

# Department of Housing Disaster Management Plan

Reviewed October 2023

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## 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 *Queensland State Disaster Management Plan* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>.

The Director-General, Department of Housing (the department), approves this plan as a component of the department's business continuity and disruption management framework and as a sub-plan under the *Queensland State Disaster Management Plan* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf> for the provision of departmental support during the preparation for, response to and recovery from natural disasters and other incidents and to increase the disaster resilience of Queensland.

**Mark Cridland**  
Director-General

**Date:** 1 November 2023

## Foreword

The purpose of Queensland's Disaster Management Arrangements (QDMA) is to provide for a safe, sustainable, resilient community delivering a better quality of life for Queenslanders through effective disaster risk reduction, emergency response and disaster recovery services. The department is integral to Queensland's disaster management arrangements, delivering departmental short-, medium- and long-term temporary housing assistance for disaster-impacted individuals and households.

This Department of Housing [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 sub-plans.

Service Delivery and First Nations Housing and Homelessness in collaboration with Housing Delivery, play a key role in the department's disaster management. They provide internal expert technical advice, training and guidance across disaster prevention, preparedness, response, recovery and resilience to support Queensland's Disaster Management Arrangements (QDMA).

Housing and Homelessness Services, Service Delivery also provides the operational interface to whole-of-government disaster management policy development. Contribution to the [Queensland Strategy for Disaster Resilience](#) and the [Queensland Recovery Plan](#) is provided by the Director-General's nominated representatives to the State Disaster Coordination Group (SDCG).

The department operates at all levels of the QDMA structure operations to develop and maintain robust local relationships that contribute to the effective delivery of disaster response and recovery related activities.

This plan excludes comprehensive consideration of Counter Terrorism, Biohazard and Human Health Emergencies. The management of the types of events are managed through specific plans and strategies administered by lead agencies. This plan may be drawn upon to the extent that the QDMA is used for the purpose of coordinated consequence management or comprehensive recovery activities across impacted communities.

## Corporate policy statement

All departmental divisions are required to adhere to relevant legislation, whole-of-government and departmental policies when responding to a disaster, incident or related requests for functional assistance. Departmental policies cover a broad range of matters including, but not limited to, code of conduct, financial practices and delegations, procurement practices, workforce management, workplace health and safety, risk management and business continuity and disaster management planning.

The department recognises that climate change is an amplifier of disruption related risk. Departmental business areas are required to consider the impacts of climate change on the frequency and intensity of disruptions, including disaster events, when developing and implementing prevention, preparedness, response and recovery activities.

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 Department of Housing intranet site](#). The Plan is also available for external stakeholders and interested parties on the Department of Housing's [internet site](#).

## Plan Review

The Plan is reviewed annually, incorporating any improvements identified through activation, organisational realignment or changes in disaster management arrangements, prior to the start of the tropical cyclone season on 1 November each year.

## Version Control

Version	Date	Author	Comments
1.0	11 Sep 2023	Principal Advisor, Disaster Resilience and Operations, Corporate Services	First version of the Department of Housing plan. <ul style="list-style-type: none"> <li>Developed out of the pre-Machinery of Government plan developed in the former Department of Communities, Housing and Digital Economy</li> <li>Amended to reflect the roles and responsibilities of the Department of Housing</li> </ul>
1.1	15 Sep 2023	Senior Business Services Officer, Business Services, Corporate Services	Reviewed and template updated.
2.0	16 Oct 2023		Director, Business and Service Support endorsed for progression to Business Areas for consultation.
2.1	26 Oct 2023		Consultation feedback incorporated from all divisions, for Deputy Director-General endorsement.
2.2	31 Oct 2023		Plan endorsed by Deputy Directors-General
3.0	1 Nov 2023		Plan approved by Director-General

Policy owner: *Corporate Services*

Effective date: *1 November 2023*

Security classification: **OFFICIAL - PUBLIC**

Next review date: *September 2024*

Uncontrolled when printed

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## Principles of departmental support in a disaster

These principles outline how the department can be confident in its ability to deliver against its responsibilities as outlined in the Queensland State Disaster Management Plan and guiding doctrine within the Queensland Disaster Management Arrangements.

1. **All government agencies share responsibility for disaster management.** 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 Standing Offer Arrangements to ensure cost-effective acquisition of resources and services in compliance with relevant procurement arrangements to support response and 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 Queensland Disaster Management Arrangements to help clarify and prioritise its resource support and requests.
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 which are reviewed and validated annually to ensure the minimum acceptable service is sustained.
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 deliver operational response and recovery support activities 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. The term 'All-hazards' refers to natural events, technological incidents, acts of extreme violence (terrorism related), human pandemics and plant or animal diseases.
7. **Know which funding arrangements to access for disaster events.** The department will use a variety of funding arrangements including; Disaster Recovery Funding Arrangements (DRFA) and State Disaster Funding Arrangements (SDRA) and the Queensland Government Insurance Fund (QGIF) to ensure effective management of the financial elements of disaster specific response and recovery.
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 and awareness are vital to disaster preparedness.** The department is committed to continually improving its business continuity and disaster management capability. It will provide learning and development opportunities to access the necessary training and tools to empower a competent departmental workforce that is confident to operate, collaborate and coordinate during a disaster event. This priority extends to the provision of training to Community Recovery Ready Reserves to enable a competent and capable government-wide workforce ready for deployment in response to a disaster.
10. **Provide advice and assistance to affected members of a community.** The department prioritises the provision of comprehensive support to impacted communities to maximise self-reliance. This initial focus includes helping people unable to return to their homes or to find alternative accommodation and access ongoing support and assistance including financial, additional human and social recovery support and coordination of human and social recovery services.

# 1 Disaster management arrangements

## 1.1 Queensland's Disaster Management Arrangements (QDMA)

The [Disaster Management Act 2003](#) (the Act) provides the legislative basis for disaster management arrangements in Queensland.

