as the impacted local governments re-establish services and return to normal business operations. In a declared disaster event this support is classified as counter disaster operations (CDO).

Counter disaster operations are defined under the Queensland Natural Disaster Relief and Recovery Arrangements (NDRRA) guidelines as: *activities undertaken by Local and State government agencies to provide direct assistance to, and in the protection of, the general public immediately before, during and in the immediate aftermath of a disaster event.* The department delivers its counter disaster operations through business-as-usual processes and systems.

The **coordination of ICT and telecommunications advice** is provided through the SDCG and the QDMC. Telecommunications providers are regulated within the Commonwealth jurisdiction and typically provide liaison officers to the local, district and state coordination centres during an event. They provide outages and impact updates directly to the disaster management groups. To aid situational awareness, the department works with the providers to assist in the prioritisation and escalation of telecommunication issues which cannot be solved locally.

The final functional responsibility of the department is that of the **back-end financial transaction processing on behalf of response and recovery lead agencies**. This function ensures that staff and recovery workers receive appropriate entitlements. Additionally, the department is responsible for the payment of disaster management funds to impacted community members.

This Plan, and the [Principles of departmental support in a disaster](#), will guide the support provided by the Department of Housing and Public Works. An accountability matrix for the counter disaster operational activities outlined below is provided in **Annex A**.

To deliver its functional lead roles the department will acquire, and/or provide, services to support counter disaster operations including:

- Coordinate technical advice on structural suitability of buildings to use as evacuation centres, places of refuge or cyclone shelters;
- Coordinate temporary office accommodation for use by state agencies;
- Coordinate structural assistance grant assessments (SAG) on behalf of DCCSDS;
- Coordinate emergency fleet vehicles for state agencies;
- Advise and provide temporary emergency accommodation solutions for people displaced by disaster events after the closure of evacuation centres;
- Advise temporary emergency accommodation solutions for government agency response and/or recovery workers;
- Maintain contact registers of professional service providers, specialist building contractors, building services and trades;
- Provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies;
- Manage whole of government ICT infrastructure, data centres and networks;
- Liaise with the telecommunications industry in relation to the impact of outages on response agencies' functionality and the wider community;
- Collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical;
- Provide of whole-of-government and agency specific services that contribute to the government's frontline service delivery priorities; such as the processing of disaster-related grants payments and other financial transactions, and processing extraordinary payroll transactions on behalf of frontline agencies;
- Coordinate evacuations, closures and restore damaged infrastructure of recreation centres and department owned areas;
- Coordinate State Government website publishing of public information about major events and/or disasters, in partnership with relevant content/franchise owners;
- Provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – facilitating reactive and tailored communication.

Disaster services provided by the department which contribute to the response and recovery of impacted communities include:

- Coordinate maintenance of public cyclone shelters owned by HPW and the Department of Education, ensuring they remain fully functional and fit-for-purpose during the cyclone season;
- Coordinate damage assessment of government buildings and assets, including social housing assets;
- Coordinate technical advice on hazard mitigation measures as may apply to buildings;

- Coordinate alternative public servant accommodation solutions using government owned/operated built assets and/or access to private sector assets.

2.2 Building Recovery functional lead

The State Plan and supporting Queensland Recovery Plan, assign responsibility to the department to **lead the Building Recovery function** after a disaster event.

The department **provides advice and support to Local Recovery Groups through our representation on the District Disaster Management Group**. It is not appropriate to establish standing building recovery groups at the district level due to the complexity of the building industry and the authority to influence outcomes at a regional level. Instead, DDMG liaison officers provide the interface between the Local Recovery Groups and the State level Building Recovery Group. This streamlined process allows appropriate stakeholders to be identified, and to work with local decision-makers to resolve issues locally.

The Director-General, Department of Housing and Public Works, chairs the **Building Recovery Group (BRG)**. The BRG coordinates information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers ensuring the efficient and prioritised use of available resources.

Member agencies of the BRG are identified and invited from across government and the building and insurance industries. They provide support to one or more of the following recovery functions through their services:

- Assess damage to buildings across the impacted areas to obtain information about the extent and severity of damage and insurance losses to assist recovery efforts, and monitor recovery progress;
- Facilitate immediate, short-term and longer term temporary accommodation solutions for displaced community members and incoming relief/recovery workforce;
- Assess damage and coordinate the demolition, securing, cleanup, repair and restoration of state-owned buildings and facilities including public schools, government buildings, government employee housing, public housing etc.;
- Provide information and advice to impacted homeowners and community members regarding how to clean-up, move back-in and organise the assessment, repair or rebuilding of their homes / properties;
- Provide advice and support regarding timely safety inspections and reconnection of utilities by providers, as required;
- Coordinate the clean-up and disposal of hazardous building material and debris from public areas, as required;
- Provide information and assistance to local and district recovery groups and councils regarding building reconstruction and recovery steps, activities and funding arrangements;
- Facilitate longer-term temporary accommodation solutions for community members who have been permanently displaced from their usual accommodation, and who do not have the means to re-establish their own housing needs without significant assistance;
- Provide information and advice to the building industry supply-chain (contractors, subcontractors and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/rectification and rebuilding work;
- Monitor building / residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery;
- Provide information regarding how to improve the resilience of a building to future impacts from natural hazards.

