Queensland District Disaster Management Guidelines

Disaster Management Act 2003
The Queensland District Disaster Management Guidelines have been developed by Emergency Management Queensland (EMQ), Department of Community Safety, in accordance with s.63 of the Disaster Management Act 2003.

The Guidelines are hereby authorised by the Assistant Director-General, EMQ.

Authorisation

Bruce Grady
Assistant Director-General
Emergency Management Queensland

Endorsement

In recent times Queensland has experienced some of its worst disaster events in its history including tropical cyclones, floods and severe thunderstorms. District Disaster Management Groups (DDMGs) across the State play a vital role in managing and responding to such disaster events.

The Queensland District Disaster Management Guidelines have been developed to provide guidance to DDMGs relating to their function, obligation and legislative requirements under the Disaster Management Act 2003.

These Guidelines outline a comprehensive process for the development of a District Disaster Management Plan detailing disaster management arrangements through the four phases of prevention, preparedness, response and recovery.

They specifically address governance procedures associated with the implementation of processes and systems to manage and monitor the disaster management business of DDMGs by fostering a culture of responsibility, transparency and accountability.

The Queensland District Disaster Management Guidelines are hereby endorsed by the State Disaster Management Group.

Chair
Date:
State Disaster Management Group
Queensland District Disaster Management Guidelines

Aim
The aim of the Queensland District Disaster Management Guidelines is to provide guidance to DDMGs on performing their functions under the Disaster Management Act 2003.

Part I of the Guidelines – Business and Governance - will assist DDMGs to identify and document roles and responsibilities of individuals and entities involved in disaster management groups, develop governance and administrative arrangements to meet the requirements of the Disaster Management Act 2003.

Part II of the Guidelines – Planning and Preparation – contains information designed to assist District groups to develop well structured plans that can be used to prepare for, prevent, respond to and recover from disasters.

Acknowledgements
The assistance and cooperation of officers of EMQ, Queensland Police Service, State Disaster Coordination Group member agencies and DDMG members across the State who contributed to the development of these guidelines is appreciated.

Amendments
Proposals for amendment or addition to the contents of these Guidelines are to be forwarded to:

Assistant Director-General
Emergency Management Queensland
Department of Community Safety
Attn: Disaster Management Standards Branch

Postal Address:  GPO Box 1425
BRISBANE QLD 4001

Physical Address:  Emergency Services Complex
125 Kedron Park Rd
KEDRON  QLD  4031

Version control of these Guidelines is managed by the EMQ Disaster Management Standards Development Unit. Reissues of these Guidelines following amendment or review will be recorded in the table below and advice of reissue will be distributed throughout the disaster management network.

Recipients should take all appropriate action to ensure they are in possession of the most recent version, and that previous versions in both hard copy and electronic forms are archived accordingly. Further information can be requested by contacting the EMQ Disaster Management Standards Unit.

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<thead>
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<th>Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2013</td>
<td>Appendix 5: Disaster Management Calendar of Activities for a DDMG and LDMG</td>
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PART I: BUSINESS AND GOVERNANCE

1 Queensland Disaster Management Arrangements

The Disaster Management Act 2003 (the Act) provides the legislative basis for the Queensland Disaster Management Arrangements (QDMA), and outlines the principles of disaster management in Queensland.

Five main principles of disaster management form the basis of the QDMA:

i. the comprehensive approach;
ii. the all hazards approach;
iii. the all agencies approach;
iv. local disaster management capability; and
v. a prepared, resilient community.

Details of these principles and supporting supplementary principles is provided in the State Disaster Management Plan (SDMP) available at www.disaster.qld.gov.au

The QDMA is based on a four-tiered system, incorporating the three levels of government (Australian, State and Local), with an additional State government tier known as disaster districts, as demonstrated in figure 1.

Figure 1: The Queensland Disaster Management Arrangements
2 Disaster Management Strategic Policy Framework

Development of a Strategic Policy Framework (SPF) for disaster management for the State is a function of the State Disaster Management Group (SDMG) under the Act. The SPF guides Queensland’s disaster management strategic policy environment and direction for the development of disaster management policies and programs.

Further information and a copy of the SPF can be obtained from www.disaster.qld.gov.au.

District Disaster Management Groups (DDMG) should note the requirement under s. 53 of the Act for a District Disaster Management Plan (DDMP) to include provision for the SPF.

3 Queensland Disaster Management Levels

3.1 Local Level

Local government and Local Disaster Management Groups (LDMG) both have functions under the Act, outlined in s. 80 and s. 30 respectively. According to s. 53 of the Act, local government must prepare a Local Disaster Management Plan (LDMP), however it is a function of the LDMG to assist local government in this task.

A guiding principle of the Act in s. 4A is that local government are primarily responsible for managing events in their local government area. Detailed information on LDMGs and LDMPs is available in the Queensland Local Disaster Management Guidelines, which can be obtained from www.disaster.qld.gov.au.

3.2 District Level

3.2.1 District Disaster Management Groups

DDMGs provide whole-of-government planning and coordination capacity to support local government in disaster operations and disaster management. The DDMG is responsible to the SDMG for all aspects of the State government’s capabilities in disaster management for their district.

In performing their role, the DDMG ensures that disaster management and disaster operations in the district are consistent with the SPF by:

- ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery;
- supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations;
- aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms;
- recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management;
- emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making and shared responsibilities among stakeholders; and
- promoting community resilience and economic sustainability through disaster risk reduction.

DDMGs are led by a Chairperson, who is also the District Disaster Coordinator (DDC), appointed by the Commissioner of the Queensland Police Service (QPS). DDMGs comprise predominantly of representatives of those State agencies responsible for the hazards and functions of disaster management outlined in the SDMP and representatives from local government within the district. DDMGs coordinate district level whole-of-government support and provide resource gap assistance to disaster affected communities, when requested by LDMGs.

3.2.2 District Disaster Coordination Centres

A District Disaster Coordination Centre (DDCC) is established to support the DDMG in the provision of State level support to local government. The DDCC coordinates the collection and prompt dissemination of relevant information to and from Local Disaster Coordination Centres (LDCC) and the State Disaster Coordination Centre (SDCC) about disaster events occurring within their disaster district. The DDCC will implement decisions of the DDC and DDMG and coordinate State and Australian government resources in support of LDMGs and disaster affected communities in their district.
3.2.3. Queensland disaster districts

Figure 2: Queensland Disaster Districts

![Queensland Disaster Districts and Local Government Boundaries](image)

<table>
<thead>
<tr>
<th>Disaster District</th>
<th>Local Disaster Management Groups</th>
<th>Size of District - km² (approx)</th>
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</thead>
<tbody>
<tr>
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<td>Kowanyama</td>
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<td>Lockhart River</td>
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<td></td>
<td>Mapoon</td>
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<td>Napranum</td>
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<td>Pormpuraaw</td>
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<td>Blackall-Tambo Barcaldine</td>
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<tr>
<td></td>
<td>Barcoo</td>
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<tr>
<td>Mareeba</td>
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<tr>
<td></td>
<td>Etheridge</td>
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<tr>
<td></td>
<td>Tablelands</td>
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<tr>
<td>Maryborough</td>
<td>Fraser Coast</td>
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<td>Mount Isa</td>
<td>Bouila</td>
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<tr>
<td></td>
<td>Burke</td>
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<td>Carpentaria</td>
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<td></td>
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<td></td>
<td>McKinlay</td>
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</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Mount Isa</td>
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<tr>
<td>Redcliffe</td>
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<td>Rockhampton</td>
<td>Central Highlands</td>
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<td>Woorabinda</td>
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<td>Roma</td>
<td>Balonne</td>
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<td>Sunshine Coast</td>
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<td>3,120</td>
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<td>Toowoomba</td>
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<tr>
<td>Townsville</td>
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<td>Charlers Towers</td>
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<td>Finders</td>
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<td></td>
<td>Kinchinyook</td>
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<tr>
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<td>Palm Island</td>
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<td></td>
<td>Richmond</td>
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<td></td>
<td>Townsville</td>
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<td>Warwick</td>
<td>Southern Downs</td>
<td>26,374</td>
</tr>
<tr>
<td></td>
<td>Goondhiwind</td>
<td></td>
</tr>
</tbody>
</table>

3.3 State Level
A number of disaster management groups and associated coordination centres, key positions and supporting committees exist at the State level of the QDMA. Further information on disaster management arrangements at the State level is available in the SDMP, available at www.disaster.qld.gov.au.

3.4 Australian Government Level
At an Australian government level the Attorney-General’s Department is the responsible agency for coordinating assistance to States and Territories. Further information on disaster management arrangements at the Australian government level is available in the SDMP, available at www.disaster.qld.gov.au.

3.5 Relationship Between the SDMG and the DDMG
The SDMG provides disaster management strategic policy and direction to DDMGs and LDMGs to ensure that relevant, best practice and coordinated disaster planning, disaster mitigation, response and recovery are conducted at all levels within the disaster management system. Formally, this direction occurs primarily through the SPF, the SDMP and disaster management guidelines.

Section 46 of the Act enables the chair of the SDMG to give a DDMG a written direction about the performance of the DDMG’s functions. This direction may be given verbally when it is not practical to give written direction.

The DDMG reports its normal business activities to the SDMG on an annual basis through the DDMG Annual Report.

During disaster operations, the SDMG will provide strategic direction through the State Disaster Coordinator (SDC) for disaster response operations and the State Recovery Coordinator (SRC) for disaster recovery operations if they are appointed.

The SDMG is supported by the State Disaster Coordination Group (SDCG).

Refer to the SDMP and the Queensland Recovery Guidelines for further information on the State and DDMG relationship.

During operations the DDMG may approach the SDMG in relation to:

- requests for assistance;
- seeking ministerial approval of a declaration of a disaster situation; and
- seeking ministerial activation of funding arrangements through Natural Disaster Relief and Recovery Arrangements (NDRRA) or State Disaster Relief Arrangements (SDRA).

Typically this contact is via a formal request from the DDC to the SDCC.

