

HPW Disaster Management Plan

Reviewed October 2020



Queensland
Government

Authorisation

The *Disaster Management Act* <https://www.legislation.qld.gov.au/browse/inforce> 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* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>.

The Director-General, Department of Housing and Public Works, approves this plan as a component of HPW's business continuity and disruption management framework and as a sub-plan under the *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 to increase the disaster resilience of Queensland.

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Director-General

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Foreword

The purpose of Queensland's Disaster Management Arrangements (QDMA) <https://www.dmlms.qfes.qld.gov.au/user/login> are 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 (HPW) is integral to Queensland's disaster management arrangements. It provides functional and resource support through:

- building and engineering services
- communication services for government through 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
- short and long-term temporary housing assistance for disaster-impacted individuals.

This *HPW Disaster Management Plan* (the Plan) describes HPW'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 (DCU) supports HPW'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's Disaster Management Arrangements (QDMA) <https://www.dmlms.qfes.qld.gov.au/user/login> and is responsible for developing and maintaining the Plan.

DCU provides the strategic interface to whole-of-government disaster management policy development, including the *Queensland Strategy for Disaster Resilience* <https://www.qra.qld.gov.au/QSDR> and the *Queensland Recovery Plan* <https://www.qra.qld.gov.au/queensland-recovery-plan>. It also provides the operational interface between the State Disaster Coordination Centre (SDCC), other state government departments and HPW's divisions.

HPW maintains regionally based operational arms to deliver services, that also coordinate HPW's disaster management responsibilities within Disaster Districts across the state.

Corporate policy statement

All HPW business areas are required to adhere to relevant legislation, whole-of-government and departmental policies when responding to a disaster, incident or other requests for functional assistance. A disaster event is not an excuse to deliver service outside agreed governance arrangements. Applicable policies may cover a broad range of matters including, but not limited to, financial practices and delegations, procurement practices, workforce management, workplace health and safety, risk management, building codes, business continuity planning, and environmental initiatives.

HPW 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.

HPW 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. HPW also knows any such response may require immediate actions to protect life and/or property.

HPW'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 HPW intranet site *the Hub*. The Plan is also available for external stakeholders and interested parties on HPW's internet site <https://www.hpw.qld.gov.au/about/department/disaster>.

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.

Principles of departmental support in a disaster

1. **All government agencies share responsibility for disaster management.** The capacity of HPW to respond to requests for assistance has limitations. 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, HPW 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. HPW will use the disaster management system 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 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. HPW 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. 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.** There is a variety of funding arrangements that can be accessed during the response and recovery phases of an event. HPW 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 and awareness are vital to disaster preparedness.** HPW 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 workforce that is confident to operate, collaborate and coordinate during a disaster event.
10. **Provide housing advice or assistance to affected members of a community.** HPW 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 Disaster management arrangements

1.1 Queensland's Disaster Management Arrangements (QDMA)

The Disaster Management Act 2003 <https://www.legislation.qld.gov.au/browse/inforce> provides the legislative basis for disaster management arrangements in Queensland.

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

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 HPW.

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 five functional recovery groups and the State Recovery Coordinator (SRC).

1.2 HPW support arrangements

During the preparedness phase, HPW provides specialist advice to LDMG's. This advice can be related to the functional role of **building and engineering services** or to support planning for the **return of displaced persons after an evacuation**.

HPW actively encourages LDMGs to refer known issues to HPW District Disaster Liaison Officers (DDLOs) so appropriate solutions can be identified. Housing, Homelessness and Sport (HHS), in conjunction with other stakeholders including QBuild and Government Employee Housing (GEH), are actively involved in the **development of emergency accommodation solutions** requested by LDMG. When working directly on behalf of local governments and where appropriate, commercialised business areas of HPW may use normal fee-for-service provider arrangements.

HPW's support to LDMGs during activations will typically be through regionally based Housing staff. These staff are able to provide advice regarding the known need for accommodation support, as a result of the event and offer a suite of potential solutions for the LDMG to consider after the closure of the evacuation centre. Housing 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.

At a disaster district level, HPW is represented by QBuild and Housing Services. The size, scope and impact of the event will determine if both functions are required or, if HHS expertise is better allocated to the LDMG.