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

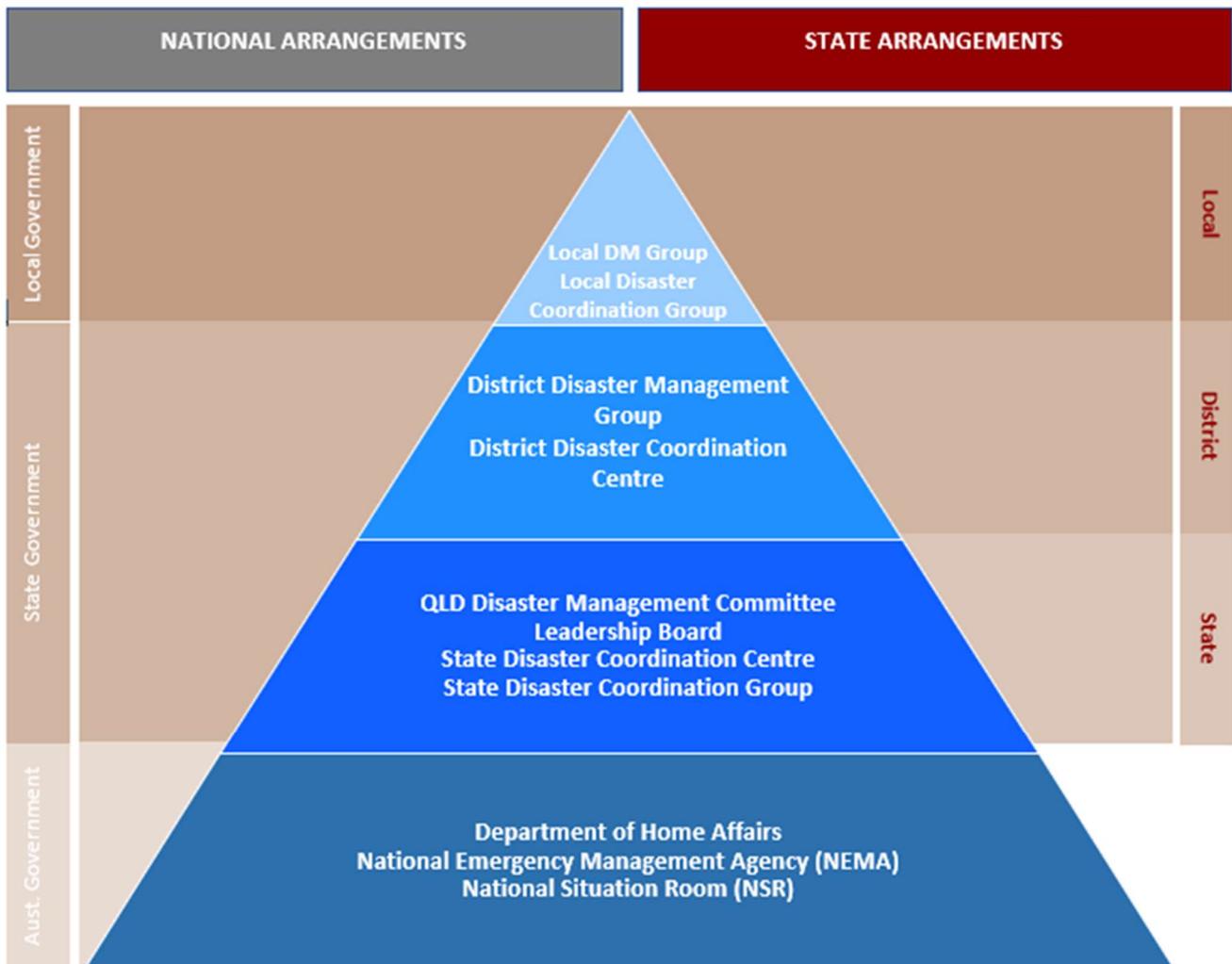


Diagram 1 Queensland disaster management structure

Local government have the primary responsibility for managing the response to and recovery from events in their area through the Local Disaster Management Group (LDMG). Upon requests, necessary District Groups and the State Group (the Queensland Disaster Management Committee (QDMC)) provide local governments with appropriate resources and support.

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 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.

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 on the delivery of State, and where applicable, Australian Government support to disaster affected communities during response and recovery phases of disaster events.

SDCG membership is comprised of senior departmental representatives from across government, including the Department of Housing.

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

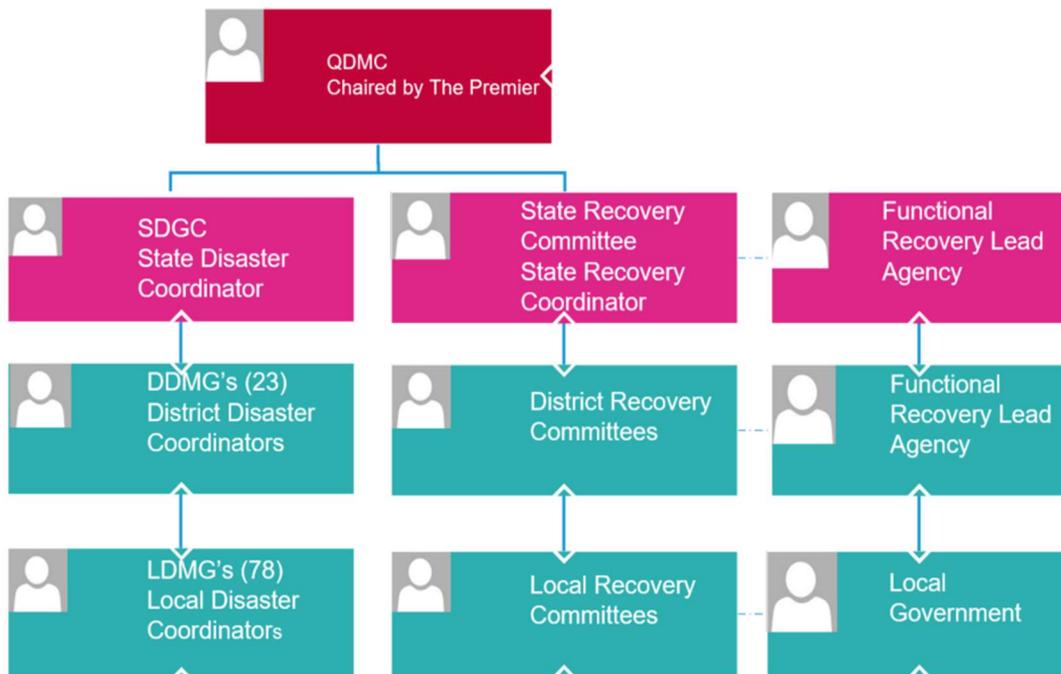


Diagram 2 High level committee structure

The five FRGs are:

Functional Recovery Group	Lead Agency
Human and Social	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
Building	Department of Energy and Public Works
Economic	Department of State Development, Infrastructure, Local Government and Planning
Environment	Department of the Environment and Science
Roads and Transport	Department of Transport and Main Roads

While each FRG is focused primarily on a single aspect of recovery, they must be interdependent and aligned with each other to ensure that appropriate strategies are implemented to manage issues that cut across the functional areas and to provide support to areas with the greatest need.

Each FRG is responsible for the development and implementation of plans to manage and coordinate its specific functional area of responsibility.

## 1.2 Department of Housing support arrangements

During all **phases of the disaster management cycle**, through its nominated Liaison Officers (District and State), members on disaster management groups and committees, the department provides specialist advice to LDMGs, DDMGs, the SDCG and the QDMC. This advice can be related to the functional role of **short-, medium- and long-term housing** support including support planning for the **return of displaced persons** subsequent to events that cause disruption to communities.

The department supports locally led recovery through the provision of housing supports; human and social recovery and resilience information and advice, and the provision and coordination of extraordinary resources required to mitigate the impacts and consequences of the disaster upon the personal and collective wellbeing of the community.

The function is realised through participating in LDMGs and Local Recovery Groups, membership of the District Human and Social Recovery and Resilience Group (DHSRRG), facilitating access to extraordinary housing related disaster recovery support and assistance if required and by developing and implementing this plan in consultation with the DHSRRG, including Council representatives.

The department actively encourages DDMGs and LDMGs to refer identified issues to departmental District Disaster Liaison Officers (DDLs) so appropriate solutions can be identified. DDMG departmental representatives are the Regional Directors of the locations in each regional catchment, with proxies nominated for each location (usually Area Managers), where required.

The department's support to LDMGs during **activations** will typically be through regionally-based departmental staff. These staff are able to provide advice regarding the identified need for human and social recovery supports including accommodation assistance, as a result of the event and offer a suite of potential solutions for the LDMG to consider following a disaster event and/or after the closure of an evacuation centre.

Departmental staff will work with the LDMGs to identify the most appropriate time to close evacuation centres, factoring in issues including the ability of residents to return to their homes and/or the availability of alternate accommodation options.

The General Manager, Service Delivery, is nominated by the Director-General as the primary departmental representative on the SDCG. The Executive Director, Homelessness Rapid Response is the nominated proxy to support the SDCG.

This role 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, plus brief the Director-General during any response to, and recovery from, a disaster event.

The functional recovery group and committee departmental representatives are as follows:

- Human and Social – General Manager, Service Delivery
- Building – General Manager, Housing Delivery / Executive Director, Housing Delivery.

The department's representation at the four levels of QDMA during the preparation and response phase, is shown in **Attachment 1** and, representation on recovery groups is shown in **Attachment 2**.