3.6 Relationship Between the DDMG and LDMGs
DDMGs support LDMGs by providing a whole-of-government planning and coordination capability for disaster management. This includes:

- making decisions on how to best allocate State resources in the support of local government undertaking disaster management activities; and
- the regular review and assessment of disaster management by LDMGs in the district.
4 District Disaster Management Groups

4.1 Establishment and Functions

DDMGs are established for disaster districts under s. 22 of the Act.

In accordance with s. 23 of the Act, a DDMG has the following functions for the disaster district:

<table>
<thead>
<tr>
<th>DDMG FUNCTIONS</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Ensure that disaster management and disaster operations in the district are consistent with the SPF; The SPF establishes elements, strategies and key performance indicators for the disaster management responsibilities in accordance with the Act.</td>
</tr>
<tr>
<td>(b)</td>
<td>Develop effective disaster management for the district, including a District Disaster Management Plan (DDMP) and regularly review and assess disaster management; Effective disaster management for DDMGs follows the comprehensive (all-hazards, all agencies and prepared communities) approach of prevention, preparedness, response and recovery, whilst applying effective risk management.</td>
</tr>
<tr>
<td>(c)</td>
<td>Provide reports and make recommendations to the SDMG about matters relating to disaster management and disaster operations in the district; Establishment of DDMG accountability through consistent reporting (preparation of special reports, annual reports and operational reports) on disaster management and disaster operations against the SPF ensures DDMGs meet their responsibilities in accordance with the Act.</td>
</tr>
<tr>
<td>(d)(i)</td>
<td>Regularly review and assess the disaster management of LDMGs in the district, and LDMPs, prepared by local governments whose areas are in the district; Effective disaster management for LDMGs follows the national concepts and principles of a comprehensive (prevention, preparedness, response and recovery), all-hazards, all agencies and prepared communities approach, whilst applying effective risk management. It is the role of the DDMG to review and assess LDMG disaster management activities in the disaster district, and the LDMPs prepared by local governments.</td>
</tr>
<tr>
<td>(d)(ii)</td>
<td>Ensure that any relevant decisions and policies made by the SDMG are incorporated in its disaster management, and the disaster management of LDMGs in the district; SDMG decisions and policies such as the SDMP, the SPF and disaster management or operational guidelines are considered and incorporated into district and local disaster management through planning and disaster management activities, e.g. functional plans and committees.</td>
</tr>
<tr>
<td>(e)</td>
<td>Ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster; Disaster management and disaster operational activities and requirements are communicated to the community, utilising effective public education and, awareness strategies and mechanisms.</td>
</tr>
<tr>
<td>(f)</td>
<td>Coordinate the provision of State resources and services to support LDMGs in the district; The capacity and capability of local government is enhanced through identification and provision of resources in an organised, timely and efficient manner to the affected communities, following the disaster management pyramid and considering the operational priorities against the presented risks.</td>
</tr>
</tbody>
</table>
4.2 Terms of Reference

DDMGs should establish Terms of Reference to guide activities. A generic Terms of Reference template is available on the DM Portal.

Groups may wish to adopt the Terms of Reference template or may amend it to meet the needs of the individual district group.

4.3 Temporary Disaster District Groups

If a disaster event is happening, is likely to happen, or has happened, in two or more adjoining disaster districts, under s. 28A of the Act, the SDMG Chairperson may, after consulting with the Commissioner of the QPS, establish a temporary DDMG. The temporary district group is responsible for the management of the disaster for the districts, as directed by the SDMG Chairperson.

The SDMG Chairperson must:

- publish details of the districts for which the temporary group is established by gazette notice; and
- dissolve the temporary group when it is no longer required.

A temporary group consists of:

- a Chairperson / DDC appointed by the SDMG Chairperson, after consultation with the Commissioner of the QPS;
- a Deputy Chairperson appointed by the Chairperson of the SDMG, after consultation with the Commissioner of the QPS;
- a person nominated by each local government whose area is entirely or partly in a disaster district for which a temporary group is established;
- representatives from appropriate State government departments with regard to effective disaster management; and
- any other person considered appropriate and appointed by the chairperson / DDC of the temporary district group.

4.3.1 Functions of a Temporary DDMG

The Chairperson / DDC of a temporary district group has to:

- coordinate disaster operations in the temporary disaster district;
- manage and coordinate the business of the group;
- ensure that the group performs its functions; and
- report regularly to the SDMG about the performance of the temporary district group.
4.4 Membership

DDMG members are appointed in accordance with s. 24 of the Act.

Whilst the Act appointments are to "a person" or "persons" in s. 24, these persons will be appointed by agency positions in accordance with the Act's Interpretation Act 1954 s. 24A(1)(b).

The DDMG is comprised of representatives who are deemed to have the necessary expertise or experience in assisting with a comprehensive, all-hazards, all-agencies approach to disaster management. It is the role and responsibility of DDMG members to actively participate in the DDMG to ensure the legislative functions are fulfilled, including as appropriate performing functional lead agency roles in a district context.

Membership should be formed based on the individual needs of the DDMG and reviewed annually. Membership should include:

- Chairperson / DDC – as appointed by the Commissioner of the QPS under s. 25 (1)(a) of the Act – see Chairperson / District Disaster Coordinator section 4.5.1 of these Guidelines;
- Deputy Chairperson – as appointed by the Commissioner of the QPS under s. 25 (1)(b) of the Act – see Deputy Chairperson section 4.5.10 of these Guidelines;
- Executive Officer – as appointed by the Commissioner of the QPS under s. 27 of the Act – see Executive Officer section 4.5.11 of these Guidelines;
- representatives of each relevant local government in the disaster district as appointed under s. 24(1)(d) of the Act – see Local government members section 4.4.6 of these Guidelines;
- representatives of State government departments as appointed under s. 24(1)(e) of the Act – see State government members section 4.4.5 of these Guidelines; and
- other members as deemed applicable, such as individuals, representatives of government owned corporations, essential services and non-government organisations, as identified in the DDMP, as appointed under s. 24(1)(f) – see Other members section 4.4.7 of these Guidelines.

4.4.1 Deputy appointment

Section 40A of the Act allows a member of a disaster management group, with the approval of the Chairperson, to appoint, by signed notice, another person as their deputy. In identifying and nominating a deputy, a disaster management group member must acknowledge that the nominated person has the necessary expertise or experience to perform the functions associated with membership of the group. A template for a member of a disaster management group to appoint a person as their deputy (Form DM13) is available on the DM Portal and at www.disaster.qld.gov.au.

4.4.2 Disaster management functions

In addition to the legislated members of the group, DDMGs may consider appointing members to ensure adequate coverage of the functions of disaster management as outlined in the SDMP. These functions are deemed essential to managing the consequences of events and their impact and help to define the roles and responsibilities of agencies involved in disaster operations.

The disaster management functions as outlined in the SDMP are:

- building and engineering services;
- communications services;
- electricity, fuel and gas supply;
- transportation infrastructure recovery;
- building infrastructure recovery;
- human-social recovery;
- economic recovery;
- environmental recovery;
- emergency supply;
- health services;
- public information;
- transport systems;
- warnings;
- economic recovery;
- environmental recovery;
- building infrastructure recovery; and
- transportation infrastructure recovery.

The SDMP provides information on the Queensland government functional lead agency for each disaster management function. In cases where DDMGs do not have a representation from each functional lead agency, assistance with planning for these areas can be sourced through members on the SDMG.

4.4.3 Member Responsibilities

In undertaking their normal DDMG responsibilities, members should ensure they:

- attend DDMG activities with a full knowledge of their agency resources and services and the expectations of their agency;
- are available and appropriately briefed to actively participate in DDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any resource or capacity limitations;
- are appropriately positioned within their agency to be able to commit agency resources to DDMG normal business activities;
- have completed relevant disaster management training; and
- have a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations.

DDMG members should maintain a state of readiness for activations by:

- maintaining current contact registers for DDMG members;
- maintaining copies of the DDMP and supporting documentation, as appropriate;
- ensuring resources are available to participate in disaster operations; i.e. access to a laptop, information management templates, operational checklists, telecommunications and human resource provisions;
- being appropriately positioned within each agency to be able to commit agency resources to DDMG operational activities, including provide liaison staff if required;
- participating in disaster management exercises and training opportunities; and
- contributing to the DDMG annual operational plan.
In order to be effective during operations, DDMG member administration and activation processes should include:

- immediately informing their agency of the DDMG’s activation and reinforcing their role as the designated single point of contact between the DDCC and their agency;
- maintaining a close liaison with all members of the DDMG including participating in briefings/meetings of the DDMG and operating from the DDCC as required;
- when possible, assessing the likelihood of extended operations and the possible need to implement DDMG member relief arrangements; and
- ensuring appropriate agency specific disaster cost management arrangements are established quickly and utilised effectively, including the collation of financial documentation to ensure costs are captured for reimbursement, where eligible.

Membership on multiple DDMGs by one designated position / person should be avoided. This is to ensure that DDMG members can attend and participate in the business of the DDMG, during both ordinary and extraordinary (e.g. during an event/disaster) activities.

Agencies are responsible for the appointment of appropriate representatives as DDMG members. In order to ensure appropriate organisational positions are appointed it is suggested that:

- the participating agency nominates a designated position as a DDMG member. The agency nominee should be at a level that can commit the resources of the agency in accordance with the agency’s jurisdictional responsibilities and / or as determined by the agency’s functional plan, following a risk based analysis, with the full authority and responsibility of the agency’s Chief Executive;
- the agency representative appointment should be by a designated organisational position, not to an individual – this ensures appointments do not need to be changed whenever a new person fills a position;
- the agency responsible for appointing the DDMG member should provide the designated position incumbent with a letter notifying them of the appointment and outlining the representative’s role and responsibilities as a member of the DDMG; and
- when the appointed membership position changes the process is repeated as required.

As the organizational position is the appointee and not the person, when an individual is acting in the appointed organisational position, he/she then is the official member of the group for the period he/she is acting in the organisational position.

The members’ details should be updated using templates on the Disaster Management Portal, and by email to DDMG members advising them of the change.