2.3 Human Social Recovery support

Housing and Homelessness Services (HHS), provides liaison officers to the Human Social Recovery Groups (HSRG) chaired by the Department of Communities, Disability Services and Seniors (DCDSS) at both the state and disaster district levels.

The HSRGs address community recovery issues and, while the appointment to these groups is not a legislative requirement, HHS liaison officers provide a critical role in areas such as the provision of housing assistance to people displaced from their homes by a disaster event.

The **Temporary Emergency Accommodation Sub- Plan** (TEA Plan) describes how the department provides temporary accommodation to impacted members of the community, as part of the Human-Social Recovery function. The TEA Plan outlines the roles and responsibilities, as well as the actions undertaken by departmental staff, local governments and the state agency staff to ensure appropriate, timely and suitable accommodation is provided to displaced members of the community. The commercial arrangements outlined in the TEA Plan may also be accessed by other government agencies to assist them in finding accommodation for relief and recovery workers.

The Deputy Director-General, Housing, Homelessness and Sport, is the nominated member on the State Human Social Recovery Committee, chaired by the Director-General, DCDSS.

3.0 Appointment to disaster management positions

The department's disaster management arrangements include key positions, which operate at state and regional levels enabling the department to undertake its assigned functional support roles.

3.1 HPW Disaster Management Functional Coordinator

The Director-General appoints an appropriate senior departmental officer with the delegated authority to commit the resources of the department at the State Disaster Coordination Group (SDCG). The nominee to the SDCG is the Department of Housing and Public Works' Disaster Management Functional Coordinator. This role is assigned to the Deputy Director-General, Building Policy and Asset Management.

3.2 SDCC Agency Representatives

To assist the Functional Coordinator at the SDCG, agency representatives are appointed to the State Disaster Coordination Centre (SDCC). They provide detailed advice on the department's capacity and capability in relation to the preparation for, or response to, a disaster event. They must be able to access all areas of the department quickly, including out of hours, to provide the required intelligence.

Staff from the Disaster Coordination Unit, Building Policy and Asset Management, are nominated to provide the operational interface supporting the State-wide response at the SDCC.

3.3 HPW Regional Disaster Coordinator

The Department of Housing and Public Works (HPW) regional disaster coordination network is based on the six Building and Asset Services (BAS) regions. These are:

- Far North Queensland - Cairns
- Central Queensland - Rockhampton
- North Queensland - Townsville
- Wide Bay - Maryborough

- South East Queensland - Brisbane
- South West Queensland - Toowoomba

The HPW Regional Disaster Coordinator is responsible for the management of regional disaster operations and coordinates any functional support to disaster response or recovery operations, arising from their respective District Disaster Management Groups.

The HPW Regional Disaster Coordinator is authorised to appoint officers within the region to undertake specific disaster management roles as outlined in Section 4.3 of this plan, Regional Disaster Management Planning Committee.

In large scale events, the roles undertaken by a Regional Disaster Management Planning Committee are to be considered interim full-time positions for the duration of recovery response operations. To ensure delivery of normal core business services, BAS and HHS may activate arrangements to backfill key positions vacated by any staff involved in disaster operations. Backfill personnel will be suitably qualified, and can be sourced either from within or outside the impacted region.

3.4 District Disaster Liaison Officers (DDLs)

Under the *Disaster Management Act 2003* (the Act), 22 disaster districts, based on Queensland Police Service boundaries, are established to provide disaster management support to local governments within their area of responsibility. Each district has established a District Disaster Management Group (DDMG) comprising Local and key State Government agencies, and other organisations deemed appropriate.

The department is represented on each DDMG by a network of regional liaison officers specifically appointed to the role by the Director-General, in accordance with the requirements of the Act. These officers act as the conduit for the disaster district to access the departments lead agency knowledge and expertise when responding to a disaster event.

The liaison officers from BAS and HHS work collaboratively together to provide the expertise and services necessary to support impacted communities.

4.0 HPW disaster management committees and planning responsibilities

The department knows collaborative planning is a key mechanism in fulfilling its roles and responsibilities assigned under the State Disaster Management Plan. The department has expertise to contribute in all phases of disaster management, prevention, planning, response and recovery.

The department understands an effective means of all-agency planning may involve representation on specialist whole-of-Government committees, and through standing departmental committees.

4.1 State level groups and committees

Effective disaster management planning and coordination is not achieved in isolation. The department, as an integral part of Queensland's disaster management system, is represented on a number of key cross-agency state level planning committees including the:

- Queensland Disaster Management Committee;
- State Disaster Coordination Group;
- CEO Leadership Team Sub Committee – Community Recovery and Resilience (CLT-CRR);
- Chair the Building Recovery Group;

- Disaster Management Inter-Departmental Committee;
- State Human Social Recovery Committee;
- Queensland Tropical Cyclone Consultative Committee;
- Queensland Counter Terrorism Committee; and
- Queensland Counter Terrorism Committee working groups.