HPW's Functional Coordinator, Deputy Director-General (DDG), Building Policy and Asset Management (BPAM), is nominated by the Director-General as the primary HPW representative on the SDCG. The Functional Coordinator ensures HPW 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 DDG, Services Delivery and Operations (SDO), and the Manager DCU, are nominated functional coordinator proxies to support the SDCG.

HPW's Disaster Management Planning Group (DMPG), is co-chaired by the Deputy Directors-General of BPAM and SDO. The Group is established to ensure HPW's planning and preparedness activities are effectively managed, coordinated 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.

HPW'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**.

2 Functional lead roles

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)* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf> assigns HPW 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
- back-end financial transaction processing on behalf of response and recovery lead agencies.

HPW provides leadership for the functional recovery of the built environment and the lead responsibility to support building recovery in impacted communities.

2.1 Functional support

Building and engineering services

The HPW building and engineering services function supports local governments to respond to their disaster-impacted communities through the DDMG's and the SDCG. The level of support required will reduce as the impacted local governments re-establish services and return to normal business operations.

Communication services through the government call centre and websites

Call centres and websites administered by Smart Service Queensland (SSQ), support the information needs of the community and receive calls for SES assistance through 132500, 13Health and 134COVID. SSQ also support the Community Recovery hotline, providing the first touch point for many Queenslanders who have been impacted by disaster events.

Coordination of ICT and telecommunications advice

The coordination of ICT and telecommunications advice is provided through the SDCG and the QDMC. Telecommunication 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 outage and impact updates directly to the disaster management groups. To aid situational awareness, HPW works with the providers to assist in the prioritisation and escalation of telecommunication issues which cannot be solved locally.

Back-end financial transaction processing on behalf of response and recovery lead agencies

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

Response activities

This Plan, and the department's *Principals of departmental support in a disaster*, guide the disaster management support provided by HPW. An accountability matrix for the response activities outlined below is provided in **Attachment 3**.

HPW delivers its functional lead roles through business-as-usual processes and systems. HPW 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* <https://www.business.qld.gov.au/industries/building-property-development/building-construction/natural-disasters/cyclone-shelters>
- maintain contact registers of professional service providers, specialist building contractors, building services and trades
- coordinate structural assistance grant assessments (SAG) on behalf of the Department of Communities, Disability Services and Seniors (DCDDS)
- coordinate temporary office accommodation for use by state agencies, where occupied
- provide advice regarding temporary emergency accommodation solutions for government agency response and/or recovery workers
- advise and provide temporary emergency accommodation solutions for residents displaced by disaster events after the closure of evacuation centres
- coordinate evacuations, closures and restoration of damaged infrastructure of recreation centres and department owned areas
- provide 24/7 call centre operations for the delivery of disaster planning, preparedness, response and recovery services on behalf of government agencies
- 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
- collaborate with telecommunications carriers to identify the status of their networks and to assist them to re-establish power where this is practical
- liaise with the telecommunications industry in relation to the impact of outages on response agencies' functionality and the wider community
- manage whole of government ICT infrastructure, data centres and networks and security solutions
- provide 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
- coordinate emergency fleet vehicles for state agencies.

Disaster services provided by HPW which support impacted communities include:

- coordinate maintenance of public *cyclone shelters* <https://www.business.qld.gov.au/industries/building-property-development/building-construction/natural-disasters/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
- advise and provide emergency travel options for state government agencies.
- provide strategic advice to state agencies on procurement matters including the establishment of incident specific sector wide procurement taskforces to support a coordinated response to specific supply related issues.

2.2 Disaster recovery functions and groups

HPW plays a lead role in a number of disaster recovery functions and as detailed in the *Queensland Recovery Plan* <https://www.qra.qld.gov.au/queensland-recovery-plan>. HPW leads the functional recovery group for built infrastructure and actively participates in the human and social recovery functions, mapped across the disaster management tiers in **Attachment 2**. HPW acknowledges the importance of supporting the local community after a disaster event to promote the economic recovery of the region. Although not a member of the economic recovery group, HPW advocates for locally sourced solutions when delivering recovery functions across the functional recovery group memberships.