4.4.4 Member appointments

Refer to the relevant DDMP and the SDMP for further information on DDMG members’ individual roles and responsibilities.

4.4.5 State government members

Departmental appointments to the DDMG are made in accordance with s. 24(1)(e), 24(3), 24(4) and 24(7) of the Act. Existing appointments will have been made by relevant State departments in most cases, requiring only notification of changes to incumbent members. However, where necessary, new appointments of departmental members to the DDMG occurs through the following process (also outlined in figure 5):

- in consultation with the Chairperson / DDC, the DCS Chief Executive identifies appropriate departments to be represented, having regard to the specific requirements of the relevant disaster district;
- once the DDMG departmental requirements are identified, the DCS Chief Executive will write to departmental Chief Executives requesting appointment of appropriate representative/s;
- the departmental Chief Executive will appoint the designated position/s that will represent the department on the DDMG;
- the departmental Chief Executive will inform the designated position incumbent of the DDMG appointment as the departmental representative (see Template 1D: Government department appointment notification letter); and
- the departmental Chief Executive will inform the DCS Chief Executive and the relevant Chairperson / DDC of the appointment.
Suggested Departmental Members may include (but are not limited to) the agencies below. Lead functional agencies for recovery are recommended members.

- Department of Communities, Child Safety and Disability Services
- Department of Community Safety
  - Emergency Management Queensland
  - Queensland Ambulance Service
  - Queensland Fire and Rescue Service
- Department of Natural Resources and Mines
- Department of Education, Training and Employment
- Department of Environment and Heritage Protection
- Department of Energy and Water Supply
- Department of Housing and Public Works
- Department of Transport and Main Roads
- Queensland Health
- Queensland Police Service

As each disaster district is unique, it is acknowledged that the composition of DDMGs may differ to meet the needs of the individual disaster district.

Figure 5: State Government Member Appointment Process

4.4.6 Local government members

Local government appointments to the DDMG are in accordance with s. 24(1)(d)(i)-(iv) of the Act. A local government or combined local governments must:

- each appoint a separate designated position to act as the local government representative for the DDMG;
- inform the DCS Chief Executive of the appointment; and
- inform the Chairperson / DDC of the relevant disaster district of the appointment.

When appointing a local government member to a DDMG it is suggested that consideration be given to whether the most appropriate position / person is available to attend and participate in the business of the DDMG for both ordinary and extraordinary DDMG activities.

An example of a local government membership notification letter, which may be used to inform the DCS Chief Executive and the relevant Chairperson / DDC of an appointment, can be found in Template 1C on the DM Portal.

4.4.7 Other members

In accordance with s. 24(f) of the Act, the DCS Chief Executive may appoint any other person that is considered appropriate to be a member of the DDMG, having regard to effective disaster management for the disaster district.

The appointment of other members to the DDMG occurs through the following process:

- nomination
  - a government owned corporation, non-government organisation, industry and commerce, key community representatives or any individual may approach the DCS Chief Executive or the Chairperson / DDC to seek representation on a relevant DDMG; or
  - the DDMG may approach a government owned corporation, non-government organisation, industry and commerce, key community representatives or any individual, to have a representative on the relevant DDMG;
- the DCS Chief Executive and the relevant Chairperson / DDC consult in regards to the individual DDMG needs; and
- an appointment is made accordingly.

Other agencies identified by the DCS Chief Executive as being appropriate for representation on DDMGs include, but are not limited to:

- Communications companies (i.e. Telstra, Optus)
- Public utilities companies (i.e. Energex, Ergon, SEQWater)
- Australian Red Cross
- Building Services Authority
4.5 DDMG Executive Team

The executive team comprises the Chairperson, Deputy Chairperson and Executive Officer of the DDMG, each having specific legislated functions under the Act.

4.5.1 Chairperson / District Disaster Coordinator

In accordance with s. 25(3)(a) of the Act the Commissioner of the QPS has appointed Chairperson incumbents by position for each Disaster District. The incumbent positions are listed in Table 3: ('Chairperson/District Disaster Coordinator Positions by District').

The DDMG Chairperson is also the DDC, in accordance with s. 25A of the Act.

To have a Chairperson appointment changed by the Commissioner of the QPS the following process applies:

- a person who has the necessary expertise or experience to be the Chairperson / DDC is nominated by request to the Commissioner of the QPS;
- the Commissioner of the QPS assesses the nomination;
- once the nomination is supported, the Commissioner of the QPS approves the appointment; and
- all concerned parties are notified of the outcome.

As the organisational position is the appointee and not the person, when an individual is acting in the appointed organisational position, he/she then is the Chairperson / DDC, for the period he/she is acting in the organisational position.

Table 3: Chairperson/District Disaster Coordinator Positions by Disaster District

<table>
<thead>
<tr>
<th>Disaster District</th>
<th>District Disaster Coordinator</th>
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<tbody>
<tr>
<td>Brisbane</td>
<td>Assistant Commissioner, Metropolitan North Region</td>
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<tr>
<td>Bundaberg</td>
<td>District Officer, Bundaberg Police District</td>
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<tr>
<td>Cairns</td>
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<td>Townsville</td>
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<tr>
<td>Warwick</td>
<td>District Officer, Warwick Police District</td>
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</tbody>
</table>
4.5.2 Legislated responsibilities of the Chairperson/DDC
The functions of the Chairperson / DDC in accordance with s. 26 and s. 26A of the Act are to:

Table 4: Chairperson/DDC Functions

<table>
<thead>
<tr>
<th>CHAIRPERSON/ DDC FUNCTIONS</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Manage and coordinate the business of the group.</td>
<td>The Chairperson / DDC must discharge the powers, functions and responsibilities empowered to that person to effect disaster management and operations in the disaster district.</td>
</tr>
<tr>
<td>(b) Ensure, as far as practicable, that the group performs its functions.</td>
<td>Strong leadership, accountable management and sound relationships are a key to a strong, productive DDMG.</td>
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<tr>
<td>(c) Regularly report to the SDMG about the performance by the DDMG of its functions.</td>
<td>The SDMG is the peak body and as such the responsible body for disaster management in the State.</td>
</tr>
<tr>
<td>(d) Coordinate disaster operations in the disaster district for the group.</td>
<td>Understand and activate arrangements in anticipation of, and/or response to, and recovery from events.</td>
</tr>
</tbody>
</table>

The role of the Chairperson / DDC is a critical position in the disaster management system. Dedicated and focused leadership is vital, particularly during district disaster operations.

The Chairperson / DDC is supported by the other members of the DDMG Executive Team, being the Deputy Chair and the Executive Officer (EO).

In accordance with the legislated responsibilities of the Chairperson / DDC, the activities undertaken by the Chairperson / DDC can be categorised into normal business, operations and post operations.

4.5.3 Responsibilities during normal business activities
The role of the Chairperson during normal business activities is to provide drive, leadership and direction to the DDMG and its members in the undertaking of prevention and preparedness activities to fulfil its legislated functions.

The Chairperson should be orientated to ensuring that, should an event require district support, the DDMG and DDCC will function efficiently and effectively and LDMGs and the community are as prepared and resilient as available resources will allow.

This will include ensuring a DDMP is in place, and DDMG members understand and can effectively perform their roles and responsibilities.

4.5.4 Responsibilities during operational activities
The DDC is the State’s representative on the ground in a disaster within the disaster district.

The DDC’s primary role during operational activities is to lead the DDMG to ensure the effective performance of three key tasks in support of local government’s disaster response and recovery operations:

- forward planning;
- request management; and
- information management.

4.5.5 Responsibilities for forward planning
The DDC should lead discussions to identify forward planning issues and facilitate the development of action plans, as appropriate.

Strategically, the Chair should develop a plan that outlines their proposed response and support to LDMGs for a specific event. This plan is in addition to, and supported by, the response strategy outlined in the DDMP.

The plans should be developed and regularly reviewed by the DDC, in consultation with relevant members of the DDMG, and be the basis for briefings to DDMG members and DDCC staff.

4.5.6 Responsibilities for request management
To facilitate a whole-of-government response to disaster operations, the DDC is responsible for managing all requests for assistance coming through the DDCC. Where district resources are fully committed or not suitable, the DDC is to authorise requests for State level assistance. Information on how requests for assistance are managed within the DDCC should be available through standard operating procedures and training.

4.5.7 Responsibilities for information management
The DDMG will be required to provide regular SITREPs to the SDCC during a disaster event. The DDC, or their authorised representative, is responsible for the approval and release of each SITREP. Further details on information flow within the DDCC should be available through standard operating procedures and training for coordination centres.

4.5.8 Responsibilities during post operational activities
The Chairperson is responsible for ensuring post-disaster reviews are undertaken and documented in a Post-Disaster Analysis Report to provide opportunities for participants to comment on the success and areas for improvement of district disaster operations and arrangements.

The Chairperson is to ensure the report findings are incorporated into the DDMG Annual Operational Plan and Disaster Management Plan for the monitoring and implementation of recommendations.

The Chairperson should work closely with the EMQ DDMG member and other agency members on the compilation of a continuous improvement report by EMQ.

Refer to section 9.9 Capacity Building of these Guidelines for further information.

4.5.9 DDC powers and authorisation of powers to others in declared disasters
In accordance with the Act, the DDC has a range of powers during the conduct of operations, with additional powers authorised by the declaration of a disaster situation (DM Act ss. 75 – 79).

Following the declaration of a disaster situation the DDC also has the power to grant powers to other suitable individuals (s. 75, s. 110), and may also delegate powers to appropriately qualified officers of the QPS (s. 143).

Further information on the declaration of disasters including the DDC role is detailed in section 9.10.9: Disaster declarations of these Guidelines.
4.5.10 Deputy Chairperson

In accordance with s. 25(1) of the Act the Commissioner of the QPS has appointed Deputy Chairperson incumbents for each DDMG (see Table 5: ‘DDMG Deputy Chairpersons by District’).