The department also provides, as required, representation on ad-hoc state level committees or working groups established to address emergent disaster management matters.

4.2 Disaster Management Planning Group

The HPW Disaster Management Planning Group (the Planning Group) comprises a core membership of senior executive officers from business areas which support disaster management. The Planning Group is co-chaired by nominated State Disaster Coordination Group (SDCG) nominees, the Deputy-Directors-General, Building Policy and Asset Management, and Digital Technology and Services, with membership provided from:

- BPAM - Building and Asset Services (BAS)
- BPAM - Building Legislation and Policy (BLP)
- BPAM – Asset Management Policy and Strategy (AMPS)
- Corporate Services - Finance Directorate (Finance)
- Corporate Services – Human Resources (HR)
- Corporate Services - Information Services Directorate (ISD)
- DTS - CITEC
- DTS - Smart Service Queensland (SSQ)
- DTS - Queensland Shared Services (QSS)
- Housing and Homelessness Services - Service Delivery (HHS-SD)
- Housing and Homelessness Services – Housing Partnerships Office (HHS- HPO)
- Portfolio Strategy – Communication and Engagement Unit (Comms)
- Portfolio Strategy - Queensland Government Procurement, Category Management (QGP)
- Sport and Recreation – Infrastructure and Service Delivery (S&R)

The Planning Group is supported by other departmental service area expertise, such as Legal Services, as required.

The Planning Group's responsibilities are to:

- to provide recommendations and assurance to the Director-General and/or the Executive Leadership Team about matters relating to disruption and disaster preparedness, response and recovery capability and capacity and potential for enterprise resilience;
- to ensure there is clarity and alignment in the statements of risk appetite and desired level of disaster preparedness;
- to ensure departmental and supply chain resources the department depends on to deliver response and recovery services (human, physical, contractual, budget) are accessible, useable and cost-effective;
- to provide situational awareness and information regarding emerging issues during activations as requested
- to provide planning or other operational support during activations as requested

- to assess and approve recommended improvement initiatives from after-action-reviews and to delegate, monitor and report on improvement progress against assigned benchmarks and performance indicators.;
- to establish disaster management task groups to implement specific actions as required, and to develop plans and procedures.

The Planning Group members are also responsible for coordinating disaster management plans or procedures as deemed necessary by their respective departmental business area.

Business areas that don't have critical outputs, and therefore may have available resources, will prepare to support disaster operations through their business continuity arrangements. The range of services, advice or technical support provided by non-operational areas will be aligned to core business activities.

4.3 Regional disaster management planning committees

In order to fulfil the department's roles and responsibilities at the disaster district, HPW Regional Disaster Coordinators are to establish and maintain a Regional Disaster Management Planning Committee.

The Regional Disaster Management Planning Committees consists of:

- HPW Regional Disaster Coordinator (Chair);
- Regional Disaster Management Reporting Officer;
- District Disaster Liaison Officers and deputies;
- Building and Engineering Services Liaison Officer;
- Regional Disaster Management Financial Coordinator;
- Regional Procurement Officer.
- Representative/s from HPW regional offices including
 - Housing and Homelessness Services
 - Sport and Recreation
 - Queensland Shared Services
 - Smart Service Queensland
 - Responsive Government;

The Regional Disaster Management Planning Committee is responsible to:

- Develop, maintain, review and test the Regional Disaster Management Plan;
- Meet at least once per year, prior to the summer storm and tropical cyclone season, to discuss disaster management issues and confirm preparedness;
- Meet, as required, during disaster events or incidents to coordinate departmental regional support to disaster operations and situation awareness;
- Participate in a post-event after action review;
- Implement approved review recommendations prior to the next summer storm and tropical cyclone season.

Plans are to be prepared to ensure local/individual regional requirements are met, and to guide a coordinated, all-hazards approach to disaster management. DHPW's regional networks use established planning and supply chain arrangements to supplement recovery response requirements.

The department acknowledges BAS and HHS have well established internal protocols and procedures to ensure frontline service continuity, and to surge activities to support community recovery.

4.4 Critical staff contact registers

The Disaster Coordination Unit maintains contact registers of key disaster management personnel including HPW Regional Disaster Coordinators, and District Disaster Liaison Officers.

Contact registers are:

- Confirmed and updated prior to the start of the storm and tropical cyclone season;
- Confirmed and updated where the department's disaster arrangements are placed on alert;
- Used according to Privacy Policy regarding security of access and staff.

The Disaster Coordination Unit sources and consolidates the critical staff contact registers on advice from the delegated authority, and distributes to the HPW Disaster Management Planning Group members by 01 November. Members will distribute the contact registers through their divisions.

4.5 Contractor/supplier contact registers

The department recognises that the commercial sector can provide significant resources to support a surge of its core services in response to a disaster and the ongoing delivery of the departments disaster functional support roles to the community, in particular, the provision of temporary accommodation.

All departmental business areas maintain a register of any contractor, service provider or supplier required to support the department's functional support roles.