2.3 Functional Recovery Group lead - Building

The Queensland State Plan <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>, and supporting Queensland Recovery Plan, assign responsibility to HPW to lead the building recovery function after a disaster event.

HPW provides advice and support to Local Recovery Groups through our representation on the DDMG. 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 (BRG). This streamlined process allows appropriate stakeholders to be identified, and to work with local decision-makers to resolve issues locally, where possible.

The Director-General, HPW, chairs the BRG. 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.

The Chair of the BRG is authorised to decide whether the Group should be activated in response to a disaster event. Not every event will need a meeting of the group. An assessment of the impact and need for a coordinated response will be undertaken in consultation with members of the BRG.

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 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 governments 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.

2.4 Human and social recovery support

HHS provides liaison officers to the Human and Social Recovery Groups (HSRGs) chaired by the Department of Communities, Disability Services and Seniors (DCDSS) at both the state and disaster district levels. The DDG HHS, is the nominated member on the State Human and Social Recovery Committee, chaired by the Director-General, DCDSS.

Human and social recovery groups at all tiers, address community recovery issues. Although HPW participation in these groups is not a legislative requirement, HHS liaison officers provide a critical role in identifying accommodation options for residents who remain displaced from their homes after evacuation centres close. Where appropriate, HPW may establish a local housing recovery group to ensure the LDMG has confidence that suitable strategies are in place and the required stakeholders are engaged.

The HPW support for displaced residents is delivered in line with Housing Disaster Response Framework. The Framework includes the Temporary Emergency Accommodation Sub-Plan (TEA Plan), specific event housing response plans and resources to support HPW engagement with LDMGs.

The TEA Plan describes how HPW 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 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 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 Response Plan is a living document and will be developed using the principles outlined in the TEA Plan and in conjunction with the LDMG to ensure agile support to changing needs.

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).

DDMGs and LDMGs are encouraged to work with the relevant HHS 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.

2.5 Strategic procurement support

The Office of the Chief Advisor, Queensland Government Procurement, may provide strategic advice in relation to leveraging existing goods and services panel arrangements and strategies for engaging with industry to develop alternate supply arrangements to alleviate unique supply chain related concerns.

This may extend to the establishment of specific sector wide taskforces and working groups to address specific complex supply related issues such as:

- procurement coordination during any response, to support the supply of critical goods and services, to support continuation of frontline service delivery by Queensland government agencies
- communication and connections between agencies, to collectively resolve risks and emerging issues, and to identify and facilitate additional support where required

This activity will support and not replace or overlap the role of Queensland Fire and Emergency Services as the functional lead for emergency supply, or the role played by procurement leads within each agency to provide internal support and advice.

3 Appointment to disaster management positions

HPW's disaster management arrangements include key positions, which operate at state and regional levels enabling HPW to coordinate and deliver 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 HPW to the SDCG. The HPW nominee to the SDCG is the disaster management functional coordinator. This role is assigned to the DDG, Building Policy and Asset Management. The approved proxy officers for this role are the DDG, Service Delivery and Operations, DDG Housing, Homelessness and Sport and Manager, Disaster Coordination Unit.

3.2 SDCC Disaster Liaison Officers (DLOs)

To assist the Functional Coordinator at the SDCG, Disaster Liaison Officers, DLOs, are appointed to the State Disaster Coordination Centre (SDCC) during activations. They provide detailed advice on HPW'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 HPW quickly including out of hours, to provide the required intelligence.

Staff from DCU are nominated and trained to provide the operational interface and agency representation to support the State-wide response at the SDCC.

3.3 HPW Regional Disaster Coordinator

The HPW regional disaster coordination network is based on the six QBuild regions. Regional offices are located at:

- Far North Queensland – Cairns
- North Queensland - Townsville
- Central Queensland - Rockhampton
- 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 DDMGs. The regional disaster coordinator works across all HPW business areas located in the region, not only QBuild.

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 regional disaster management planning committee members are to be considered interim full-time positions for the duration of recovery and response operations. To ensure delivery of normal core business services, QBuild 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 Disaster District Liaison Officers (DDLOs)

Under the *Disaster Management Act 2003 (The Act)* <https://www.legislation.qld.gov.au/browse/inforce> 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 DDMG comprising Local and key State Government agencies, and other organisations deemed appropriate.