To have a Deputy Chairperson appointment changed by the Commissioner of the QPS, the following process applies:

- a person who has the necessary expertise or experience to be the Deputy Chairperson is nominated by a request sent to the Commissioner of the QPS (see Template 1E: ‘Request to change Chairperson / Deputy Chairperson appointment) by the Chairperson or XO;
- the Commissioner of the QPS assesses the nomination;
- once the nomination is supported, the Commissioner of the QPS endorses the appointment; and
- all concerned parties are notified of the outcome.

In accordance with s.41 of the Act, the Deputy Chair may preside at DDMG meetings in the absence of the Chair.

Normal business activities

The role of the Deputy Chair during normal business activities is to preside at DDMG meetings in the absence of the Chair.

Operational activities

The Deputy Chair has no legislated role in operational activities, however, it may be appropriate for the Deputy Chair to be delegated the responsibilities of the DDC in the absence of the DDC.

Table 5: DDMG Deputy Chairpersons by Disaster District

<table>
<thead>
<tr>
<th>Disaster District</th>
<th>Deputy Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brisbane</td>
<td>Chief Superintendent, Metropolitan South Region</td>
</tr>
<tr>
<td>Bundaberg</td>
<td>District Inspector, Bundaberg Police Station</td>
</tr>
<tr>
<td>Cairns</td>
<td>Inspector, Cairns Police District</td>
</tr>
<tr>
<td>Charleville</td>
<td>Senior Sergeant, Charleville Police Station</td>
</tr>
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</table>
4.5.11 District Executive Officer

In accordance with s. 27 of the Act the Commissioner of the QPS has appointed by position a member of the police service as XO for each DDMG (see Table 6: 'DDMG Executive Officers by District'). A person holding that position must have the appropriate expertise or experience to perform the functions of XO.

To have the appointed XO changed, the following process applies:

- a person who has the necessary expertise or experience to be the XO is nominated by a request sent to the Commissioner of the QPS;
- the Commissioner of the QPS assesses the nomination;
- the Commissioner of the QPS approves the appointment of the DDMG XO; and
- all concerned parties are notified of the outcome.

The XO is a key role in the DDMG, and where possible the person should avoid multiple roles, such as acting Deputy Chairperson, that may limit their ability to fulfill their role as XO.

As the appointee is the organisational position and not the person, when an individual is acting in the appointed organisational position, he/she then is the DDMG XO for the period he/she is acting in the organisational position.

If there is a change to the DDMG XO incumbent, the DDMG XO should complete the template available on the DM Portal 'Notification of current Executive Officer incumbent' and send/email to the SDCC and the relevant DDC. This should occur for permanent changes (e.g. filling of an XO position vacancy), and for periods of relieving longer than two weeks.

DDMG XOs should also remember to update their details on the DM Portal and email DDMG members, advising them of the change.

Advice of temporary changes should also be provided to the SDCC in case of a disaster event and can be emailed direct to SDCC@dcs.qld.gov.au.

<table>
<thead>
<tr>
<th>Disaster District</th>
<th>Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brisbane</td>
<td>Inspector, Metropolitan North Region</td>
</tr>
<tr>
<td>Bundaberg</td>
<td>Senior Sergeant, Bundaberg Police District</td>
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</tr>
<tr>
<td>Warwick</td>
<td>Sergeant, Warwick Police District</td>
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</table>
4.5.12 Functions of the District Executive Officer

The function of the XO in accordance with s. 28 of the Act is to support the group in the performance of its functions, as directed by the Chairperson / DDC. The activities undertaken by the XO can be categorised into normal business, operations and post operations.

Normal business activities

The role of the XO during normal business activities is to provide advice and support to the DDC and DDMG in the undertaking of prevention and preparedness activities. In particular the XO should ensure:

- an understanding of their role and functions;
- the establishment of the DDCC including relevant standard operating procedures;
- the identification and training of staff to operate within the DDCC;
- the activation and operational management of the DDCC during times of actual or potential disaster;
- the provision of administrative and secretariat functions associated with the district group including facilitating and recording district group meetings and records relating to disaster management;
- the establishment, maintenance and distribution of a contacts directory for all DDMG members and other disaster management stakeholders, as directed by the Chair;
- the establishment of, and liaison with, a network of relevant agencies, to provide advice on current and emerging trends which may have an impact in disaster districts;
- the provision of support and advice to DDMG members to ensure they understand and can effectively perform their roles and responsibilities, both individually and collectively;
- facilitate the induction of all new DDMG members;
- in conjunction with relevant stakeholders, reviewing the DDMP;
- liaison with EMQ in the development and conduct of exercises to test operational preparedness of the DDMP, functional sub-plans and DDCC operations;
- assistance to EMQ with facilitating disaster management training in the district;
- assistance with the facilitation of post disaster event debriefs;
- assistance to the Chair to ensure the district group fulfils its legislated functions in accordance with s. 23 of the Act;
- assistance to the district Counter Terrorism Liaison Officers to ensure that an effective relationship exists between crisis and consequence management arrangements for any disaster situation resulting from a terrorist incident;
- advice and support to the Chair and the DDMG on the development and implementation of the DDMG Annual Operational Plan;
- advice and support to the Chair and the DDMG on the development of the DDMG Annual Report to the SDMG;
- provision of a report at each DDMG business meeting on the performance of the XO functions; and
- performance of any other tasks or functions as required by the Chair for the efficient and effective performance of the district group.

Operational activities

The primary role of the XO during operational activities is to advise and support the DDC and the DDMG, to ensure the effective performance of three key tasks in support of local government’s disaster response and recovery operations: forward planning, request management, and information management.

Post operational activities

The XO should support the DDC in ensuring post operation debriefs are undertaken, a Post-Disaster Analysis Report is prepared in partnership with EMQ and that recommendations detailed in the report findings are incorporated into the DDMG Annual Operational Plan, monitored and implemented, recognising that recovery activities involving the DDMG and its members may still be underway.

The XO should work closely with the EMQ DDMG member and other members in carrying out continuous improvement to the disaster management arrangements at district level.

4.5.13 Secretariat

The Secretariat of the relevant DDMG is generally responsible for carrying out the normal administrative business duties such as official records management on behalf of the group. The Secretariat is not legislated, therefore it is important that the Executive Team (Chairperson, Deputy Chairperson and XO) discuss and agree upon an appropriate person / position to undertake the Secretariat functions on behalf of the DDMG to meet the needs of the group.

4.6 Advisors to the DDMG

The DDMG may invite participants from a range of entities, such as community entities, to participate in the business of the group in an advisory capacity, as reflected in the district risk profile.

It is suggested that the list of DDMG advisors is regularly reviewed to reflect current State government disaster management priorities and arrangements for the disaster district. It is at the discretion of the DDMG which meetings the advisors attend; this may be on a regular basis or as required.

Whilst advisor input is considered by members in their decision-making, meeting resolutions will only be carried by members.

Suggested Advisors

The advisors identified by the Chairperson / DDC as being appropriate to assist DDMGs may include, but are not limited to:

- Australian Defence Force (ADF)
- Building Services Authority
- Royal Society for the Prevention of Cruelty to Animals
4.7 DDMG Committees

4.7.1 Functional committees

The DDMG should consider the establishment of committees to specifically address key issues associated with the delivery of disaster management functions.

The requirement for the establishment of functional committees is a matter for each DDMG to consider as appropriate to their district and circumstances. The committees are based on the requirements of the disaster district and of each State agency with responsibility as a functional lead agency. Examples of possible committees include recovery and risk assessment.

Information regarding the functional lead agencies responsible for each of the functions of disaster management is outlined in the SDMP.

Where functional committees are established, the DDMG should also consider committee membership and the requirements for development of a supporting functional plan. Again, the requirements of the responsible State agency will also need to be considered.

4.7.2 Other committees

DDMGs may want to create committees on occasions, whether permanent or temporary, to assist the disaster management group with its business. An example of this would be a district recovery committee; an exercise management committee; a training committee; a community education committee, etc.

The creation of a committee needs to be passed as a DDMG meeting resolution. Terms of Reference are required to be established, to give clear guidance on the committee's establishment, functions / role, required outcomes and conduct of business.

4.7.3 Committee reporting requirements

Where a committee is endorsed by the DDMG, whether permanent or temporary, it is important that the committee provides regular written status reports at each DDMG meeting.

4.8 Membership Records

Each DDMG is required to maintain a register of its current members and advisors for reference, during both general business and operational periods. As a minimum, details should consist of:

- department / organisation or agency’s name;
- designated position title;
- incumbent's full name;
- postal address;
- phone numbers (both landline and mobile); and
- email address.

In accordance with the Information Privacy Act 2009, when collecting personal information from a DDMG member all reasonable steps must be taken to ensure that the person is aware of:

- why you are collecting the information;
- what you will use it for;
- your legal authority to collect the information;
- to whom you usually give that kind of information; and
- to whom the receiving entity usually gives the information.

Members must note that information must only be used for the purpose for which it was collected and only disclosed to persons outside the DDMG with the member’s permission. The member should also be informed that the DDMG will be required to continue to keep up-to-date personal information for the purposes of disaster management.

Membership records should be kept up-to-date at all times. Each time membership details change, the Secretariat should update the member register, showing the current DDMG membership details only.

Whenever the DDMG member register is altered, an updated copy should be distributed (either hardcopy or via email) to all DDMG members and the XO of the SDMG for their information.

4.9 Induction

All appointed DDMG members are required to participate in an initial induction program. Once a representative has been appointed as a member, the representative should contact the DDMG XO to organise an induction which may take place formally or informally, dependent on the individual's needs. A suggested Induction checklist for new DDMG members is available on the DM Portal.