The department will continue to develop relationships with major construction and building service providers that have proven scalable capacity to offer solutions to a range of building-related tasks during a response to, or recovery from, a disaster. The range of outsourced work might include, but not be limited to, damage assessment; temporary accommodation; community reconstruction; or, environmental remediation including asbestos clean-ups.

Registers shall document contact names of persons in commercial organisations including business telephone and email contact details, mobile phone numbers, after hours' telephone numbers, fax numbers and any other relevant information including the types of services offered and/or the range of materials available. The registers are to be reviewed and updated as deemed necessary, but must be current prior to the first day of November each year.

4.6 Review of Disaster Management plans

All departmental disaster management plans and arrangements must be reviewed for currency prior to the start of the tropical cyclone season on 1 November each year.

A review of the departmental plan is undertaken to confirm the validity of the arrangements following an activation or training exercise. This approach is consistent with the requirements of the *Disaster Management Act 2003*.

Any review must include input from all appropriate stakeholders and can normally be best achieved through an extraordinary meeting of the relevant committee. Any plan review meeting shall include an invitation to officers at an operational level who might be in a position to offer insights about how well arrangements enabled them to perform their roles and deliver services.

Plan review findings and recommended improvements should be documented in an after action review (AAR) plan and forwarded to the Disaster Coordination Unit.

5.0 Activating Disaster Management Plans

The department's *Disaster Management Plan* will be activated to support disaster operations at state and/or district disaster levels.

5.1 Authority to activate plan

The authority to activate the Disaster Management Plan, or regional disaster management plans, is delegated to the following officers:

- the Director-General, HPW
- other HPW Executive Leadership Team (ELT) members
- the Functional Coordinator
- any HPW Regional Disaster Coordinator, in consultation with the Director-General.

External requests to activate the department's Disaster Management Plan may be received from:

- the Executive Officer of the Queensland Disaster Management Committee
- a District Disaster Coordinator, Queensland Police Service
- any other functional lead agency in conjunction with one of the officers listed above.

5.2 Levels of activation

The department's disaster management arrangements are activated in the following stages:

- **Alert** - Declared when it is known that a disaster event may occur. Monitor situation: no action required.
- **Lean Forward** - Declared when it is known a disaster event is imminent. Prepared but not activated. *Information will be requested* from business areas relating to departmental resources located in the potential impact area and any vulnerabilities.
- **Stand Up** - Declared when a disaster event is highly likely, is occurring or has occurred. Business areas shall have a clear understanding and be able to report what impacts to the department will be. During this stage decision-makers are particularly interested in any *current issues and emerging risks* facing the department and our service delivery.
- **Stand-down** - The winding back of services either because the risk of a disaster event occurring has passed, or the event has occurred and the response and recovery phases are managed within business-as-usual processes.

Unpredicted events such as a sudden storm, earthquake, flash flooding or a terrorist attack will result in the first stage proceeding directly to 'Stand up'.

5.3 Activation of the Disaster Management Planning Group

For events that have a lead time, such as cyclones or floods, the Disaster Coordination Unit will advise the Chair of the Disaster Management Planning Group, as soon as practicable, that the State Disaster Coordination Centre has moved to the 'lean forward' level of activation.

The Chair will request **all sitting members provide the status of assets and staff within the potential impact zone (pre-event intelligence report)**.

5.4 Activation reporting requirements

During a disaster event information collation, analysis and communication is a key risk management strategy. Delegated departmental decision-makers need access to current, accurate, relevant and actionable information in order to:

- prepare for, and manage, risks to staff, clients and customers,
- prioritise and protect business operations and staff
- deliver coordinated agency support to response and recovery strategies.

The flow of fast, accurate information is critical to ensure decisions are made with the lowest possible risk to the department.

The department has responsibility to advise the Minister on departmental disaster response and recovery operations and emerging risks.

The Disaster Coordination Unit is responsible for facilitating the information management and risk intelligence reporting process and to disseminate situations reports across the department. DCU provides a shortened, high level report to the State Disaster Coordination Centre.

When the Plan is activated, Planning Group members will nominate an appropriate person to be the point of truth for event impact information from their service area. These nominated officers will prioritise the provision of information to the nominated coordinating point as, and when, required.

The Minister, through the Director-General, will receive daily updates, which will combine all reporting streams key data-sets and activities/risks from the daily situation report into a concise, high level brief. The focus is on current departmental operations, predicted future needs, current issues and emerging risks. These situational reports, and additional exception reports, will provide the intelligence for departmental updates to the Queensland Disaster Management Committee and State Disaster Coordination Centre.

5.5 Debriefing

Debriefings are the mechanism for staff to provide insights about the way, and how well, planned processes and procedures enabled them to respond to the disruptive or disaster event. This requires a critical and objective assessment with a focus on improvements in the efficient delivery of agency preparedness, response capacity to disaster events and a sustainable, resilient built environment. Debriefing will be undertaken by a single service area or, in the case of wide scale events, by representatives of multiple departmental business areas. The Disaster Coordination Unit is available to assist business areas facilitate their debrief.