HPW is represented on each DDMG by a network of DDLOs appointed by the Director-General's delegate, in accordance with the requirements of *the Act*. These officers provide the conduit for the disaster district to access HPW's lead agency knowledge and expertise when responding to a disaster event.

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

4 HPW Disaster management committees and planning responsibilities

HPW knows collaborative planning is a key mechanism in fulfilling its roles and responsibilities assigned under the *State Plan* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>. HPW's expertise contributes to all phases of disaster management, prevention, planning, response and recovery.

HPW understands 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, HPW 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

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

- Queensland Disaster Management Committee
- State Disaster Coordination Group
- State Disaster Coordination Group - working groups
- Queensland Functional Recovery Group
- Building Recovery Group
- State Human and Social Recovery Committee
- Queensland Counter Terrorism Committee
- Queensland Counter Terrorism Committee - working groups
- Disaster Management Research Advisory Panel
- Queensland Disaster Management Data Group
- Emergency Management Spatial Information Network Australia, Queensland chapter.

HPW also provides, as required, representation and participation across ad-hoc state level committees or working groups established to address emergent disaster management matters and undertake reviews.

4.2 HPW Disaster Management Planning Group (DMPG)

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 SDCG nominees, the Deputy Directors-General, BPAM, and SDO with membership provided from:

- BPAM - Major Projects (MP), including the Disaster Coordination Unit
- BPAM - Building Legislation and Policy (BLP), including the Queensland Government Accommodation Office (QGAO)
- BPAM - QBuild
- Corporate Services - Finance Directorate (Finance)
- Corporate Services - Human Resources (HR)
- Corporate Services - Technology Services Group (TSG)
- QGCDG - CITEC
- QGCDG - Smart Service Queensland (SSQ)
- QGCDG - Queensland Shared Services (QSS)
- HHS - Service Delivery (HHS-SD)
- HHS - Housing Partnerships Office (HHS - HPO)
- HHS -Infrastructure and Service Delivery (Sport and Recreation)
- Strategy, Policy and Engagement -Communication and Engagement Unit
- Queensland Government Procurement (QGP), including QFleet

The Planning Group is supported by other departmental service area expertise, such as Legal Services, as required. The Disaster Coordination Unit provides secretariat support to the Planning Group.

The Planning Group's responsibilities are:

- 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 that HPW 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 support critical HPW outputs, and therefore may have available resources, are prepared 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 committee

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

The core Regional Disaster Management Planning Committees consists of:

- HPW Regional Disaster Coordinator (Chair)
- Regional disaster management reporting officer
- DDLOs and deputies
- Building and Engineering Services liaison officer
- Regional disaster management financial coordinators
- Regional procurement officer.

If there is a regional presence in the same location as the Planning Committee, representatives from the following business areas are also to be members:

- Housing and Homelessness Services
- Sport and Recreation
- Queensland Shared Services
- Smart Service Queensland

The Regional Disaster Management Planning Committee responsibilities are 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 confirm implementation of disaster management lessons and 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. HPW's regional networks use established planning and supply chain arrangements to supplement recovery response requirements

4.4 Critical staff contact registers

DCU maintains contact registers of key disaster management personnel including HPW regional disaster coordinators and DDLOs. Contact registers are:

- confirmed and updated prior to the start of the summer storm and tropical cyclone season
- confirmed and updated where HPW's disaster arrangements are placed on alert
- stored, maintained, used and accessed according to Privacy Commissioner guidance, *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>.

DCU 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 1 November. Members will distribute the contact registers through their divisions.

4.5 Contractor/supplier contact registers

HPW 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 HPW'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 HPW's functional support roles.

HPW 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, disaster events. The range of outsourced work may include, but not be limited to, damage assessment; temporary accommodation; community reconstruction; or, environmental remediation including asbestos clean-up.

Registers shall document contact names of persons in commercial 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.

4.6 Review of Business Continuity arrangements

All departmental business continuity arrangements must be reviewed for currency prior to the start of the tropical cyclone season on 1 November each year.

A review of this 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* <https://www.legislation.qld.gov.au/browse/inforce>.

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.