Induction training is available through the Queensland Disaster Management Training Framework and further information can be obtained from the EMQ member on the DDMG.
5 Business and Meetings

In accordance with s. 38 of the Act, the DDMG may conduct its business, including its meetings, in a way it considers appropriate. The Act prescribes the following requirements with regards to the conduct of meetings:

- Meetings must be held at least once every six months at times and places decided by the Chairperson (s. 39). Additional meetings may be held as required, but must be held if asked for in writing by at least one-half of DDMG members, or by the chairperson of the SDMG. Possible timing for meetings is suggested in the Disaster Management Calendar of Activities for a DDMG and LDMG in Appendix 5.
- A quorum is required for meeting resolutions to be officiated and is equal to one-half of DDMG members plus one, or when one-half is not a whole number, the next highest whole number (s. 40). An appointed deputy attending a meeting on behalf of a DDMG member is to be counted in the quorum (s. 40A). A template for recording attendance at DDMG meetings is available on the DM Portal.
- The Chairperson or Deputy Chairperson is to preside at meeting (s. 41). If both are absent the Chairperson or Deputy Chairperson may appoint another member of the group to preside. If both offices are vacant the group will choose a member to preside.
- Meetings may be held, or members may take part using any technology that reasonably allows them to hear and take part in discussions (s. 42). Members participating through these means are taken to be present at the meeting.
- In order for DDMG meeting resolutions to be validated, it is a requirement under s. 42 of the Act that a majority of members provide written agreement to the resolution. Resolutions may be passed at meetings, however are also considered valid if a majority of members give written agreement and notice of the resolution is given under the group’s approved procedures, such as by flying minute.
- Minutes of meetings must be kept (s. 43).

A variety of templates to assist DDMGs to manage business and meetings are available on the DM Portal.

5.1 Attendance

If a member, or their appointed Deputy, continually does not attend DDMG meetings it is suggested that the DDMG Executive Team meet with the member to discuss the ongoing non-attendance at DDMG meetings. A formal record of DDMG member attendance should be maintained and this can be used to monitor member attendance across meetings. A template to monitor progressive meeting attendance is available on the DM Portal.

5.2 Meeting Minutes

The DDMG meeting minutes should provide a summary of key discussion points and resolutions and may be subject to public scrutiny under the Right to Information Act 2009. It should be noted in the minutes whether or not a quorum was established at the meeting. The meeting attendance sheet should then be attached to the back as an accurate account of who attended the meeting and whether the meeting had a quorum, thus making any resolutions or decisions valid. An example of a DDMG Meeting Minutes template is available on the DM Portal.

5.2.1 Flying Minute

A flying minute may be used to progress business of an urgent nature in the instance where convening a meeting of the DDMG is not practicable. The passing of resolutions via flying minute is allowed under s. 42 of the Act if a majority of members provide written agreement. Templates for DDMG flying minute, DDMG briefing paper and DDMG agenda are available on the DM Portal.

5.2.2 Resolution statement

In addition to meeting minutes, the DDMG Secretariat should produce a resolution statement to provide a running log of actions undertaken and an audit trail through to the acquittal of those resolutions. Once acquitted the resolution should be recorded on a resolution register. An example of a DDMG Resolution Statement is available on the DM Portal.

5.2.3 Resolutions register

For governance purposes, a register detailing each resolution passed by the DDMG and details of actions undertaken to acquit the resolution should be kept. This provides an easy reference document and a historical record of past DDMG resolutions. An example of a DDMG Resolutions Register is available on the DM Portal.

5.3 SDMG Briefing Paper / Noting Brief

DDMGs in accordance with s. 23(c) of the Act are to ‘provide reports and make recommendations to the SDMG about matters relating to disaster management and disaster operations in the district’. The SDMG has a standing invitation for DDMGs to provide agenda items or noting briefs to the XO of the SDMG for consideration.

There are two types of SDMG meeting papers:

- SDMG Briefing Paper – used to raise an agenda item at an ordinary meeting (see Template on the DM Portal).
- SDMG Noting Briefs – used to update SDMG members on the status of key initiatives, projects etc (see Template on the DM Portal).
5.4 Letterhead / Logo

Each DDMG is required to use the Queensland Government Coat of Arms for all business, to assist in making the DDMG business easily identifiable and to raise the profile of the DDMG as a legislated entity. Agencies would use their own agency / departmental letterhead for departmental / agency business e.g. a DDMG member agency (such as QHealth).

The Queensland Government Corporate Identity Manual provides a whole-of-government standard for the implementation of the Queensland Government’s corporate identity, and is available via the Department of the Premier and Cabinet website: www.premiers.qld.gov.au.

5.5 Records Management

When managing DDMG records, the DDMG must comply with the requirements of the Public Records Act 2002 and records may be subjected to public scrutiny under the Right to Information Act 2009. The Queensland State Archives General Retention and Disposal Schedule for Administrative Records outlines the requirements for retaining documents in accordance with the Public Records Act 2002, and relevant sections are outlined below. The Schedule and further information for DDMGs, including managing records during disaster events, can be obtained at www.archives.qld.gov.au in the section “Recordkeeping for Government”.

Table 7: General Retention and Disposal Schedule for Administrative Records (Source: QDAN249 v.6)

<table>
<thead>
<tr>
<th>Reference number</th>
<th>Description of Records</th>
<th>Status</th>
<th>Disposal Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.2.3</td>
<td>Master set of records of major external or inter-agency committees / management groups. Includes: agendas, meeting briefs, noting briefs, meeting minutes, resolution statements, resolution register and both inward and outward correspondence.</td>
<td>Permanent</td>
<td>Retain Permanently</td>
</tr>
<tr>
<td>13.4.3</td>
<td>Material published to the general public required for Legal Deposit. Includes: Annual Reports, newsletters, pamphlets, maps, plans, charts.</td>
<td>Permanent</td>
<td>Retain Permanently</td>
</tr>
<tr>
<td>15.2.6</td>
<td>Membership documentation – Correspondence relating to the appointment of external and internal committee members.</td>
<td>Temporary</td>
<td>Retain for 5 years after last action</td>
</tr>
<tr>
<td>15.7.1</td>
<td>DDMP – Final version of plan</td>
<td>Permanent</td>
<td>Retain permanently</td>
</tr>
<tr>
<td>15.7.3</td>
<td>Records relating to the development of operational plans</td>
<td>Temporary</td>
<td>Retain for 3 years after last action</td>
</tr>
<tr>
<td>15.2.3</td>
<td>Operational event records</td>
<td>Permanent</td>
<td>Retain Permanently</td>
</tr>
</tbody>
</table>
6 Annual Reporting and Operational Plan

6.1 DDMG Annual Operational Plan

The DDMG should develop an Annual Operational Plan which documents the specific projects, programs and strategies required to enhance disaster management in the district.

The operational plan should outline:

- ongoing disaster management goals and objectives for the district aligned to the SPF, SDMG and State government agency disaster management priorities, and any other priorities the Chair considers appropriate for the district;
- enabling strategies;
- prioritised activities to be undertaken within the year relevant to each strategy;
- responsibilities for activities;
- performance measures and targets; and
- any other issues the Chair considers relevant.

A template for the operational plan is available on the DM Portal.

6.2 DDMG Annual Report

In accordance with s. 44 of the Act, the SDMG is required to provide a written report to the Minister regarding disaster management for the State as soon as practicable after the end of each financial year.

The DDMG, under s. 23 of the Act, is to provide written reports and make recommendations to the SDMG regarding disaster management and disaster operations in the district.

To inform the SDMG Annual Report DDMGs are required to prepare a DDMG Annual Report, to be submitted to the SDMG secretariat by the end of July, reporting on activities of the previous financial year. Timing for reporting is specified in the Disaster Management Calendar of Activities for a DDMG and LDMG in Appendix 5.

It is suggested that the DDMG Annual Report is compiled using DDMG member agency and LDMG reports that are submitted on a regular basis at DDMG meetings.

In order to provide the Chairperson / DDC with guidance, a DDMG Annual Report template is distributed to Chairpersons / DDCs annually at the end of the financial year.

PART II: PLANNING AND PREPARATION

7 Overview of Disaster Management Planning

Disaster management planning ensures safer and more resilient communities through the identification and application of all appropriate measures for the prevention, preparation, response and recovery to disaster events. Disaster management planning is the process of developing and implementing plans and procedures that document how a community or group intends to deal with disasters.

Effective disaster management planning requires the integration of:

- **Plan development** - the planning process enables agreements to be reached between people and organisations to meet their communities' needs during disasters. The plan becomes a record of the commitments made to perform certain actions, provide resources, etc;
- **Disaster risk assessment** – consideration of the likely effect of hazardous events and the measures by which they can be minimised;
- **Mitigation** – maximising community safety by reducing the impact of disaster events;
- **Community education** – activities undertaken pre-event to inform community members about disaster risks and the appropriate actions to prepare for and respond to a disaster event;
- **Training** - the acquisition and testing of knowledge, skills and competencies;
- **Response** – determining functions and actions required for effective response to an event;
- **Recovery** – determining functions and actions required for effective recovery from an event; and
- **Review and assessment** – ensure plans are consistent with higher-level policy and accurately reflect hazards and risk levels.

A typical disaster management planning process may follow the diagram in Figure 7. The environment, the population, the assessed risks and the capabilities of the DDMG to carry out the process determine the simplicity or complexity of this task. Disaster management planning should be viewed as an ongoing continual improvement process that incorporates detailed disaster risk management principles and aligns to local government corporate and strategic planning cycles.
8 Disaster Management Plans

Disaster management planning is the process of developing and implementing plans and procedures that document how a community or group intends to deal with disasters. Effective disaster management requires the integration of a comprehensive, all-hazards, all-agencies approach.

The State, district and local groups must prepare a plan for disaster management in the State, disaster district and local government area respectively.

The plan must include provision for the following:

- the SPF;
- the roles and responsibilities of entities involved in disaster operations and disaster management for the State, district or local area;
- the coordination of disaster operations and activities, relating to disaster management performed by the entities mentioned in (b);
- events that are likely to happen in the State, district or local area;
- priorities for disaster management for the State, district or local area;
- the matters stated in the disaster management guidelines as matters to be included in the plan; and
- other matters about disaster management that the State, district or local group consider appropriate.

The SDMG, DDMGs and LDMGs may review, or renew, their disaster management plans when considered appropriate. However, the DDMG must review the effectiveness of the plan at least annually.

8.1 State Disaster Management Plan

The SDMP may provide guidance to DDMGs in the development of the disaster management plan for the disaster district. The SDMP is prepared as a requirement under s. 18(f) and in accordance with s. 49 of the Act. When the SDMP is reviewed or renewed, a copy of the new plan is provided to DDMGs and LDMGs.