## 1.3 Department of Housing SDCG member

The SDCG member is a significant leadership function with an agency-wide focus, will:

- support a comprehensive, all hazards approach to disaster management across all phases of the Prevention, Preparedness, Response and Recovery (PPRR) cycle
- encourage the maintenance of a skilled and informed approach through the support for targeted education and learning activities
- provide coordination, cohesiveness and leadership across the whole department in relation to matters relating to disaster management
- provide assurance to the Executive Leadership Team (ELT) and Director-General in relation to the departments level of preparedness for significant events that may disrupt communities and/or impact the operation of the department
- provide the primary interface between the department and the wider disaster management system
- provide advice and guidance to the ELT and Director-General in relation to the activation of the QDMA and this plan.

## 2 Functional lead role

The QDMA adopt an approach where functional lead agencies are identified according to their core functions and service delivery roles, with some defined by their legislative and jurisdictional responsibilities. The [Queensland State Disaster Management Plan](#) (State Plan) assigns the department the pivotal functional support roles of providing short, medium and long-term temporary housing assistance for disaster-impacted individuals and households.

### 2.1 Functional support

To support the delivery of the departments functional lead roles according to the principle of all government agencies sharing responsibility for disaster management, the department provides a number of functional support roles.

This Plan, and the department's *Principles of departmental support in a disaster*, detailed in this plan, guide the disaster management support provided by the department. An accountability matrix for the response activities is outlined in Diagram 3 including supporting dot points and expanded upon in **Attachment 3**.

#### 2.1.1 Housing Services

- Advise and provide temporary emergency accommodation solutions for residents and/or people experiencing homelessness displaced by disaster events, including after the closure of evacuation centres.
- provide communication and support to funded Non-Government Organisations (NGOs) and the broader housing and homelessness system.

## 2.2 Pandemic Operational Response

The department may be called upon to support capabilities outlined in the Queensland Whole of Government Pandemic Plan. Any support provided will leverage existing departmental roles, responsibilities and capabilities as outlined in the disaster management arrangements. The department may also offer additional capability specific to any unique or emerging requirements on the basis of specific requests via the State Disaster Coordination Group or specific hazard lead agencies.

Within the Department of Housing, the department maintains a Specific [Pandemic Plan](#) as a sub-plan to the department's [Business Continuity Plan](#) to consider and provide support to business areas faced with workforce management issues as a consequence of increased impact from risks resulting from a pandemic.

Business areas are required to also consider the consequence of workforce impact and other disruptions (e.g. supply chain disruption) in their own Business Continuity Arrangements.

## 2.3 Disaster recovery functions and groups

The department plays a lead role in several disaster recovery functions and as detailed in the Queensland Recovery Plan. The department is a member of the functional recovery group for human and social recovery and resilience functions which are mapped across the disaster management tiers in Attachment 2. The department acknowledges the importance of supporting the local community after a disaster event to promote the economic recovery of the region.

## 2.4 Functional Recovery Group member – Human and Social Recovery and Resilience

The [Queensland State Plan](#), and supporting [Queensland Recovery Plan](#), recognises the department as a member of the human and social recovery and resilience function after a disaster event.

Human and social recovery and resilience relates to the emotional, social, physical and psychological health and well-being of individuals, families and communities following a disaster. Disaster events can cause financial and emotional hardship for individuals, families and communities, significant disruptions to education, employment, housing, personal care and other social, sporting, community and personal networks. Individuals and communities have inherent strengths, assets and resources, which should be recognised, valued and used in all aspects of disaster management.

Following a disaster, affected individuals, households and communities may however require a range of community services and supports and, depending on the circumstances, may require the provision of additional services and/or specific recovery and resilience-orientated activities and services, including housing.

The department provides advice and support to Local Human and Social Recovery Groups through our representation on LDMGs, DDMGs and the District Human and Social Recovery and Resilience Group (DHSRRG). This streamlined process allows appropriate stakeholders to be identified, and to work with local decision-makers to resolve issues locally, where possible.

### 2.4.1 Role of the State Human and Social Recovery and Resilience Committee

The state level Committee provides advice on strategic human and social planning and policy priorities, provides a platform for efficient and effective information exchange, as well as enabling issues

identification and resolution between and across government agencies, local government, and non-government service providers to ensure capability and capacity to provide human and social recovery and resilience services.

### Committee Functions

The functions of the Committee include:

- monitor and evaluate the effectiveness of the human and social relief and recovery arrangements
- provide information and advice to inform priorities for improvements in the Queensland human and social relief and recovery arrangements
- promote and facilitate the exchange of good practice, evaluation, research and information including member organisations' changes and risks
- facilitate the sharing of good practice, evaluation, research and information to representatives on local and district recovery groups, with all governance levels and functions within the Queensland Disaster Management Arrangements and/or other community service networks and groups regarding human and social relief and recovery arrangements
- provide oversight of recovery activations, including identifying emerging issues and removing obstacles to effective human and social recovery operations
- provide information regarding strategies being undertaken by Members to improve human and social resilience, and advice regarding priorities of focus for human and social resilience

#### 2.4.2 Role of the District Human and Social Recovery and Resilience Group (DHSRRG)

The District Human and Social Functional Recovery and Resilience Plan is a sub plan of the draft State Human and Social Functional Recovery and Resilience Plan and builds on the Local and District Disaster Management Plans. It is developed with input from the members, many of whom are local stakeholders and community representatives. Its purpose is to describe the arrangements and actions that the Queensland Government and its partners, including the department, will implement to support the locally led recovery effort and to assist in mitigating the human and social impacts and consequences of disasters upon people's personal and collective wellbeing.

The DHSRRG provides advice on operational human and social planning and service delivery priorities, provides a platform for an efficient and effective information exchange, as well as enabling issues identification and resolution between and across government agencies, local government, and non-government service providers to ensure capability and capacity to provide human and social recovery services.

The functions of the Group include:

- Monitor and evaluate the preparedness of the human and social relief and recovery arrangements.
- Provide information and advice to inform priorities for improvements in the Queensland human and social relief and recovery service delivery arrangements.
- Promote and facilitate the exchange of good practice, evaluation, research and information at both a state and district level.
- Share information and coordinate activities and strategies during recovery activations including identifying emerging issues and removing obstacles to effective human and social recovery delivery.
- Provide information regarding strategies being undertaken by Members to improve human and social resilience and advice regarding priorities of focus for human and social resilience.

### 2.4.3 Housing recovery

Human and social recovery and resilience groups at all tiers, address community recovery issues. Departmental liaison officers provide a critical role in identifying accommodation options for residents who remain displaced from their homes after evacuation centres close. Where appropriate, the department may establish a local or district (depending on the size of the event) housing recovery group to ensure the LDMG has confidence that suitable strategies are in place and the required stakeholders are engaged.

Housing support for displaced residents is delivered in line with the department's Business Continuity and Disruption Management policy and the expectations of the State Disaster Management Plan. This includes the Temporary Emergency Accommodation Sub-Plan (TEA Plan), specific event housing response plans and resources to support the department's engagement with LDMGs.

The Temporary Emergency Accommodation Sub-Plan (TEA Plan) describes how the department provides temporary accommodation to impacted residents as part of the Human and 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 available. 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 Housing Disaster Response Plan is an event specific document that outlines the activities identified which will support the five phases of accommodation needed after a disaster event. The Housing Disaster Response Plan will be developed during the initial relief stage for events where the impact will require prolonged accommodation support across all types of tenancies, including social housing, private renters and homeowners. The Housing Disaster Response Plan is a living document and will be developed using the principles outlined in the TEA Plan and in conjunction with the relevant LDMGs and DDMGs to ensure agile support to changing needs.

DDMGs and LDMGs are encouraged to work with the relevant Service Delivery regional team to develop appropriately scalable, interoperable, adaptive, value for money and comprehensive plans and arrangements. Preparatory and event specific plans should consider potential needs based on local hazard risk assessments and an understanding of local needs and vulnerabilities.