Any recommended improvements should be documented in an after-action review (AAR) plan and forwarded to DCU.

4.7 Record keeping

It is important to ensure that full and accurate recordkeeping is undertaken during all phases of the disaster management cycle, this ensures and enables HPW to:

- remain compliant with legislated recordkeeping, financial management and Code of Conduct activities
- provide accurate and detailed departmental intelligence
- compliance with DDLO requirements
- 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
- 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 provides detailed information regarding the management of disaster related records including, emails, reports, decisions and diary notes.

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 HPW 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, 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 HPW's Disaster Management Plan may be actioned if 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 external officers listed above.

5.2 Levels of activation

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

- **Alert** - when it is known that a disaster event may occur. Monitor situation: no action required.
- **Lean Forward** - 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, any known vulnerabilities and proposed strategies to respond. Business areas should be identifying resource requirements for deployment or service delivery requirements, establishing coordination centres and confirming availability of critical staff for the potential duration of the event.
- **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 HPW. During this stage, decision-makers are particularly interested in any current issues and emerging risks facing HPW and service delivery. Staff are deployed, surge requirements are actioned, daily reporting is resourced, functional responsibilities are met, continuity plans are activated, 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, 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, DCU will advise the Chair of the Disaster Management Planning Group as soon as practicable, that the SDCC has moved to the 'lean forward' level of activation.

The Chair will request all 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 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 flow of fast accurate information is critical to ensure decisions are made with the lowest possible risk to HPW. HPW has responsibility to advise the Minister on departmental disaster response and recovery operations and emerging risks.

DCU is responsible for facilitating the information management and risk intelligence reporting process and to disseminate situational reports across HPW. DCU also provides a high-level state-wide situation report to the SDCC in relation to the department's responsibilities under the State plan <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>.

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 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.

5.5 Debriefing

Debriefings and after-action reviews are the mechanism for staff to provide insights about the way, and 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 improvements in the efficient delivery of agency preparedness, response capacity 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. DCU has published resources on the HPW intranet to assist business areas to deliver these activities.

6 Disaster coordination capability

HPW shall as required, establish HPW 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. Coordination centres may be virtual or physical, as required.

The *HPW Business Continuity Plan*

<https://hpwqld.sharepoint.com/sites/intranet/ResourceCentre/PoliciesProcedures/Pages/DisasterManagement.aspx> 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 HPW's geographic spread, the Disaster Management Planning Group shall meet using Skype and/or teleconference capability to provide situational updates through exception reports to support QDMC meetings.

DCU is equipped to be highly mobile and has subject matter experts capable to support HPW response coordination effort and resilience to disaster events.

6.1 Regional coordination centres

A regional 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 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, DCU should be contacted to ensure the financial risk to HPW is minimised.

In the event of disaster type impact at local government level only, e.g. disaster district arrangements are not 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

HPW functional coordinator, SDCG Member and proxies and HPW regional disaster coordinators 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 decisions are to comply with all existing departmental and business areas' policies and delegations. A delegation for the appointment of DDLO's has been made to support operationalisation of this plan and supporting arrangements.

7.2 Maintain accurate records

7.2.1 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. The DMLO 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 HPW liaison officer with a record of what and by when, needs to be achieved. It can be used for planning, procurement preparation and expenditure tracking, compliance checking, briefings, situation reports, after-action reports (AAR) and legal enquiries. It is vital the liaison officer maintain their logbook, as record management policy requires logbooks to be stored for seven-years post-event.

7.2.2 Manage requests for assistance (RFA)

All HPW staff are to keep records of any requests for assistance they receive for actioning, and evidence of related financial transactions such as tax invoices and expense claims. This includes copies of RFA's that have been referred back 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 established funding schemes and in the event of post incident reviews.

7.3 Financial management and arrangements

In accordance with the *State Plan* <https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf> s(9.7.1), HPW will not incur the costs of other agencies or local governments unless there are exceptional circumstances which prevent them from meeting their own financial obligations.

HPW 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 is governed by the particular funding arrangement activated for the event. **Attachment 4** provides a general summary of the various funding arrangements associated with events for which HPW has had a previous involvement.