6.0 Disaster coordination capability

The department shall, as required, establish disaster coordination centres at state and/or district levels. The disaster coordination centres shall function as the focal point to coordinate requests, information and support for disaster operations at state or disaster district level.

The HPW Business Continuity Plan outlines the accommodation arrangements, which will be used by the Executive Leadership Team if an extraordinary meeting is required in response to an event. Due to the department's geographic spread, the Disaster Management Planning Group shall meet using Skype and/or teleconference capability to provide situation updates through exception reports to support QDMC meetings.

The Disaster Coordination Unit is equipped to be highly mobile, and has subject matter experts highly capable to support the departmental response coordination effort and resilience to disaster events.

6.1 Regional disaster coordination centres

A regional disaster coordination centre established to support DDMG operations shall, where practicable, use existing HPW facilities and resources. Procedures shall be developed to activate and operate the disaster coordination centres, and shall be incorporated into HPW Regional Disaster Management Plans.

If primary locations of regional disaster coordination centres are impacted by the event, alternative accommodation arrangements, outlined in the regional business continuity plan and HPW Regional Disaster Management Plans, will be activated. This will be communicated to stakeholders at state and regional levels.

6.2 Divisional disaster coordination arrangements

Through robust business continuity planning, each division has developed arrangements and protocols to support and deliver their disaster management responsibilities. In some divisions, particularly those with a regional presence, these arrangements are more granular and include arrangements to coordinate staff deployment, data capture and reporting requirements.

7.0 Delegations and reimbursement of costs

The allocation of resources and the need to commit funds can vary greatly depending on the scale of an event. Before any significant departmental resources are committed to the response and recovery effort, the Disaster Coordination Unit should be contacted to ensure the financial risk to the department is minimised.

In the event of disaster impact at local government level only, e.g. event does not require disaster district arrangements to be activated, HPW regional offices may act as a contractor or as a convener of contract services to local governments. In these cases normal business communications, recording and cost recovery will apply.

7.1 Delegated authority

The departmental Functional Coordinator, SDCC agency representatives, HPW Regional Disaster Coordinators and District Disaster Liaison Officers have existing delegation arrangements, which authorise them to commit departmental resources to support disaster operations during response and recovery.

The financial, human resource and purchasing delegations are to comply with all existing departmental and business areas' policies.

7.2 Financial management and arrangements

In accordance with the [State Disaster Management Plan](#) s(9.7.1), the department will not incur the costs of other agencies or local governments unless there are exceptional circumstances, which prevent them from meeting their financial obligations.

The department will recover eligible costs for the provision of response and or recovery activities associated with a disaster or other event. The mechanisms to recover these costs are governed by the particular funding arrangement activated for the event. Annex B provides a general summary of the various funding arrangements associated with events for which the department has had a previous involvement.

7.2.1 Chief Finance Officer

The Chief Finance Officer, Corporate Services, provides high level advice on the department's financial policies, and interacts with financial officers from other departments on financial arrangements associated with an event.

7.2.2 Disaster Coordination Unit

The Disaster Coordination Unit is the central point of contact for operational advice on the various funding arrangements activated in response to a disaster event. Before any extraordinary disaster-related costs are incurred by business areas, advice must be sought from the Disaster Coordination Unit. At the completion of the event the Disaster Coordination Unit can support business areas in the development of their claims against the appropriate funding arrangements.

7.2.3 Financial Services

The Finance Branch within Corporate Services Division is responsible for coordinating the collation and reimbursement of costs on behalf of the department. The Disaster Coordination Unit can provide support as required. Each service area/business unit nominates suitably qualified officers to act as Financial Coordinators and liaise with Corporate Services.

7.2.4 Human Resources

Human Resources, within Corporate Services, liaises with the relevant state authority seeking the activation of the *Minister for Employment and Industrial Relations Directive: [06/16 Critical Incident Entitlements and Conditions](#)* for the department's internal critical incident response workforce response and recovery efforts.

Note: This excludes the arrangements the Department of Communities, Disability Services and Seniors has in place for the Queensland Government Community Recovery Ready Reserve (CRRR) workforce.

7.2.5 Departmental business areas

Individual departmental business areas ensure all response and recovery costs comply, and are captured in accordance, with the requirements of the funding arrangements activated for an event. Business areas also develop their claims against the appropriate funding arrangements. The Financial Services Branch and Disaster Coordination Unit can provide support as required.

7.3 Critical incident directives

The *[Critical Incident Entitlements and Conditions Directive \(06/16\)](#)* prescribes a range of entitlements and conditions for specified public service employees under defined circumstances, including the declaration of a disaster. Application of the Directive ensures departmental employees receive appropriate entitlements and conditions while supporting impacted communities. The entitlements include:

- overtime meal allowances
- domestic traveling and relieving expenses
- hardship allowance
- motor vehicle allowances
- normal work hours and overtime
- higher duties allowances
- field staff entitlements.

All eligible personnel involved in a response to an event, where the directive has been invoked, are to be remunerated in complete accordance with the directive, and costs reimbursed through the appropriate process.