7.1 Participants

All members of the DDMG should participate in the planning process. Collaborative development of disaster management plans will assist in formalising processes and gaining understanding, acceptance and ownership by all parties.

Planning at district level should be held at a strategic overview level and be based on the key focus of supporting LDMGs.

7.2 Using these District Guidelines and the DDMP Template to Conduct District Planning

The District Guidelines provide a step by step progression through each element of disaster management and when used in conjunction with the DDMP template on the DM Portal will assist in the development of a comprehensive plan.
8.2 District Disaster Management Plans

District plans detail the arrangements within the disaster district to provide whole-of-government planning and coordination capability to support local governments in disaster management.

It is a function of the DDMG to develop effective disaster management for the district. This includes a DDMP. Therefore, the DDMG needs to ensure that DDMP is:

- developed for the disaster district (s. 23(b));
- in accordance with s. 53 of the Act;
- consistent with disaster management guidelines (s. 54);
- reviewed, or renewed when the group considers it appropriate (s. 55); and
- reviewed at least once a year for its effectiveness (s. 55).

8.3 Local Disaster Management Plans

It is important that the DDMG has a good understanding of the LDMPs for the local governments within the district, which can help inform district planning. DDMGs play an important role in the disaster management of LDMPs as they are required to:

- regularly review and assess the disaster management of LDMPs in the disaster district in accordance with s. 23(d); and
- ensure that any relevant decisions and policies made by the SDMG are incorporated in the disaster management of LDMPs in the district (s. 23(e)).

9 District Disaster Management Plan

A DDMP should be developed in conjunction with LDMPs in the district to ensure the potential hazards and risks that are relevant to that area are covered. It should outline steps to mitigate the potential risks as well as response and recovery strategies. A DDMP should have information pertaining to all aspects of the comprehensive approach to disaster management for the local government areas in the district.

9.1 Rationale

The rationale for the development of a DDMP is to:

- increase the safety and sustainability of the disaster district;
- reduce or eliminate risk to the community and community infrastructure;
- inform disaster management responses at local and State levels;
- be consistent with best practice disaster management;
- promote effective liaison between local government, State government and other agencies involved in disaster management; and
- ensure compliance with the Act.

9.2 Content

The development of a DDMP should be based on the comprehensive approach to disaster management covering prevention, preparedness, response and recovery.

According to section 53(2) of the Act, a DDMP must include provision for:

- the SPF;
- the roles and responsibilities of entities involved in disaster operations and management in the district;
- the coordination of disaster operations and activities performed by these entities;
- events that are likely to happen in the district;
- strategies and priorities for disaster management for the district;
- the matters stated in these Guidelines as matters to be included in the plan; and
- other matters about disaster management the DDMG considers appropriate.

A generic template for developing a DDMP is available on the DM Portal.
9.3 Structure

The structure of a DDMP should include:

- Administration and governance
- The DDMG
- Disaster risk assessment
  - Community context
  - Hazards
  - Risk Assessment
  - Risk Treatment
- Capacity Building
  - Community Education
  - Training
  - Exercises
  - Post-disaster assessment
- Response strategy
- Recovery strategy

Subsequent sections of these Guidelines will provide further advice and information on each component.

9.4 Administration and Governance

This section of the DDMP should outline in detail the administration and governance arrangements for the DDMG. This information should include all aspects of the plans and processes the DDMG has put in place to satisfy the requirements in Section I: Policy and Governance of this Guideline.

This section of the plan should include but is not limited to:

- introduction including purpose and objectives;
- statement of establishment and authority to plan referencing the Act;
- DDMG terms of reference;
- statement of compliance with legislation, guidelines and SPF;
- approval of executive members;
- amendment register and version control;
- distribution and availability of plan;
- definitions, abbreviations and acronyms;
- processes and timeframes for internal review and external assessment; and
- governance processes (including, but not limited to, collection and management of membership details, meeting schedules and processes, requirements for establishment and management of sub-groups, identification and engagement with advisors and observers).

9.5 District Disaster Management Group

This section of the DDMP should provide detailed information on the involvement in and between all departments, agencies and organisations represented on the DDMG. Membership of a DDMG may include a mixture of State and local government employees, non-government organisations, community groups and industry representatives. The role and responsibilities undertaken by these members should be agreed to and formally documented in the DDMP.

This section should include, but not be limited to, information on:

- roles and responsibilities of core member agencies including primary responsibility for the development of sub-plans, functional plans and committees;
- details of levels of authority required for each core member agency (ability to make decisions and commit resources on behalf of the organisation), and evidence of the nominated DDMG member possessing such authority, or alternately, processes to be followed to gain appropriate authority based on identified requirements;
- Terms of Reference and governance procedures for DDMG committees; and
- details of any agreements or memorandums of understanding between member agencies or between the DDMG and external contractors.

To assist in the development of this section of the plan, the roles and responsibilities of any State government agency members on the DDMG, including primary responsibility against disaster management functions, are outlined in the SDMP which can be accessed at www.disaster.qld.gov.au.

9.6 Disaster Risk Assessment

This section of the District Disaster Management Guidelines provides a basic overview of the district focused risk management content of a DDMP. Disaster risk management is based on the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines. This standard provides the basis for the disaster risk assessment process detailed in the National Emergency Risk Assessment Guidelines. These documents provide more detailed information on the risk management information that may be included in a DDMP.

It is important that the DDMG have an understanding of the types of hazards that exist within the district, in order to understand the risks relevant at the district level associated with these hazards.

At the district level, a disaster risk assessment aims to identify circumstances that may require the application of district support to local government.

To achieve this, the DDMG requires an understanding of:

- the district community characteristics;
- hazards that may impact across local government boundaries, or may significantly impact a single local government beyond its ability to respond to;
- the probable consequences of the hazard, and the likelihood that it may have a detrimental impact on the district; and
- the capacity of the LDMGs to deal with events in their area of responsibility.

The risk assessment is a hazard based risk assessment, and is different than that which may be used for business continuity management plans, though it may inform such plans for the DDMG and its members.
9.6.1 Community context

A consideration of the community context is required to gain a clear understanding of the district within the broader environment. Mapping district characteristics will provide a useful management tool for planning and disaster operations.

The characteristics to be included will depend on the nature of the district being described and care should be taken to ensure considerations are kept at the district level and only focus on those characteristics of the broader community that are relevant to district level planning.

Table 8: Characteristics to be considered

<table>
<thead>
<tr>
<th>CHARACTERISTIC</th>
<th>DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>The physical environment and location of the area including boundaries, major geographic features, vegetation, general land-use patterns and proximity to hazards.</td>
</tr>
<tr>
<td>Climate and weather</td>
<td>The climate and seasonal weather patterns for the district including projected impacts of climate change. Refer to <a href="http://www.bom.gov.au">www.bom.gov.au</a> for further information.</td>
</tr>
<tr>
<td>Population</td>
<td>Population statistics including distribution and growth, general demographics, cultural, religious and language considerations, socioeconomic status and mobility.</td>
</tr>
<tr>
<td>Vulnerable people</td>
<td>People highly vulnerable to the impacts of hazards including young people and the elderly, and those with a disability. Include an awareness of where these people are likely to be situated, the requirements to support their early evacuation and strategies required to tailor messages and community education activities to these populations and their carers.</td>
</tr>
<tr>
<td>Community preparedness</td>
<td>Determine the various levels of community preparedness and identify potential barriers to preparedness, strategies required to tailor messages and community education activities to address these threats where possible.</td>
</tr>
<tr>
<td>Industry</td>
<td>Predominant industry type/s, and the facilities associated with each industry.</td>
</tr>
<tr>
<td>Critical infrastructure</td>
<td>Locations of critical infrastructure including government buildings and facilities, major roads, rail and airports.</td>
</tr>
<tr>
<td>Essential services</td>
<td>Significant electricity, gas, water, sewerage or telecommunications infrastructure.</td>
</tr>
<tr>
<td>Hazardous sites</td>
<td>Sites that produce or store hazardous materials that by content and/or location pose a potential risk.</td>
</tr>
<tr>
<td>Public buildings, spaces and events</td>
<td>Significant public buildings or mass gathering locations, such as major shopping centres or stadiums.</td>
</tr>
<tr>
<td>Proposed future development</td>
<td>Proposed urban or infrastructure developments.</td>
</tr>
<tr>
<td>Neighbour relationships</td>
<td>Key elements of neighbouring areas, including potential risks across boundaries, that may influence or impact arrangements.</td>
</tr>
<tr>
<td>Capacity &amp; capability</td>
<td>Identify and clearly articulate the constraints in both capacity and capability of the community in order to highlight the transference of risk to either the district or state.</td>
</tr>
</tbody>
</table>

9.6.2 Risk identification

A hazard is a source of risk or a situation with a potential to cause loss. It is important that the DDMG is cognisant of the hazards that may impact the district and the potential risks posed by the impact of these hazards. The DDMG should also acknowledge and consider the impacts and effects of hazards to/from bordering districts.

Information on potential hazards should initially be sourced from LDMPs. Analysis of local plans should enable the DDMG to identify where a hazard has the ability to impact across local government boundaries, or may significantly impact a single local government.

Descriptions of a district hazard should include:

- geographic extent – what area will be affected (mapped where appropriate);
- frequency of impact – return periods, historical events;
- severity/intensity of hazard – category, strength, speed etc;
- onset and duration timeframes; and
- projected impact of climate change.