7.3.1 Chief Finance Officer (CFO)

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

The finance branch also coordinates the collation and claim for reimbursement of costs incurred through the support of the Community Recovery Ready Reserve on behalf of HPW. Each service area/business unit nominates suitably qualified officers to act as financial coordinators and liaise with Corporate Services.

7.3.2 Disaster Coordination Unit (DCU)

The DCU 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 DCU. At the completion of the event, DCU can support business areas in the development of their claims through the facilitation of expert advice from the administering agency on the funding arrangements.

7.3.3 Human Resources (HR)

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* <https://www.forgov.qld.gov.au/documents/directive/0616/0616-critical-incident-entitlements-and-conditions> for HPW's internal critical incident response workforce response and recovery efforts.

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

7.3.4 Departmental business area

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. Business areas also develop their claims against the appropriate funding arrangements. The Financial Services Branch and DCU can provide support as required.

7.4 Critical incident directives (CID)

The *Directive: 06/16 Critical Incident Entitlements and Conditions*

<https://www.forgov.qld.gov.au/documents/directive/0616/0616-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 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. This may include staff deployed into the SDCC to support housing 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
 - CRRR activities
 - 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.

7.4.1 Ready Reserve Staff – Response and Recovery

In accordance with the *Directive: 06/16 Critical Incident Entitlements and Conditions*

<https://www.forgov.qld.gov.au/documents/directive/0616/0616-critical-incident-entitlements-and-conditions>, HPW supports the government's commitment to response and recovery by redirecting the collective energies of HPW'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, released for deployment and attend debriefs as determined by the relevant lead agency.

DCU is responsible for the annual awareness and recruitment campaign to ensure all eligible staff have an opportunity to nominate for CRRR. Corporate Services ensures this capability is managed and maintained within HPW during the response and recovery phases of a disaster, including the cost recovery through the activated funding arrangements.

8 Disaster management education and training

DCU, in partnership with all departmental business areas, provides access to learning and development pathways 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 HPW's roles and responsibilities and be confident in their competence. DCU also provides training to external stakeholders to outline HPW's disaster management responsibilities allocated under the State Plan.

8.1 Internal training

DCU 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 HPW's disaster management functional support role.

DCU, 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 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 on line <https://www.dmlms.qfes.qld.gov.au/user/login> is an introductory course 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.

DCDSS maintain and coordinate the CRRR workforce. They provide face to face and online training to skill and ready their temporary workforce.

DCU works with departmental business areas to promote and get nominated individuals' access to all appropriate courses.

Where budgetary conditions allow, DCU also funds business continuity training 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 records is maintained by DCU, in collaboration with the Workforce Capability team within Human Resources.

Attachment 1: HPW representation on Disaster Response Groups

<p>Queensland Disaster Management Committee</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>State Disaster Coordination Group</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 Deputy Director-General, Building Policy and Asset Management. The DDG Services Delivery and Operations, DDG Housing Homelessness and Sport and Manager, Disaster Coordination Unit are nominated proxies</p>
<p>District Disaster Management Group</p>	<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 QBuild and HHS regions in the role of District Disaster Liaison Officer (DDLO). Each will appoint deputies a to ensure depth of coverage.</p>
<p>Local Disaster Management Group</p>	<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>

Attachment 2: HPW representation on Disaster Recovery Groups

<p>CLT Sub Committee – Community Recovery and Resilience</p>	<p>The CLT-CRR leads the strategic direction for the recovery from the disaster event.</p>	<p>The Director-General (HPW), or delegate, represents the Building Recovery Group</p>
<p>State Building Recovery Group State Human Social Recovery Committee</p>	<p>The BRG and SHSRC are the primary mechanisms through which coordinated whole of government state level support is provided</p>	<p>The Director-General (HPW) chairs the BRG</p> <p>The Deputy Director-General, Housing, Homelessness and Sport, or their delegate, represents HPW at the SHSRC</p>
<p>State Human Social Recovery Group</p>	<p>The SHSRG is the internal planning and operational group of DCDSS which establishes the service offerings of NGOs and Govt agencies available during recovery</p>	<p>Director, Business Enablement Development, Service Delivery and Manager, Disaster Coordination Unit represent HPW at the SHSRG</p>
<p>District Recovery Groups</p>	<p>DRGs 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 Police Service</p>	<p>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.</p>
<p>District Human Social Recovery Groups</p>	<p>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</p>	<p>A Senior Officer from the respective Housing and Homelessness Services' region represent HPW at the DHSRGs.</p>
<p>District Human Social Recovery Groups</p>	<p>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</p>	<p>A Senior Officer from the respective Housing and Homelessness Services' region represent HPW at the DHSRGs.</p>
<p>Local Recovery Groups</p>	<p>LDMGs are responsible for the local community's preparation for, response to and recovery from a disaster event</p>	<p>No formal departmental representation but HHS or QBuild may be consulted during the recovery period.</p>