7.3.1 Ready Reserve Staff – Response and Recovery

In accordance with the [Critical Incident Entitlements and Conditions Directive \(06/16\)](#), the department supports the government's commitment to response and recovery by redirecting the collective energies of the department's workforce from non-critical priorities to the critical priorities of protecting life and property, and longer-term human-social recovery.

Pre-approved staff are deployed to support Queensland Fire and Emergency Service at the SDCC or to support the Department of Communities, Disability Services and Seniors (DCDSS) in the impacted region. Departmental business areas are required to permit staff to undertake induction, training, be released for deployment and attend debriefs as determined by the relevant lead agency. Corporate Services ensures this capability is managed and maintained within the department during the response and recovery phases of a disaster.

8.0 Disaster management education and training

The Disaster Coordination Unit, in partnership with all departmental business areas, provides access to learning and development pathways and training for departmental staff involved in disaster management activities. The intent of the training is to equip and empower individuals with the skills and knowledge to fulfil the department's roles and responsibilities, and be confident in their competence. The Disaster Coordination Unit also provides training to external stakeholders to outline the department's disaster management responsibilities allocated under the State Disaster Management Plan.

8.1 Internal training

The Disaster Coordination Unit supports a training framework for departmental staff which takes a progressive approach beginning with basic awareness level courses and building upon these with internal training and exercises specific to the department's disaster management functional support role.

The Disaster Coordination Unit, in conjunction with departmental business areas, ensure training is developed and conducted annually or as required for staff that have roles in supporting disaster operations.

8.2 External training

External training is available through:

- Queensland Fire and Emergency Services
- Department of Communities, Disability Services and Seniors
- other emergency response or functional support agencies.

Queensland Fire and Emergency Service conducts short face-to-face courses, generally over one day, on a variety of subjects. It also maintains an online training portal for agency staff to access additional courses. The Introduction to Queensland's Disaster Management Arrangements (QDMA) is and [introductory course and accessible online](#). Individuals actively involved in disaster management, those who have a limited exposure or responsibility within this field and all new staff assigned a role in disaster management, at either state or regional level, are to complete this course.

Department of Communities, Disability Services and Seniors (DCDSS) maintain and coordinate the Queensland Government Ready Reserve Recovery workforce. They provide face to face and online training to skill and ready their temporary workforce.

The Disaster Coordination Unit works with departmental business areas to promote, and get nominated individuals access to, all appropriate courses.

The Disaster Coordination Unit also provides four business continuity scholarships annually to enable departmental staff to gain professional accreditation against an international standard.

8.3 Training register

A central register of all departmental personnel who have undertaken departmental disaster management training is maintained by the Disaster Coordination Unit, in collaboration with the Workforce Capability team within Human Resources.

References

The requirements set out in this document are based on, and are consistent with, relevant Government legislation, regulations, directives, information standards and/or policies at the time of publication.

Examples are:

Legislation and regulations

[Disaster Management Act \(2003\)](#)

Queensland Government documents

[State Disaster Management Plan](#)

[Queensland Recovery Plan](#)

[Queensland Strategy for Disaster Resilience](#)

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Annex A- Business area response responsibility matrix

HPW responsibility matrix – response phase						
	Director-General	Digital Technology and Services	Housing, Homelessness & Sport	Building Policy and Asset Management	Portfolio Strategy	Corporate Services
Coordinate technical advice on structural suitability of buildings as shelter locations	A		C	R		
Coordinate temporary office accommodation for use by state agencies	A	C	C	R	I	C
Collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical	A	R		C	C	C
Coordinate structural assistance grant assessments (SAG) on behalf of DCDSS	A			R		
Coordinate State Government website publishing of public information about major events and/or disasters	A	R	C	C		C
Advise and provide temporary emergency accommodation solutions for displaced people after the closure of evacuation centres	A		R	C		
Advise temporary transportable emergency accommodation for government response and/or recovery workers	A			R		
Provide 24/7 disaster related call centre operations on behalf of government agencies	A	R	C	C		
Manage whole of government ICT infrastructure, data centres, network and security solutions	A	R		C		I
Processing of disaster-related grants payments and other financial transactions, and processing extraordinary payroll transactions on behalf of frontline agencies	A	R		C		I
Coordinate evacuations, closures and restore damaged infrastructure of recreation centres and department owned areas	A		R	C		
Definition				Term	Code	
Persons whose efforts result in the tangible delivery of the task, they make sure it is delivered				Responsible	R	
The person who is ultimately called to provide assurance of the delivery of the task				Accountable	A	
Persons who provide a direct support or advisory role and whose contributions are in the form of special knowledge or expertise. Their input is essential to moving the task forward to completion.				Consulted	C	
Persons kept in the loop even though they have no direct or indirect role in the activity.				Informed	I	

Annex B - Financial arrangements

Disaster Recovery Funding Arrangements (DRFA)

DRFA is a cost sharing arrangement between the Queensland and Australian Governments providing a range of relief measures available to communities, small businesses, primary producers, non-government organisations and local and state governments.