Support to impacted residents who may require assistance with medium to longer term access to accommodation support is coordinated with key partners including, but not limited to:

- Real Estate Institute Queensland (REIQ)
- Rental Tenancies Authority (RTA)
- Tenants Queensland
- Queensland State-wide Tenant Advice and Referral Service (QSTARS).

## 2.5 Functional Recovery Group member – Building Recovery

The [Queensland State Plan](#), and supporting [Queensland Recovery Plan](#), recognises the department as a member of the building recovery and resilience function after a disaster event.

The Building Recovery Group (BRG) coordinates the efficient and effective information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers to ensure efficient and prioritised use of available resources in rebuilding dwellings following a disaster.

The BRG is chaired by the Department of Energy and Public Works. Member agencies of the BRG provide support to one or more of the recovery functions through their services.

### 2.5.1 Functions of the State Building Recovery Group

The functions of the BRG agencies in assisting local recovery include:

- Assess damage and coordinate the securing, clean-up, repair, restoration and/or demolition of state-owned buildings and facilities (e.g. public schools, government buildings, government employee housing, public housing).
- 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 local government regarding building reconstruction and recovery steps, activities and funding arrangements.
- Provide information and advice to the building industry supply-chain (including 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.

## 3 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 coordinate and deliver its assigned functional support roles.

### 3.1 SDCC Disaster Liaison Officers (DLOs)

Disaster Liaison Officers (DLOs) are appointed to the State Disaster Coordination Centre (SDCC) during activations to represent the department in the context of its functional responsibilities. At SDCC and District Disaster Coordination Centres (DDCC) there will be a representative from both human and social recovery and housing. The DLOs 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.

### 3.2 Disaster District Liaison Officers (DDLOs)

Under [the Act](#), 23 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 DDLOs appointed by the Director-General's delegate, in accordance with the requirements of [the Act](#) and [Disaster Management Regulation 2014](#).

DDLOs will be appointed to ensure functionally specific contacts are available to the DDMG at all times. These officers provide the conduit for the disaster district to access the department's lead agency knowledge and expertise when responding to a disaster event.

DDLOs and their appointed deputies will be required to gain an acceptable level of knowledge to demonstrate awareness of all disaster management lead and support functions assigned to the department under the Queensland State Disaster Management Plan to ensure appropriate response to or referral of matters of interest to the department.

Liaison officers work collaboratively to provide the expertise and services necessary to support the DDMG and impacted communities.

## 4 Department of Housing Disaster management committees and planning responsibilities

Collaborative planning is a key mechanism in fulfilling roles and responsibilities assigned under the [State Plan](#). The department's expertise relative to its disaster management functional responsibilities contributes to all phases of disaster management, prevention, planning, response and recovery.

An effective means of all-agency planning may involve representation on specialist whole-of-Government committees, and through standing departmental committees. In addition to the activities outlined in the Plan, the department may make available specialist departmental expertise to execute the decisions of such committees within the operational capacity and capability of the department.

### 4.1 State level groups and committees

The department, as an integral part of Queensland's disaster management system, is represented on several key cross-agency state-level planning committees including the:

- Member and Assisting Official, Queensland Disaster Management Committee
- Member, State Disaster Coordination Group
- Member, State Human and Social Recovery Committee
- Member, District Human and Social Recovery and Resilience Group
- Member, Building Recovery Coordination Group
- Member, Crisis Communication Network
- Member, Crisis Communication Advisory Group

The purpose and departmental representation on these committees is reflected in **Attachments 1 and 2** of this plan. The department also provides, as required, representation and participation across ad-hoc national and state level committees or working groups established to address emergent disaster management matters and undertake reviews.

### 4.2 District Human and Social Recovery Committees and Resilience Groups

This DHSRRG plan describes how the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities, and the Arts (DTATSIPCA) and members of the District Human and Social

Recovery and Resilience Group (DHSRRG) will support locally led recovery. The Plan takes an all-hazards approach to disasters and can also be used by partner agencies to inform their disaster and emergency incident planning. The Plan is aligned with the National Disaster Recovery Program Logic and National Principles for Disaster Recovery.

The DHSRRG are responsible for developing the District Human and Social Recovery and Resilience Plan (the Plan) in collaboration with the LDMG and District Disaster Management Group (DDMG) to outline how the Human and Social Recovery and Resilience function will be coordinated to support the local impacted area/s.

The department as a key member of this group will provide appropriate skills, expertise and operational support to assist in the delivery of DHSRRG outcomes.

This includes information sharing, coordination of extraordinary resources and referral pathways, stakeholder management and communication, and participating in cross-agency exercises. The DHSRRG may identify common issues across stakeholders that can be addressed by a holistic response. Experience has demonstrated that effective recovery management following a disaster depends on planned procedures, trained staff, identified resources and planned distributions processes.

### 4.3 Contractor/supplier contact registers

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 department's disaster functional support roles to the community, in particular, the provision of temporary accommodation.

All departmental business areas maintain appropriate registers of contractors, service providers or suppliers required to support the department's functional support roles.

The department engages a range of stakeholders to support communities to recover. This may include other government agencies, non-government agencies and other providers necessary to support the recovery process e.g. community housing providers. An Emergency Procurement Purchasing arrangement is also in place to facilitate emergency purchasing outside of standard procurement arrangements.

The department will continue to develop relationships with external, third party service providers that have proven scalable capacity to offer solutions to a range of housing support tasks during a response to, or recovery from, disaster events.

Registers shall document contact names of persons in partner and/or provider organisations including business telephone and email contact details, mobile telephone numbers, after hours telephone 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 must be current prior to 1 November each year. They should be re-confirmed in anticipation of a disaster event as the SDCC moves to lean forward.

### 4.4 Review of Business Continuity arrangements

All departmental business continuity arrangements must be reviewed and maintained in accordance with the department's Business Continuity and Disruption Management Policy and Annual Business Continuity lifecycle. Assurance over this process must be provided to responsible ELT members by business units prior to the start of the tropical cyclone season on 1 November each year. This review must include any lessons observed from the previous disaster season or from exercises conducted and

should include input from all appropriate stakeholders. This approach is consistent with the requirements of [the Act](#).

Any recommended improvements should be documented in an after-action review (AAR) plan and forwarded to [oddgcorporateservices@housing.qld.gov.au](mailto:oddgcorporateservices@housing.qld.gov.au).

## 5 Activating Disaster Management Plans

The arrangements outlined in this Plan will be activated to support disaster operations at state and/or district disaster levels. The activation of a disaster management plan may also activate a number of continuity arrangements, in line with the department’s Business Continuity Plan.

### 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:

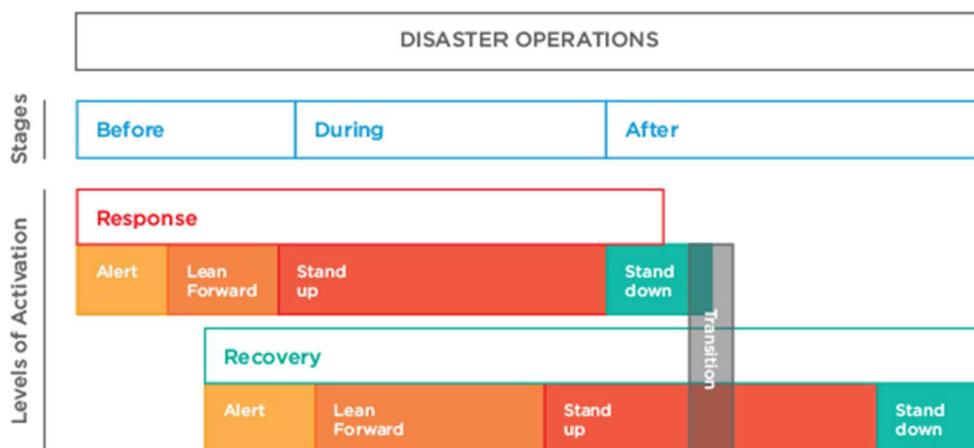
- the Director-General, Department of Housing
- other departmental ELT members
- the department’s SDCG Member in consultation with the Director-General.