Attachment 3- Business area response responsibility matrix

	Director-General	Building Policy and Asset Management	Housing, Homelessness & Sport	Queensland Government Customer and Digital	Strategy, Policy and Engagement	Queensland Government Procurement	Corporate Services
coordinate technical advice on structural suitability of buildings to use as evacuation centres, places of refuge or cyclone shelters	A	R	C		I		
Maintain contact registers of professional service providers, specialist building contractors, building services and trades.	A						
Coordinate structural assistance grant assessments (SAG) on behalf of DCDS.	A	R					
Coordinate temporary office accommodation for use by state agencies where occupied.	A	R	C	C	I		C
Advise temporary transportable emergency accommodation for government response and/or recovery workers.	A	R					
Advise and provide temporary emergency accommodation solutions for displaced people after the closure of evacuation centres.	A	C	R		I		
Coordinate evacuations, closures and restore damaged infrastructure of recreation centres and department owned areas.	A	C	R		I		
Provide 24/7 disaster related call centre operations on behalf of government agencies.	A	C	C	R	I		
Coordinate State Government website publishing of public information about major events and/or disasters in partnership with relevant franchise owners.	A	C	C	R	C		
provide analytical web usage data and reporting to web content owners, franchises and disaster management teams – facilitating reactive and tailored communication.	A	C	C	R	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	C	C	R	C		C
Liaise with the telecommunications industry in relation to the impact of outages on response agencies' functionality and the wider community.	A	C	C	R			
Manage whole of government ICT infrastructure, data centres, networks and security solutions.	A	C		R			I
Processing of disaster-related grants payments and other financial transactions, and processing extraordinary payroll transactions on behalf of frontline agencies.	A	C	I	R	I		I
Coordinate emergency fleet vehicles for state agencies.	A	C				R	I
Advise on and provide emergency travel options for state agencies.	A	C				R	I
Provide strategic advice to state agencies on procurement matters including the establishment of incident specific sector wide procurement taskforces to support a coordinated response to specific supply related issues.	A	C				R	I

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

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* <https://www.qra.qld.gov.au/funding> is available on the *Queensland Reconstruction Authority* <https://www.qra.qld.gov.au/> website.

Additionally, funding may be made available under *State Disaster Relief Arrangements (SDRA)* <https://www.qra.qld.gov.au/funding/state-disaster-relief-arrangements-sdra>, which are wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress.

The *Queensland Disaster Relief and Recovery Guidelines (QDRR)* <https://www.qra.qld.gov.au/sites/default/files/2019-09/QLD%20Disaster%20Relief%20and%20Recovery%20Guidelines%20%28Sept%202019%29.pdf> 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* <https://www.disasterassist.gov.au/> 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 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 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.

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.
All Hazards Approach		A level of activation: a heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential threat.
Building and engineering services		A functional responsibility of HPW under <i>Queensland State Disaster Management Plan</i> https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf . Resources and services pertaining to all building or engineering disciplines which may be required to assist in disaster response or recovery operations.
Control		Overall direction of disaster response activities, involved agencies or individuals.
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.
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. Serious disruption means: 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.
District Disaster Coordinator	DDC	Senior Queensland Police Service Officers appointed under the <i>Disaster Management Act 2003</i> https://www.legislation.qld.gov.au/browse/inforce for each of Queensland's 22 disaster districts.