DRFA replaced the Natural Disaster Relief and Recovery Arrangements (NDRRA) on 1 November 2018 and provide similar support to the department. The intent of DRFA is to assist the recovery of communities whose social, financial and economic well-being has been severely affected by a natural disaster event. The [DRFA Guideline](#) is available on the Queensland Reconstruction Authority website.

Note: A request from a District Disaster Coordinator, the State Disaster Coordination Centre or other authority is not indicative as to eligibility for reimbursement under DRFA.

Queensland Government Insurance Fund (QGIF)

The Queensland Government has a reinsurance policy for all State owned property insured by the Queensland Government Insurance Fund (QGIF) providing broad coverage for all events such as fires, terrorism and natural disasters. All damage and the associated remedial costs for damage sustained by State owned property from natural disasters will typically be directed to QGIF initially prior to assessment under DRFA.

Emergency animal or plant disease outbreaks

Bio-security Queensland, a division of the Department of Environment and Science (DES) is the threat specific agency for animal or plant disease events. Reimbursement of functional support costs may be claimed directly from DES who may submit a claim for reimbursement through the respective designated national funding process managed by either Animal Health Australia (animal diseases) or Plant Health Australia (plant diseases).

Oil spill response operations

Maritime Safety Queensland (MSQ), a division of the Department of Transport and Main Roads, is the lead agency for oil spill response operations in Queensland. Claims for the reimbursement of functional support costs arising from oil spill response operations are submitted through MSQ. Financial arrangements for oil spill operations are governed by the National Plan to combat pollution of the sea by oil and other noxious and hazardous substances and are detailed in the MSQ Guideline.

Pandemic

The threat specific agency for pandemic events is Queensland Health. In a pandemic event, Queensland Health will be provided with functional support via Queensland's disaster management system.

Annex C - Disaster Management Definitions

Term	Description
Agency representative	A representative from an organisation who has the responsibility to ensure proper coordination and timely flow of information between agencies at the State Disaster Coordination Group. Agency Representatives shall be capable of providing immediate advice on the capabilities and current status of resources and must have the authority to commit resources.
Building and engineering services	Resources and services pertaining to all building or engineering disciplines which may be required to assist in disaster response or recovery operations.
Community Recovery Agency Deployment Coordinator	The nominated Senior Executive who is responsible for HPWs participation in the Community Recovery Ready Reserve (CRRR) program including the provision of a central point to maintain deployment targets, secure line manager release of staff and surge recruitment capability.
Community Recovery Agency Key Contact	Departmental officer who coordinates and manages the HPW staff contribution to the Community Recovery Ready Reserve (CRRR) .
Contact Directory	Contact details for key personnel to allow urgent contact to be made at any time via telephone, email or facsimile.
Control	Overall direction of disaster response activities, involved agencies or individuals.
Coordination	The bringing together of agencies and individuals to ensure effective emergency management but does not include the control of agencies or individuals by direction.
Disaster	<p>A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the state and or other entities to assist the community recover from the disruption.</p> <p>Serious disruption means:</p> <ul style="list-style-type: none"> (a) loss of human life, or illness or injury to humans (b) widespread or severe property loss or damage (c) widespread or severe damage to the environment.

<i>District Disaster Coordinator (DDC)</i>	Officers appointed under the Disaster Management Act 2003 as DDC for each of Queensland's 22 disaster districts.
<i>District Disaster Liaison Officer (DDLO)</i>	Experienced departmental officers appointed by the Chief Executive to represent the department on District Disaster Management Groups.
<i>District Disaster Management Plan (DDMP)</i>	A disaster management plan developed for a particular disaster district.
<i>Disaster management</i>	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
<i>Disaster operations</i>	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.
<i>Evacuation centre</i>	A building or facility which is located beyond the area of a natural hazard which provides people with basic human needs including temporary accommodation and sustenance before, during and after the event
<i>Event</i>	An event may be natural or caused by human acts or omissions and means any of the following: <ul style="list-style-type: none"> (a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happenings (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.
<i>Liaison Officer (LO)</i>	A person who acts as a single point of contact between their own organization, including HPW, and any other agency or a District Disaster Management Group through which information, advice and requests may flow.
<i>Local arrangements</i>	Arrangements put in place by a Local Government to deal with a disaster event at regional or local level.