Table 9: Examples of Natural and Non-Natural Hazards

<table>
<thead>
<tr>
<th>Natural Hazards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meteorological</td>
</tr>
<tr>
<td>• Cyclone</td>
</tr>
<tr>
<td>• Storm tide</td>
</tr>
<tr>
<td>• Severe weather</td>
</tr>
<tr>
<td>• Tornado</td>
</tr>
<tr>
<td>• Bushfire</td>
</tr>
<tr>
<td>• Flood, including flash flooding</td>
</tr>
<tr>
<td>Geological</td>
</tr>
<tr>
<td>• Earthquake</td>
</tr>
<tr>
<td>• Landslip and/or debris flow</td>
</tr>
<tr>
<td>• Tsunami</td>
</tr>
<tr>
<td>Biological</td>
</tr>
<tr>
<td>• Epidemic human disease</td>
</tr>
<tr>
<td>• Animal and/or plant disease</td>
</tr>
<tr>
<td>• Insect and vermin plague</td>
</tr>
<tr>
<td>Non-Natural Hazards</td>
</tr>
<tr>
<td>Human-caused</td>
</tr>
<tr>
<td>• Terrorism</td>
</tr>
<tr>
<td>• Explosion</td>
</tr>
<tr>
<td>• Fire</td>
</tr>
<tr>
<td>• Sabotage of essential services</td>
</tr>
<tr>
<td>• Information technology virus/significant compromise</td>
</tr>
<tr>
<td>• Major transport incident</td>
</tr>
<tr>
<td>Technological</td>
</tr>
<tr>
<td>• Failure of critical infrastructure</td>
</tr>
<tr>
<td>• Hazardous materials accident</td>
</tr>
<tr>
<td>• Dam failure</td>
</tr>
<tr>
<td>• Aeronautical and/or space debris</td>
</tr>
<tr>
<td>• Transport related mechanical failure</td>
</tr>
</tbody>
</table>
9.6.3 Risk analysis and evaluation
Risk is the concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment. A hazard may pose many risks such as death, injury, property damage, and social, economic and environmental consequences. Risks should be assessed through consideration of the likelihood that the event would arise and the consequences of its impact.

The DDMG should undertake a district risk assessment based on the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines, and in accordance with the process outlined in the National Emergency Risk Assessment Guidelines.

As a starting point, the amalgamation of local government risk assessments will provide a quick overview of risks within the district, and should be supplemented with a description of how the risks interact and their consequences at district level.

Results should be displayed in a District Risk Register. A template for this register is included as an annexure to the DDMP Template available on the DM Portal.

9.7 Disaster Risk Treatment
Once risks to the district have been identified, analysed and evaluated, the DDMG can identify appropriate strategies for risk treatment.

The DDMG should further populate the District Risk Register as outlined in the National Emergency Risk Assessment Guidelines and, in addition, should develop a strategy in the form of a District Risk Treatment Plan that identifies preferred treatment options, responsibilities and timeframes for implementation.

To ensure the progression of these treatment options, responsible agencies should be requested to incorporate the strategies into their agency corporate planning processes for recognition and implementation.

9.7.1 Managing residual risk and risk sharing
Through the application of the risk assessment process outlined in the National Emergency Risk Assessment Guidelines, there will be instances where the DDMG identifies that the application of treatment strategies available at the district level and/or district capability will not be adequate and residual risk remains requiring state level assistance. The National Emergency Risk Assessment Guidelines outline that one possible treatment option for disaster risk is risk sharing. The application of risk sharing at the district level would involve the transfer or sharing of the risk with the SDMG.

To ensure the appropriate management of the sharing of risk with the SDMG, it is important that the DDMG documents and notifies the SDMG of instances where risk sharing with the SDMG is nominated as a treatment option. The SDMG will utilise this information to inform the development of the State Risk Register.

9.8 Risk Management Resources
Resources on the phases of disaster risk management to assist DDMGs in developing a District Risk Register and a District Risk Treatment Plan are:

- The "National Emergency Risk Assessment Guidelines" available at www.disaster.qld.gov.au

An additional publication focused on local areas, "A Guide to Disaster Risk Management in Queensland Aboriginal and Torres Strait Islander Communities" is available at www.disaster.qld.gov.au.

9.9 Capacity Building
The DDMG’s capacity is a combination of the capability and the resources available to the DDMG that can reduce the level of risk, or the effects of a disaster. Capacity can be built through a combination of training and exercise programs targeted to specific district requirements.

The practice of continuous improvement involves processes and arrangements being regularly evaluated and improved to ensure they remain relevant, efficient, effective and flexible.

As depicted in the following illustration, the implementation and delivery of training and exercises are critical elements in the continuous improvement of disaster management capacity building.

**Figure 8: Continuous Improvement Process**
There is an opportunity at district level to facilitate the development and implementation of a common approach and broader strategic direction to community education. It is important to acknowledge that hazards and community characteristics may be similar across local governments and media broadcast areas will routinely overlap local government boundaries. In recognition of these facts, the DDMGs should identify opportunities for consistent messaging, joint programs and commonalities across disaster management arrangements.

It is acknowledged that the DDMG as an entity does not have a budget, therefore funding of community education needs to be achieved through collaboration between local government, State government and/or the private sector as applicable. DDMGs may also seek to identify potential alternative funding opportunities (e.g. grants programs).

The DDMG’s community education activities should be targeted at addressing the specific needs of the disaster district. To support this, the DDMG should take into account the outcomes of their disaster risk assessment.

DDMGs should develop an annual community education program targeted at addressing the specific needs of the disaster district through:

- the sharing of community education resources and program models;
- the coordination of community education activities that meet the needs of people vulnerable to the impacts of hazards including young people, the elderly and those with a disability;
- seasonal community education campaigns (including media campaigns) and social marketing across local government boundaries; and
- partnerships between local government, State government and/or the private sector to achieve community education outcomes for disaster management.

Example: Community education program

<table>
<thead>
<tr>
<th>Date</th>
<th>Event or Strategy</th>
<th>Hazard Focus</th>
<th>Target Group/s</th>
<th>Participating Agencies</th>
<th>Comments on Effectiveness/Areas for Improvement</th>
</tr>
</thead>
</table>

Reference to the fulfilment of the community education program should be included as a component of the DDMG Annual Operational Plan and regularly monitored.

9.9.2 Training

Disaster management training has been identified nationally as an essential means through which agencies can develop and maintain their disaster management capabilities and capacity. Furthermore, training is important in ensuring that all agencies can seamlessly integrate their arrangements and contribute to an effective and coordinated disaster management response.

EMQ is responsible for ensuring a coordinated approach to disaster management training within the district based on the Queensland Disaster Management Training Framework and disaster management training should be undertaken in accordance with the framework.

Example: Training Record

<table>
<thead>
<tr>
<th>Proposed Date</th>
<th>Course Need</th>
<th>Responsible Agency</th>
<th>Target Group/s</th>
<th>Date Complete</th>
<th>Actual Participants</th>
</tr>
</thead>
</table>

Reference to the fulfilment of training in accordance with the Queensland Disaster Management Training Framework should be included as a component of the Annual DDMG Operational Plan and regularly monitored.

Exercises

An exercise is a controlled, scenario driven (but objective based) activity utilised to train or assess personnel, evaluate procedures and test the availability and suitability of resources. Exercises are an essential component of disaster preparedness and should be used by the DDMG and member agencies to enhance capacity and capability and actively contribute towards continuous improvement.

Section 55(2) of the Act requires DDMGs to review the effectiveness of the DDMP at least once a year. The conduct of exercises is one mechanism the group may use to meet this requirement.

EMQ provides an annual program of major exercises across the state, where it works with DDMGs and regional EMQ staff to facilitate the large scale and/or more complex exercises.

The EMQ Regional Director and their staff will work with DDMGs to assist in the facilitation of other exercises to test the effectiveness of their plans throughout the year. The DDMG exercise program should provide a commitment to exercises, reinforce training and maintain the disaster management capacity and capabilities of the group.

Exercises may be conducted after post-disaster assessments from disaster events to embed lessons learned.
Queensland District Disaster Management Guidelines

Planning the exercise

In planning an exercise, the DDMG should consider the following:

- What is the need for exercising?
- What is the aim of the exercise?
- What are the objectives to be achieved as a result of the exercise?
- What style of exercise is most appropriate (discussion, functional or field)?
- What resources will be required to develop, coordinate and evaluate the exercise?

Conducting the exercise

The DDMG should consider exercising:

- processes within the DDMG (e.g. activation, communications, decision making);
- disaster management activities (e.g. coordination centre management, resupply, evacuation, transition to recovery);
- interactions between the DDMG and LDMGs;
- interactions between the DDMG and SDMG; and
- preparation and response arrangements for specific hazards (e.g. pandemics, flood, cyclone, animal or plant diseases).

Exercises can be conducted using the following styles:

- Discussion exercises (desktop exercises) can be used by participants to think through scenarios or plans, talk through issues and discuss possible solutions;
- Functional exercises are conducted in an operational environment with participants performing their individual role and functions. They may be used to practice or evaluate procedures or decision making, or assess interaction of groups, for example coordination centres with field units; or
- Field exercises involve the scalable mobilisation of personnel and/or resources to a simulated incident. They are the most labour and planning intensive, however allow participants to be tested under a degree of realistic operational stress in a controlled environment.

When feedback is being received and collated on the exercise, it is important to consider issues and action items in two separate categories:

1. Exercise design and conduct – issues and feedback relating to the exercise format, design and conduct. This feedback will help inform the design and conduct of future exercises.
2. Achievement of exercise objectives – the exercise evaluation process should examine to what extent the exercise objectives were achieved.

Any gaps or issues that are identified during this process can be tabled as findings. Tabling these findings then allows for the development of appropriate treatment options designed to address identified gaps and issues. The exercise findings and treatment options should then be captured in a wider post-exercise report. Treatment options may be noted in the Annual Report, and included in the Annual DDMG Operational Plan for implementation.

9.9.4 Post-disaster review

The review of operational activities undertaken during a disaster is a key component in ensuring capability development and the continuous improvement of disaster management arrangements.

Post-disaster reviews are conducted to:

- assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation; and
- assess capability and consider where additional training and/or exercises may enhance capacity.

The review of operations is conducted through two forms of debrief:

- **Hot debrief**: debrief undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.
- **Post-event debrief**: held days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

The post-event analysis report

A post event analysis may be conducted as a cooperative panel approach between EMQ and QPS. This process is designed to look for district and State level issues that can be maintained and improved across the QDMA, its member agencies and the conduct of business between the SDMG, DDMG and LDMG.

This report may make recommendations or suggest treatment options to any of the three disaster management levels and/or agencies involved on how disaster management is delivered within the QDMA.