External requests to activate the department’s Disaster Management Plan may be actioned if received from:

- the State Disaster Coordinator
- 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 external officers listed above.

### 5.2 Levels of activation

The QDMA arrangements describe the levels of activation, the department’s disaster management arrangements and Community Recovery Operating Protocols that are activated as per the following stages:



**Diagram 4** Correlation between disaster response and recovery phases, levels of activation and stages of operations during a disaster operation - [Disaster Management Guideline](#)

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- **Alert** - when it is known that a disaster event may occur.
  - Monitor situation: initiate local level contact, however generally no action required.
  - Preparedness briefings to Director-General and ELT may commence.
- **Lean Forward** - when it is known a disaster event is imminent, and preparations commence to respond to an imminent event but are not progressed further.
  - Information will be requested from business areas relating to departmental resources located in the potential impact area, including any known vulnerabilities and proposed strategies to respond.
  - Business areas should be identifying resource requirements for deployment or service delivery requirements, establishing departmental coordination centres and confirming availability of critical staff for the potential duration of the event.
  - The Internal Coordination Group and Community Recovery partners are notified of an imminent event. If required meetings may be convened and agencies are requested to commence their preparations
- **Stand Up** - 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 will be to the department. During this stage, decision-makers are kept informed of any current issues and emerging risks facing the department and service delivery. Staff are deployed, surge requirements are actioned, functional responsibilities are met, continuity plans are activated and liaison officers are deployed.
- **Stand-Down** - the winding back of services either because the risk of a disaster event occurring has passed, or the event has occurred
  - Ongoing recovery is managed within business-as-usual processes and resources.
  - The department identifies, in conjunction with relevant stakeholders that extraordinary assistance is required for severely affected communities and submits an application for assistance under Disaster Recovery Funding Arrangements 2018 (DRFA).
  - Category C (DRFA) assistance measures may be agreed to by the Commonwealth when it is demonstrated that a community, region or sector has been severely affected by an *eligible disaster* and there is a need for additional assistance to aid with its longer term recovery.

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 reporting requirements

During a disaster event information collation, analysis and communication is a key risk management strategy. Delegated departmental decision-makers require 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 fast flow of accurate information is critical to ensure decisions are made with the lowest possible risk to the department. DDLOs will have responsibility for the coordination of regional intelligence and delivery reporting and will ensure that situation reports are provided to the central reporting coordinator, according to a schedule to be advised at stand-up.

The department has a responsibility to advise the Minister, Director General and SDCC on departmental disaster response and recovery operations and emerging risks.

The SDCG member is responsible for facilitating the information management and risk intelligence reporting process and to disseminate situational reports across the department.

The Minister, through the Director-General will receive updates as required which will combine all reporting streams, key datasets 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 QDMC and SDCG.

Typically, the department will:

- Develop a Preparedness report to provide assurance over the state of readiness to activate support arrangements when SDCC or QDMC activates to alert or lean forward at latest
- Provide daily reporting which commences when the SDCC and/or QDMC goes to Stand up or on activation of the Disaster Management Plan. It is covered off in the Disaster Management Plan.
- Regions should similarly commence reporting based on District level activations.
- Strategic Communication and Engagement will provide key messages to the Crisis Communication Network function during an activation.

## 5.4 Lessons Management

End of event debriefings and after-action reviews are the mechanism for staff to provide insights about how well, planned processes and procedures enabled them to respond to the disaster event. This requires a critical and objective assessment with a focus on the identification and implementation of improvements in across the disaster management prevention, preparedness, response and recovery cycle.

Debriefings may be undertaken by a single service area, or in the case of wide scale events, by representatives of multiple departmental business areas. Resources are accessible on the [department's intranet page](#) to capture lessons observed and demonstrate achievement of improvement outcomes (lessons learned).

## 6 Disaster coordination capability

Department of Housing DDLOs and deputies will maintain ongoing engagement at district level to collaborate and build workable approaches for mutual support in the delivery of departmental representation to state, district and local disaster groups. 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. Coordination centres may be virtual or physical, as required.

The department's Business Continuity Plan outlines the accommodation arrangements which may be used by the ELT if an extraordinary meeting is required in response to an event.

The State Disaster Coordination Group member must be equipped to be highly mobile and have access to subject matter experts capable to support the department's response and recovery coordination effort and resilience to disaster events. Resourcing for this support activity needs to include support provision for prolonged periods and outside of normal business hours.

Business areas with functional responsibilities outlined under this plan, must also ensure that nominated subject matter experts are similarly resourced to provide support as and when required including outside of business hours.

Through the business continuity and disaster management annual Management Assurance Statement divisions and business areas will demonstrate their level of preparedness to deliver against disaster management functional responsibilities.

## 6.1 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.

In response to disaster events, the efforts and resources of business areas may be redirected to prioritise support to the event being responded to.

## 6.2 Internal Coordination Group (ICG)

The ICG will be activated at the discretion of the Deputy Director-General, Corporate Services, as State Disaster Coordination Group member, and strategic leader for the activation of Disaster Management Arrangements.

The method of communication used to activate the ICG will be via email and SMS messaging to each member's departmental mobile phone number and email address.

When contacted, ICG members may be required to maintain a watch of the emerging events of a potential disaster at the Alert activation level or begin preparedness activities to enable the implementation of a response at the Lean Forward activation level. They may also be required to participate in operational meetings to inform and assist the delivery of a housing recovery operations at the Stand Up activation level and will progressively reduce a response at the Stand Down activation level.

The ISG Chair will advise ICG members of the specific requirements for ongoing contact and meetings during the implementation of a human and social recovery operation.

ICG members assist the department through the provision of expert advice and specialist services required for a Housing recovery operation that pertains to:

- reporting to internal and external disaster management stakeholders
- deployment of departmental assets
- preparation and publication of intra and inter departmental and public communication
- maintenance and support of departmental intranet and internet sites
- support for information technology operational requirements
- provision of infrastructure and technology support on the ground within the disaster affected region
- human resource management of staff working in, or deployed to, a disaster affected region (surge resourcing)
- financial procedural advice regarding grant payments and processing
- procurement procedural advice and support
- audit and financial compliance requirements

## 6.3 Critical staff contact registers

Business areas with functional responsibilities outlined under this plan, must also ensure that nominated subject matter experts are resourced to provide support as and when required including outside of business hours.

Corporate Services maintains contact registers of key disaster management personnel including:

- Executive Leadership Team
- Key functional delivery leads and key support officers
- Divisional reporting contacts
- DDLO leads and deputies.

Contact registers are:

- confirmed and updated prior to the start of the summer storm and tropical cyclone season
- confirmed and updated where the department's disaster arrangements are placed on alert
- stored, maintained, used and accessed according to Qld Privacy Commissioner guidance, [Privacy and managing disaster events](#).

Corporate Services sources and consolidates the critical staff contact registers by 1 November for provision to the Executive Leadership Team and Disaster Liaison Officers and to ensure efficient and effective collaboration during response and recovery activations.

## 6.4 Record keeping for disaster management

It is important to ensure that full and accurate recordkeeping is undertaken during all phases of the disaster management cycle, to ensure the department can:

- remain compliant with legislated recordkeeping, financial management and Code of Conduct activities
- provide accurate and detailed departmental intelligence
- comply with the [Disaster Management Liaison Officer role statement](#) as published in the [Disaster Operations Manual](#)
- provide supporting information relating to funding and claims including those under Disaster Recovery Funding Arrangements, the Queensland Government Insurance Fund and commercial cost recovery arrangements, standing offer arrangements, emergency procurement procedures etc
- input information into after-action reviews to identify trends and improvement opportunities across the department and the sector
- provide accurate and timely information for investigations and enquiries after an event.