Other participating organisations	Any other government departments, statutory bodies, volunteers or other agencies that have either given formal notice, or acknowledgment of their willingness to participate in emergency management operations with levels of resources or support as appropriate to the emergency.
Place of refuge	They are normal buildings, selected as being amongst the best existing buildings available within the community in which people may shelter during the passage of a tropical cyclone. Places of refuge are not purpose built cyclone shelters.
Preventive measures	Any regulatory and physical measures developed or undertaken to ensure that the effects of disasters are reduced through mitigation strategies.
Preparedness	Arrangements that are in place to ensure that all resources and services that may be needed can be rapidly mobilised and deployed.
Public Cyclone Shelter	A building or part of a building that is designed as an emergency shelter and constructed in accordance with the Queensland Cyclone Shelter Design Guidelines to protect a group of people from high winds and windborne debris during a severe tropical cyclone or severe storms.
Response	Actions that are taken during and immediately after a disaster event to ensure that its effects are minimised.
Recovery	The recovery of the community from a disaster event including the restoration of communications, public and private buildings and services to normal operation.
Regional Coordination Centre (RCC)	The location where regional coordination of the department's resources and requests occurs and the location where the respective Regional Disaster Management Functional Committees reside during operations.
HPW Regional Disaster Coordinator (RDC)	An officer who has responsibility for, and, who represents the department on all matters pertaining to disaster management at a regional level. Typically a BAS Regional Services Manager may be appointed as the Regional Disaster Coordinator.
State Disaster Coordination Centre (SDCC)	The SDCC supports the State Disaster Coordinator through the coordination of a State level operational response capability during disaster operations. The SDCC also ensures information about an event and associated disaster operations is disseminated to all levels, including to the Australian Government.
State Disaster Coordination Group (SDCG)	Agency nominated officer that coordinates the operational delivery of the QDMC's legislative responsibilities for the purpose of facilitating disaster operations and disaster management for Queensland communities.

<p>Queensland Disaster Management Committee (QDMC)</p>	<p>The committee which provides clear and unambiguous senior strategic leadership in relation to disaster management across all four phases in Queensland. HPW is represented on the QDMC by the Minister and Director-General.</p>
<p>Temporary Emergency Accommodation Sub-Plan (TEA Plan)</p>	<p>The TEA Plan formally documents the arrangements used by the department to support people displaced from their home by a disaster, who now have no alternative accommodation available in the short to medium term.</p>
<p>Corporate Policy</p>	<p>A set of principles or rules that provides a definite direction for the organisation and that creates a framework for a course of action to be adopted by the department or its business area/s. It is usually prompted by an external driver, e.g. change in legislation, directives, industry or information or accounting standards. Categories of corporate policy documents include: human resources; information and communication technology; procurement; finance; disaster management; legal; integrity; communication; planning, performance and risk; travel and sustainability.</p>
<p>Procedure</p>	<p>The sequence of actions or instructions to be followed when implementing policy to solve a problem or accomplish a task.</p>
<p>Guideline</p>	<p>Information and guidance that assists a user to undertake a procedure or understand concepts about a process. Guidelines can be specific steps that need to be followed to complete a given process as described in an individual procedure. Guidelines form part of the corporate policy library.</p>

Annex D – HPW representation on Disaster Recovery Groups

Queensland Recovery Arrangements		
Department of Housing and Public Works representation		
CLT Sub Committee – Community Recovery and Resilience	The CLT-CRR leads the strategic direction for the recovery from the disaster event.	The Director-General (HPW), or delegate, represents the Building Recovery Group
State Building Recovery Group State Human Social Recovery Committee	The BRG and SHSRC are the primary mechanisms through which coordinated whole of government state level support is provided	The Director-General (HPW) chairs the BRG The Deputy Director-General, Housing, Homelessness and Sport, or their delegate, represents HPW at the SHSRC
State Human Social Recovery Group	The SHSRG is the internal planning and operational group of DCDSS which establishes the service offerings of NGOs and Govt agencies available during recovery	Director, Business Enablement Development, Service Delivery and Manager, Disaster Coordination Unit represent HPW at the SHSRG
District Recovery Groups	DRG are a sub group of the District Disaster Management Groups that coordinate support and provide resource gap assistance to disaster affected communities, when requested by LDMGs. They are chaired by the Queensland Policy Service	Building Recovery issues raised by the LDMG are managed by HPW through our DDLO representation on the DRG. There is no separate District Building Recovery Group established.
District Human Social Recovery Groups	DHSRGs coordinate support and provide resource gap assistance to disaster affected communities, when requested by LDMGs. They are chaired by the Department of Communities, Disability Services, and Seniors	A Senior Officer from the respective Housing and Homelessness Services' region represent HPW at the DHSRGs .
Local Recovery Groups	LDMGs are responsible for the local community's preparation for, response to and recovery from a disaster event	No formal departmental representation but Housing and Homelessness Services or BAS may be consulted during the recovery period.

Annex E – HPW representation on Disaster Response Groups

Queensland Disaster Management Arrangements		
Department of Housing and Public Works representation		
Queensland Disaster Management Committee	<p>The QDMC sets the strategic direction for the response to the disaster event.</p>	<p>Department represented by the Minister and the Director-General</p>
State Disaster Coordination Group	<p>The SDCG is the primary mechanism through which coordinated whole of government state level support is provided</p>	<p>Department represented by the Deputy Director-General, Building Policy and Asset Management. The Assistant Director-General, Digital Technology and Services and Manager, Disaster Coordination Unit are nominated proxies</p>
District Disaster Management Group	<p>DDMGs coordinate support and provide resource gap assistance to disaster affected communities, when requested by LDMGs.</p>	<p>Department represented by a Senior Officer from the respective BAS and HHS regions</p>
Local Disaster Management Group	<p>LDMGs are responsible for the local community's preparation for, response to and recovery from a disaster event</p>	<p>Although not members, HPW provides direct expert advisory services and functional support to LDMGs through our DDMG representation.</p>