Term	Acronym if applicable	Description
District Disaster Liaison Officer	DDLO	Experienced departmental officers appointed by the Chief Executive, or their delegate, to represent HPW on District Disaster Management Groups.
District Disaster Management Group	DDMG	The group established under s22 of <i>Disaster Management Act 2003</i> https://www.legislation.qld.gov.au/browse/inforce . The DDMG Provides whole-of-government planning and coordination capacity to support local governments in disaster management and operations.
District Disaster Management Plan	DDMP	A plan prepared under s53 of the <i>Disaster Management Act 2003</i> https://www.legislation.qld.gov.au/browse/inforce that documents planning and resource management to counter the effects of a disaster within the disaster district.
Disaster management	DM	Arrangements about managing the potential adverse effects of an event, including, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
Disaster operations		Activities undertaken before, during or after an event occurs 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.
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.
Evacuation centre		A building located beyond the area of a natural hazard which provides basic human needs including temporary accommodation and sustenance before, during and after the event
Event		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. 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.
Liaison Officer	LO	A person who liaises between a coordination centre and their home entity (e.g. SDCC and HPW) during disaster operations. Liaison officers communicate and coordinate their activities to

Term	Acronym if applicable	Description
		achieve the best utilization 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
Local Disaster Management Group	LDMG	The group established under s29 of the <i>Disaster Management Act 2003</i> , https://www.legislation.qld.gov.au/browse/inforce 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.
Place of refuge		Buildings identified as being amongst the best available within the community in which people may shelter during the passage of a tropical cyclone. Places of refuge are not purpose built <i>cyclone shelters</i> https://www.business.qld.gov.au/industries/building-property-development/building-construction/natural-disasters/cyclone-shelters . Typically built after 1982, outside of the predicted storm surge area, well maintained and able to support a large number of people's needs including, access to drinking water and toilet facilities.
Preparedness		Arrangements to ensure that all resources and services that may be needed have been identified and are able to be rapidly mobilised and deployed if needed.
Public Cyclone Shelter		A building or part of a building that is designed and constructed in accordance with the <i>Queensland Cyclone Shelter Design Guidelines</i> https://www.business.qld.gov.au/industries/building-property-development/building-construction/natural-disasters/cyclone-shelters to protect people from high winds and windborne debris during a severe tropical cyclone or severe storms.
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.
Recovery		The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.

Term	Acronym if applicable	Description
Regional Coordination Centre	RCC	The location where regional coordination of HPW's resources and requests occurs and the location where the respective Regional Disaster Management Functional Committees reside during operations.
HPW Regional Disaster Coordinator	RDC	A Senior Officer who is the primary HPW representative for matters pertaining to disaster management at a regional level. They are responsible for ensuring other HPW business areas are aware of changes or emerging issues.
State Disaster Coordination Centre	SDCC	The SDCC supports the State Disaster Coordinator to deliver the strategic intent of the Queensland Disaster Management Committee, through the coordination of an operational response capability during disaster operations. The SDCC ensures event information and associated disaster operations is disseminated to all levels, including to the Australian Government.
State Disaster Coordination Group	SDCG	The group established under the <i>Queensland State Disaster Management Plan</i> https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf , provides support to the role of State Disaster Coordinator including coordinating available resources and disaster response operations.
Queensland Disaster Management Committee	QDMC	The group established under s17 of the <i>Disaster Management Act 2003</i> https://www.legislation.qld.gov.au/browse/inforce , the committee which provides clear and unambiguous senior strategic leadership in relation to disaster management across all four phases in Queensland.
Temporary Emergency Accommodation Sub-Plan	TEA Plan	The TEA Plan formally documents the arrangements used by HPW to support residents displaced from their home by a disaster, who are unable to return after the closure of the evacuation centre. https://www.hpw.qld.gov.au/about/department/disaster

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/browse/inforce>

Disaster Management Regulation <https://www.legislation.qld.gov.au/browse/inforce>

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>

Queensland Cyclone Shelter Design Guidelines

<https://www.hpw.qld.gov.au/construction/Projects/CycloneShelters/Pages/default.aspx>

Cyclone Shelters and Queensland Cyclone Shelter Design Guidelines

<https://www.business.qld.gov.au/industries/building-property-development/building-construction/natural-disasters/cyclone-shelters>

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://www.hpw.qld.gov.au/data/assets/pdf_file/0027/9585/TemporaryEmergencyAccommodationSubPlan.pdf

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