The [recordkeeping for disasters factsheet](#) published in the Disaster Operations Manual provides detailed information regarding the management of disaster-related records including, emails, reports, decisions and diary notes.

### 6.4.1 Operations log – Chronological communication record

Maintaining an accurate up-to-date operations log is critical to promote a shared understanding of support needs and priorities, as this aids decision-making for disaster operations and provision of support. Liaison officers at all levels must document telephone calls, requests for support, meetings, contentious or hot issues and instructions given or received.

The minimum information to be recorded includes; date, time, to and from (including name, agency and contact details), nature of information, action taken and priority. An accurate log provides the liaison officers with a record of what, needs to be achieved, and by when. It can be used for planning,

procurement preparation and expenditure tracking, compliance checking, briefings, situation reports, after-action reports (AAR) and legal enquiries.

Liaison officers at all levels will maintain their logbook, as record management policy requires logbooks to be stored for seven-years post-event.

#### 6.4.2 Manage records of requests for assistance (RFA)

A request for assistance (RFA) is raised when local capacity or capability has been exhausted for the provision of support and assistance required to enable required outcomes. An RFA is issued by a LDMG/DDMG or SDCC to the functional area (normally the liaison officer) who is being asked to provide the support.

Any requests for assistance received for actioning, and evidence of related financial transactions such as tax invoices and expense claims are to be kept as evidence as per the recordkeeping policy. This includes copies of RFAs that have been referred to a more appropriate agency to action and a written log of the steps undertaken to resolve the RFA. Such documents provide critical evidence in the submission of claims for reimbursement of costs against Disaster Recovery Funding Arrangements and in the event of post incident reviews

## 7 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, Service Delivery should be contacted to ensure the financial risk to the department is minimised including recoupment guidelines and other reference material will be reviewed at the commencement of each season to support recoupment for costs incurred in the process of providing emergency housing solutions, Human and Social Recovery and any other related disaster management related response and recovery costs.

### 7.1 Delegated authority

The department's Executives and Managers responsible for disaster management activities have existing arrangements, which authorise them to commit departmental resources to support disaster operations during response and recovery.

All financial, human resource and purchasing decisions are to comply with existing departmental and business area' policies and delegations.

The Director-General has issued a [delegation for the appointment of DDLOs](#) to support operationalisation of this plan and supporting arrangements and processes to endorse system access requests for the [Management and Reporting System \(MARS\)](#) owned by the Queensland Reconstruction Authority and used for the administration of claims and reporting against the [Disaster Management Funding Arrangements](#).

### 7.2 Financial management and arrangements

The department will recover eligible costs for the provision of response and recovery activities associated with a disaster or other event. The mechanisms to recover these costs may include fee for service arrangements and/or particular funding arrangements activated for the event. **Attachment 4** 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 (CFO)

The Chief Finance Officer and Finance Branch within Corporate Services is responsible for the provision of high-level advice on the department's financial policies, and interaction with financial officers from other departments on financial arrangements associated with an event.

### 7.2.2 Housing and Homelessness Programs

Housing and Homelessness Programs is the central point for DRFA programs that are activated in a disaster event. Compliance with the recoupable cost's guides and the DRFA funding requirements is mandatory, and all expenditure must be appropriately approved by the Deputy Director-General, Housing and Homelessness Services, or a delegate. Housing and Homelessness Programs has a responsibility for the coordination and submission of funding recoupments and acquittals of Community recovery fund expenditure to the Queensland Reconstruction Authority.

Corporate Services coordinates the collation and claim for reimbursement of costs incurred through the support of the Community Recovery Ready Reserve on behalf of the department through the Disaster Recovery Funding Arrangements.

Corporate Services is also the central point of contact for housing operational advice on funding arrangements activated in response to a disaster event. Before any extraordinary disaster-related costs are incurred by business areas advise review of the [Queensland Disaster Funding Guidelines \(QGFG\) 2021](#) and related internal advice published in the Disaster Operations Manual published on the department's intranet. At the completion of the event, Service Delivery can support business areas in the development of their claims through the facilitation of expert advice from the administering agency on the funding arrangements, for activities other than Community Recovery activation and related activities.

### 7.2.3 People and Culture

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

### 7.2.4 Contractor/supplier contact registers

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 department's disaster functional support roles to the community, in particular, the provision of temporary accommodation.

All departmental business areas maintain appropriate registers of contractors, service providers or suppliers required to support the department's functional support roles.

Registers shall document:

- contact names of persons in partner and/or provider organisations including business
- telephone numbers, business, after hours and mobile
- email contact details,
- information including the types of services offered and/or the range of materials available.

The registers are to be reviewed and must be current prior to 1 November each year.

### 7.2.5 Departmental business areas

Individual 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.

### 7.3 Critical incident directives (CID)

The [Directive: 06/16 Critical Incident Entitlements and Conditions](#) 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 travelling 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. This may include staff deployed into the SDCC to support response and recovery functions, to coordination teams and other associated support functions.

Considerations for business areas should also include:

- fatigue management and resulting impact on staff undertaking:
  - Disaster Liaison Officers and committees
  - Community Recovery activities
  - Emergency housing support
  - reporting officer functions
  - business-as-usual activities in the office
- creation of multiple teams to support rotation and succession options
- mandatory delivery of services, especially in prolonged events.

### 7.4 Ready Reserve Staff – Response and Recovery

In accordance with the [Directive: 10/14 Critical Incident Response and Recovery](#), the department leads the state-wide housing response and also supports the government's commitment to response and recovery under the leadership of DTATSIPCA. Within the department, this commitment is met by redirecting the collective energies of the department's workforce from non-critical priorities to critical priorities of protecting life and property, and longer-term human and social recovery.

Departmental business areas are required to permit staff who have been approved for participation in CRRR activities, to undertake induction, training, be released for deployment and attend debriefs as determined by Service Delivery.

Service Delivery also deploy staff from an internal reserve pool for the purposes of delivering against the department's Disaster Management Plan. [Directive: 10/14 Critical Incident Response and Recovery](#) and [Directive: 06/16 Critical Incident Entitlements and Conditions](#) will be used to enable this activity.

## 8 Disaster management education and training

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, must complete the [Introduction to Queensland's Disaster Management Arrangements](#) (QDMA) course which is accessible online. Internally, the department also offers two department specific eLearning packages through CareerHub. These programs are:

- An Introduction to Disaster Management
- Disaster Liaison Officer – Foundations Module

### 8.1 Internal training

Service Delivery, Housing and Homelessness Services and Corporate Services collaboratively support 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.

Community Recovery Branch within DTATSIPCA maintains and coordinates the CRRR whole of government workforce. They provide face to face and online training to skill and ready their temporary workforce. Training is a critical factor in the successful delivery of community recovery services in a high pressured environment providing staff with the knowledge and confidence needed to perform their roles. ready reserve members are required to complete a set of mandatory and elective courses prior to their deployment.

Training is developed and conducted annually or as required for staff who have roles in supporting disaster operations.

### 8.2 External training

External training is available through:

- Queensland Fire and Emergency Services
- other emergency response or functional support agencies.

Queensland Fire and Emergency Services conduct 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 accessible online

Departmental staff may be invited to participate in scenario-based exercises at the local, district and state level. In addition to assessing the effectiveness of documented arrangements, such exercises are recognised as a valuable training activity.

Where budgetary conditions allow, Corporate Services also funds business continuity training and a corporate membership to the Business Continuity Institute to enable departmental staff to gain professional accreditation against an international standard and access to contemporary research and advisory materials.

### 8.3 Training register

A central register of all departmental personnel who have undertaken departmental disaster management training records is maintained by Corporate Services in collaboration with People and Culture.

## Attachment 1: Departmental representation on Disaster Response Committees and Groups

<p><b>Queensland Disaster Management Committee</b></p>	<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 as key advisor to the Minister.</p>
<p><b>State Disaster Coordination Group</b></p>	<p>The SDCG is the primary mechanism through which coordinated whole of government state level support is provided.</p>	<p>Department represented by the General Manager, Service Delivery. A proxy may be nominated as required. The department's SDCC Liaison Officer provides support to the SDCG member.</p>
<p><b>Interim State Recovery and Resilience Group</b></p>	<p>The SRRG was established to focus on disaster management functions outside of response.</p>	<p>Department represented by the Executive Director, Homelessness Rapid Response. A proxy may be nominated as required.</p>
<p><b>District Disaster Management Group</b></p>	<p>DDMGs coordinate support and provide resource gap assistance to disaster affected communities, when requested by LDMGs.</p>	<p>Department represented by appropriate officers from regional offices on DDMG. District Disaster Liaison Officers (DDLOs) if required, will be based at the District Disaster Coordination Centre.</p>
<p><b>Local Disaster Management Group</b></p>	<p>LDMGs are responsible for the local community's preparation for, response to and recovery from a disaster event.</p>	<p>Depending upon location, departmental representatives may be called upon to be an advisor to the LDMG. Local Disaster Liaison Officers (LDLOs) representing the department, if required may be based at the Local Disaster Coordination Centres.</p>

## Attachment 2: Departmental representation on Disaster Recovery Committees and Groups

<p><b>Leadership Board Sub-Committee Recovery</b></p>	<p>The <b>Leadership Board Sub-Committee Recovery</b> leads the strategic direction for the recovery from Disaster events</p>	<p>The Director-General <b>DTATSIPCA</b>, or delegate represents the State Human and Social Recovery and Resilience Committee (SHSRRRC). <b>DoH</b> as a member of the SHSRRRC may be consulted for information.</p>
<p><b>State Human and Social Recovery and Resilience Committee (SHSRRRC)</b></p>	<p><b>SHSRRRC</b> is a planning group convened by DTATSIPCA to advise and operationalise the directions of the SHSRRRC through the functions of partner agencies and Non-Government Organisations during recovery operations</p>	<p>The Director-General <b>DTATSIPCA</b> chairs the SHSRRRC and provides the secretariat. <b>DoH</b> is represented by the Director-General or nominated delegate.</p>
<p><b>State Human and Social Recovery and Resilience Group (SHSRRG)</b></p>	<p><b>SHSRRG</b> is a planning group convened by DTATSIPCA to advise and operationalise the directions of the SHSRRRC through the functions of partner agencies and Non-Government Organisations during recovery operations</p>	<p>The Executive Director, Community Recovery (<b>DTATSIPCA</b>) chairs the SHSRRG and provides secretariat support. <b>DoH</b> is represented by the General Manager, Service Delivery or a delegate.</p>
<p><b>State Building Recovery and Resilience Group (BRRG)</b></p>	<p><b>BRRG</b> convened by the Department of Energy and Public Works (<b>DEPW</b>) coordinates the whole of government and industry activities in relation to built infrastructure recovery</p>	<p>The Director-General <b>DEPW</b> chairs the BRRG. <b>DoH</b> as a significant owner of built assets is represented by the Executive Director, Housing Delivery or a delegate.</p>
<p><b>District Recovery Groups (DRGs)</b></p>	<p><b>DRGs</b> are a sub-group of District Disaster Management Groups (<b>DDMGs</b>) to provide a coordinated response to impacted communities at the request of Local Disaster Management Groups (<b>LDMGs</b>) where resources are exhausted or specialist support is required</p>	<p><b>DoH</b> is represented by authorized officers from Service Delivery regional offices.</p>
<p><b>District Human and Social Recovery and Resilience Groups (DHSRRGs)</b></p>	<p><b>DHSRRGs</b>, chaired by DTATSIPCA facilitate coordination of Government and non-Government activities to address identified needs and address resource gaps identified through DDMGs and LDMGs</p>	<p><b>DoH</b> is represented by authorised officers from Service Delivery regional offices.</p>
<p><b>Local Recovery Groups (LRGs)</b></p>	<p><b>LRGs</b> and <b>LDMGs</b> lead the provision of support to impacted communities, including coordination of requests for assistance where local resources or capacity are exhausted</p>	<p><b>DoH</b> provides advice through authorised officers from Service Delivery regional offices.</p>

## Attachment 3: QDMA functional support responsibility matrix

	Operational Divisions				Corporate Services				
	Director-General	Housing and Homelessness Services	Policy, Performance and First Nations	Social and Affordable Housing Growth	Finance and Procurement	People and Culture	Information and Digital Services	Strategic Comms and Engagement	Divisional Support
Plan for and activate response and immediate relief arrangements as outlined in the TEA Plan	A	C		C	I	I	I	I	R
Engage with accommodation providers to source locations for households who are unable to return to their principal place of residence upon departure from evacuation centres or other places of refuge	A	R			I			I	
Engage external partners such as Non-Government Organisations to collaborate on solutions for displaced people	A	R						I	
Communicate with vulnerable tenants in Government owned social housing to ensure they are aware of any local emerging situations and to remind them to listen to local advice and act early to stay safe	A	R						I	
Coordinate and support participation in state level response and recovery groups and committees	A	R						I	
Coordinate and support participation in District level response and recovery groups and committees	A	R						I	
Assessment of damage to social housing assets owned by the department and coordination of restoration and repair actions	A	C		R				I	
Identification, assessment and deployment of transportable temporary accommodation assets to impacted communities where required	A	C		R				I	
Plan for and engage with the Queensland Reconstruction Authority in relation to arrangements for short to medium term support to impacted communities under Category C and D Disaster Recovery Funding Arrangements	A	C	R		C			I	
<b>Support functions additional to QSDMP related activities</b>									
Participate in Whole-of-Government communication committees, groups and processes on behalf of the department	A	C	C	C					R
Preparation and publication of externally focussed information and communication products and memberships to relevant committees and groups	A	C	C	C					R
Preparation and publication of internally focussed information and communication products	A	R	C	C		C			R
Maintenance and support of departmental intranet and internet sites	A	C	C	C					R
Liaise with ICT service providers that support information technology operational (network and system access) requirements	A	C		C			R		
Liaise with ICT service providers for the provision of infrastructure and technology support on the ground within the disaster affected region including extraordinary requirements for local response and recovery	A	C					R		
Human resource management advice relating to staff deployed to disaster affected regions or providing central coordination functions, including management of entitlements and WH&S	A	C			C	R			
Deliver workforce management strategies to support enhanced operational capacity and capability including surge resourcing for housing functional delivery	A	C			C	R			
Coordinate and oversee arrangements associated with departmental contribution to Community Recovery Ready Reserve	A	C			C	R			
Financial procedural advice regarding grant payments and processing; use and limits of corporate cards, travel system, cost centre set-up, delegations etc.	A	I	I	I	R				
Procurement procedural advice and support	A	I	I	I	R				
Coordination of reporting and situational awareness to support Minister, Director-General and operational needs	A	C	C	C	C	C	C	C	R
Source and furnish, as required, locations for the delivery of event specific outcomes (e.g. coordination centres, and housing specific recovery hubs)	A	C			C	C	R	C	

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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

**Note:** in this context accountability refers to the Director-General as the accountable officer for the department.

## Attachment 4: Disaster management 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.

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.

Additionally, funding may be made available under [State Disaster Relief Arrangements \(SDRA\)](#), which are wholly State funded programs that may be activated for all hazards to provide assistance to alleviate personal hardship and distress.

The [Queensland Disaster Relief and Recovery Guidelines \(QDRR\)](#) detail the activation, eligibility and other requirements for both the DRFA and SDRA within Queensland.

The Australian Government's overarching DRFA 2018 publication and associated guidelines are available at the [Disaster Assist](#) 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 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. QGIF is also used to cover Queensland Government Ready Reserves and Volunteers.

### Emergency animal or plant disease outbreaks

Bio-security Queensland, a division of the Department of Agriculture and Fisheries (DAF) is the threat specific agency for animal or plant disease events. Reimbursement of functional support costs may be claimed directly from DAF 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 lead 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.

## Attachment 5: Disaster management definitions

Term	Acronym if applicable	Description
Activation		The commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements. <a href="#">Queensland Disaster Management Lexicon</a>
All Hazards Approach		An approach based on the assumption that the functions and activities used to manage one event can be applied to a range of events. <a href="#">Queensland State Disaster Management Plan</a>
Control		The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. <a href="#">Queensland Disaster Management Lexicon</a>
Coordination		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 operates horizontally across organisations and agencies. <a href="#">Queensland Disaster Management Lexicon</a>
Disaster		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. <a href="#">Queensland Disaster Management Lexicon</a>
District Disaster Coordinator	DDC	Senior Queensland Police Service Officers appointed under the <a href="#">Disaster Management Act 2003</a> for each of Queensland's 23 disaster districts. <a href="#">Disaster Management Act 2003</a>
District Disaster Liaison Officer	DDLO	Experienced departmental officers appointed by the Chief Executive, or their delegate, to represent the department on District Disaster Management Groups.
District Disaster Management Group	DDMG	The group established under s22 of <a href="#">Disaster Management Act 2003</a> . The DDMG provides whole-of-government planning and coordination capacity to support local governments in disaster management and operations. <a href="#">Disaster Management Act 2003</a> .
District Disaster Management Plan	DDMP	A district group must prepare a plan for disaster management in the disaster district for the group. A district disaster management plan must be consistent with the disaster management standards and disaster management guidelines. A district group may review, or renew the effectiveness of the plan at any time, but at least once a year. A district group must ensure a

<i>Term</i>	<i>Acronym if applicable</i>	<i>Description</i>
		copy of its district disaster management plan is available for inspection, free of charge, by members of the public. <a href="#">Queensland Disaster Management Lexicon.</a>
Disaster management	DM	Disaster management means 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. <a href="#">Queensland Disaster Management Lexicon</a>
Disaster operations		Disaster operations means 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. <a href="#">Queensland Disaster Management Lexicon</a>
Disaster Recovery Funding Arrangements	DRFA	The DRFA is a joint funding initiative of the Australian and state governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland, this program is managed on a whole-of-government basis by the Queensland Reconstruction Authority (QRA). <a href="#">DRFA &amp; SDRA Information sheet 2021-22</a>
Evacuation centre		A building located beyond a hazard to provide temporary accommodation, food and water until it is safe for evacuees to return to their homes or alternative temporary emergency accommodation. <a href="#">Queensland Disaster Management Lexicon</a>
Event		An event means 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. <a href="#">Queensland Disaster Management Lexicon</a>
Liaison officer	LO	A person who liaises between a coordination centre and their home entity (e.g. SDCC and Department of Housing) during disaster operations. Liaison officers communicate and coordinate their activities to achieve the best use of resources or services provided to the centre (e.g. provide technical or subject matter expertise, as well as, capability and capacity of their home entity).
Local arrangements		Processes, protocols, agreements and contracts endorsed at the district of local disaster management group level to coordinate and deliver response and recovery functions.

<i>Term</i>	<i>Acronym if applicable</i>	<i>Description</i>
Local Disaster Management Group	LDMG	The group established under s29 of the <a href="#">Disaster Management Act 2003</a> , in place to support local government in the delivery of disaster management services and responsibilities in Preventing, Preparing for, Responding to and Recovering from Disaster events.  <a href="#">Disaster Management Act 2003</a>
Place of refuge		A building assessed as suitable to provide protection to evacuees during a cyclone, but is not a public cyclone shelter. These are typically opened when the capacities of other evacuation facilities have been exceeded.  <a href="#">Queensland Disaster Management Lexicon</a>
Preparedness		The knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.  <a href="#">Queensland Disaster Management Lexicon</a>
Public Cyclone Shelter		A building designed, constructed and maintained in accordance with government requirements and provides protection to evacuees during a cyclone.  <a href="#">Queensland Disaster Management Lexicon</a>  Also see <a href="#">Queensland Cyclone Shelter Design Guidelines</a>
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.  <a href="#">Queensland State Disaster Management Plan</a>
Recovery		The coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration.  <a href="#">Queensland Disaster Management Lexicon</a>
State Disaster Coordination Centre	SDCC	The State Disaster Coordination Centre supports to State Disaster Coordinator (SDC) through the coordination of a State level operational response capability during disaster operations. The Centre also ensures information about an event and associated disaster operations is disseminated to all levels, including to the Australian Government.  <a href="#">Queensland Disaster Management Lexicon</a>
State Disaster Coordination Group	SDCG	The Queensland Disaster Management Committee is the State group. The State group consists of the persons prescribed by regulation to be members of the group.  <a href="#">Queensland Disaster Management Lexicon</a>  Also see <a href="#">Queensland State Disaster Management Plan</a>
Queensland Disaster Management Committee	QDMC	The group established under s17 of the <a href="#">Disaster Management Act 2003</a> , the committee which provides clear and unambiguous senior strategic leadership in relation to disaster management across all four phases in Queensland.

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<i>Term</i>	<i>Acronym if applicable</i>	<i>Description</i>
		<a href="#">Disaster Management Act 2003</a>
Temporary Emergency Accommodation Sub-Plan	TEA Plan	The <a href="#">TEA Plan</a> formally documents the arrangements used by the department to support residents displaced from their home by a disaster, who are unable to return after the closure of the evacuation centre.

## Attachment 6: 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.

### Legislation and regulations

Disaster Management Act (2003)

<https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2003-091>

*Disaster Management Regulation 2014*

<https://www.legislation.qld.gov.au/view/pdf/2017-04-30/sl-2014-dmr>

### Queensland Government documents

Queensland State Disaster Management Plan

<https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>

Disaster Recovery Funding Arrangements (DRFA)

<https://www.qra.qld.gov.au/funding>

Queensland Recovery Plan

<https://www.qra.qld.gov.au/queensland-recovery-plan>

Queensland Strategy for Disaster Resilience

<https://www.qra.qld.gov.au/QSDR>

Queensland Disaster Management Guideline Glossary

<https://www.disaster.qld.gov.au/cdmp/Pages/default.aspx>

Directive: 06/16 Critical Incident Entitlements and Conditions

<https://www.forgov.qld.gov.au/documents/directive/0616/0616-critical-incident-entitlements-and-conditions>

Disaster Assist

<https://www.disasterassist.gov.au/>

Privacy and managing disaster events

<https://www.oic.qld.gov.au/guidelines/for-government/guidelines-privacy-principles/applying-the-privacy-principles/privacy-and-managing-disaster-events>

Queensland's Disaster Management Arrangements (QDMA)

<https://www.dmlms.qfes.qld.gov.au/user/login>

Queensland Recovery Plan

<https://www.qra.qld.gov.au/publications-and-resources/plans-policies-and-strategies>

State Disaster Relief Arrangements (SDRA)

<https://www.qra.qld.gov.au/funding/state-disaster-relief-arrangements-sdra>

Temporary Emergency Accommodation Plan

<https://hpwqld.sharepoint.com/sites/thehub-resources/SitePages/policies/Business-continuity-and-disaster-management.aspx>