Reference to the recommendations contained within the report should be noted in the DDMG Annual Operational Plan to ensure ongoing monitoring of resolutions / implementation. Further information on post-event analysis and systems improvement can be obtained by contacting the EMQ member on the DDMG.
9.10 Response Strategy

The DDMG should ensure an all hazards / all agency response strategy is developed to enable potential impacts and the consequences of disaster events to be addressed through the development of a flexible and scalable approach.

In developing the district response strategy, the DDMG should give consideration to the following disaster management activities and their level of application at district level.

9.10.1 Warning notification and dissemination

Predominantly warning products will be issued by the Bureau of Meteorology including, but not limited to, Severe Weather Warnings, Tropical Cyclone Advice, Tsunami Warning Products. Other warnings such as biosecurity incidents or chemical spills may come from other agencies.

The DDMG and its members have an important role in ensuring the notification and dissemination of warnings to member agencies of the DDMG, LDMGs and in some instances, elements of the community that may fall under the responsibility of DDMG member agencies.

It is important that the DDMG has an established notification and dissemination process prepared, documented within the DDMP, and able to be implemented. It is essential that this notification and dissemination process takes into account the time restrictions of rapid onset events like tsunamis.

The process for the notification and dissemination of warning products is not a function dependent on the activation of the DDMG, rather it should be the automatic responsibility of DDMG Executives and members in accordance with their group arrangements, regardless of the status of activation of the DDMG.

9.10.2 Activation of response arrangements

Timely activation of the DDMG is critical for an effective response to an event. The decision to activate is dependent upon a number of factors including the perceived level of threat and the type of support required by the State or local government. The activation of the disaster management arrangements may either be bottom up or top down.

Bottom up activations escalate up through the disaster management arrangements where local government requires support and top down activations involve escalation down through the arrangements from the SDMG where the imminent threat has a broader implication across the state.

The DDC is responsible for activating the DDMG. This would generally occur following consultation with one or more of; the Chair of a LDMG; a member of the DDMG; and/or the Chair of the SDMG.

The DDC should determine when, and to what extent, the DDMG should activate in support of an event, and may bypass initial levels of activation where appropriate to the event. Activation is scalable and does not necessarily mean the convening of all members of the DDMG or the activation of the DDC. Activation activities can be as minimal as the provision of information to DDMG members regarding the risks associated with a potential or imminent hazard impact.

<table>
<thead>
<tr>
<th>Level of Activation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alert</td>
<td>A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.</td>
</tr>
<tr>
<td>Lean forward</td>
<td>An operational state prior to ‘stand up’ characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on stand by; prepared but not activated.</td>
</tr>
<tr>
<td>Stand up</td>
<td>The operational state following ‘lean forward’ whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.</td>
</tr>
<tr>
<td>Stand down</td>
<td>Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.</td>
</tr>
</tbody>
</table>

Activation of the DDMG should be based on the District Levels of Activation for Response Arrangements table following, which should also be included in the DDMP for ease of reference and be clearly communicated to all DDMG members.

It should be noted that the activation of the DDMG is not reliant or co-dependent on the declaration of a disaster situation, or the activation of disaster financial assistance arrangements.
### Queensland District Disaster Management Guidelines

#### Table 11: District Disaster Management Group Response Activation Levels

<table>
<thead>
<tr>
<th>Triggers</th>
<th>Actions</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alert</strong></td>
<td>One or more LDMGs operational</td>
<td>XO brief DDC on activation level of LDMG/s</td>
</tr>
<tr>
<td></td>
<td>Awareness that threat may be widespread</td>
<td>Analysis of threat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact LDC/s</td>
</tr>
<tr>
<td><strong>Lean Forward</strong></td>
<td>Potential requirement for DDMG to coordinate disaster operations or provide support because of threat level or resource requirements</td>
<td>Maintain contact with LDC/s</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication procedures established</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning commenced for support to DDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish contacts &amp; set up communication systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Receipt of Sitreps from LDMG/s</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brief DDMG core members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waming orders given to DDMG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning for potential support to LDMG/s</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DDC support staff briefed</td>
</tr>
<tr>
<td><strong>Stand Up</strong></td>
<td>Request for support received from LDCC/s</td>
<td>Develop situational awareness</td>
</tr>
<tr>
<td></td>
<td>Large threat is imminent with impact in District</td>
<td>Pass on urgent warnings</td>
</tr>
<tr>
<td></td>
<td>Coordinated support required</td>
<td>Initial Sitrep to DCC</td>
</tr>
<tr>
<td></td>
<td>Significant State resources committed</td>
<td>DDC activated with required staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Roster developed and commenced for DDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Forward planning commenced</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SDCC advised DDMG stood up</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular Sitreps provided to SDCC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Logistics, operations, planning and administrative cells in place</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordination of State support commenced</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Receive advice from State Disaster Coordinator (if appointed)</td>
</tr>
<tr>
<td><strong>Stand Down</strong></td>
<td>LDMG/s stood down from response</td>
<td>Final checks for outstanding requests</td>
</tr>
<tr>
<td></td>
<td>Recovery arrangements functioning</td>
<td>Assist LDMG/s to transition to recovery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Debrief of staff in DCC &amp; DDMG members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consolidate financial records</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final situation report sent to SDCC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hand over to Recovery Coordinator (if appointed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Return to core business</td>
</tr>
</tbody>
</table>

### 9.10.4 Operational reporting

During operational activity the DDMG, through the operation of the DDCC, will be responsible for the preparation and distribution of SITREPs. SITREPs are a universally accepted method of communicating the current and forecast situation during a disaster event to key stakeholders.

The DDMG will forward the SITREP from the DCC to the SDCC. The timesframes and format of the SITREP will be determined by the SDMG and advised to the DDMG. The nature of the disaster and the involvement of the DDMG will determine the complexity and format of the SITREP for a given event.

The DDMG will need to ensure regular SITREPs are received from activated/affected LDMGs to inform DDMG operational response, forward planning and the contents of the DDMG SITREP.

The DDC will need to determine and advise LDMGs of the frequency and format of SITREPs, relative to the disaster event.

### 9.10.5 Financial management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. This in no way lessens the requirement for sound financial management and accountability. Expenditure is on a cost-recovery basis, and must meet current Queensland Disaster Relief and Recovery Arrangements Guidelines to be considered for reimbursement.

The DDMG should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations. The DDC, in consultation with the DDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the DDCC.

Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

### Authority to expend funds

Each participating agency should predetermine the type and limit of expenditure permitted (individual expense and cumulative expense) by their group members without further reference to senior management. This also includes predetermining management processes for the expeditious financial authorisation of support and relief staff, as may be required.
Queensland District Disaster Management Guidelines

9.10.6 Disaster financial assistance arrangements

There are two sets of financial arrangements which, if activated by the Minister for Police and Community Safety, provide financial support to Queensland communities impacted by a disaster event through the reimbursement of eligible expenditure:

State Disaster Relief Arrangements

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

Natural Disaster Relief and Recovery Arrangements

The intent of the NDRRA is to assist the relief and recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorism event. The arrangements provide a cost sharing formula between the State and Australian Government and include a range of pre-agreed relief measures.

To claim for expenditure reimbursement under SDRA or NDRRA arrangements:

- the relevant arrangements must be activated;
- the relevant relief measures must be activated and the expenditure must meet the eligibility requirements of that measure; and
- documentary support for all eligible expenditure detailed in the claim must be provided by the claimant.

Further information on disaster financial assistance arrangements is available in the Queensland Disaster Relief and Recovery Arrangements Guidelines.

9.10.7 Media management

During a disaster it is critical that the public information provided to the media is consistent across all levels of the QDMA. Members of the DDMGs should follow their normal agency protocols in a disaster, but DDMG should only be represented by DDC approved spokespersons.

To ensure the release of appropriate, reliable and consistent information it is recommended that:

- joint media conferences be held at designated times involving key stakeholders, including the Mayor of the relevant LDMG where geographically feasible; and
- key spokespersons should be senior representatives of the DDMG (i.e. DDC and XO or their delegates).

Significant issues to consider are:

- the scheduling of media conferences requires a coordinated approach to ensure there is no conflict between State, district or local announcements;
- statistics are a potentially contentious issue requiring checking carefully with all agencies before release. Typically, this type of information would be sourced initially from the affected LDMG; and
- each agency is only to comment on their own areas of responsibility.

It is recommended that the DDMG develop a media management strategy that:

- is flexible for application in any given event;
- identifies key messages to inform the community, including reinforcing the DDMG’s role in coordinating whole-of-government support to LDMGs (and the affected community);
- identifies preferred spokespersons for factual information (e.g. evacuation measures, road closures); and
- is consistent with the crisis communication network arrangements outlined in the Queensland Government Arrangements for Coordinating Public Information in a Crisis.


9.10.8 Accessing support and allocation of resources

Where a DDMG requires support and/or resources to meet operational requirements that are beyond both local and district capacity and capability, the DDMG should formally seek State assistance through a Request for Assistance forwarded to the SDCC. When requesting resources, DDMGs should clearly articulate the resource, capability required or the problem and outcome they require. DDMGs are to use the Request-for-Assistance Template available from the DM Portal. The request must provide the required description, quantity and delivery time detail to ensure efficient and timely resource delivery.

State departments represented on the DDMG are to acquire goods and services through their established departmental acquisition processes, before placing a request with the SDCC for assistance from another agency.

It is recognised that administrative boundaries may unnecessarily separate resources from impacted communities. In developing the DDMP, DDMGs should consider all resources located within the area, irrespective of administrative boundaries. This may include neighbouring DDMGs and non disaster affected LDMGs. Any proposed cross boundary arrangements should be acknowledged through the relevant planning processes and documented within the DDMP.
Disaster management forms are available at www.disaster.qld.gov.au. Consideration should be given to these forms being incorporated into DDCC SOPs and electronic copies of the forms being readily accessible to DDCC staff.

The DDC should be mindful of any existing declarations under the Public Safety Preservation Act 1986 and liaise with the person acting as emergency commander under that Act when declaring a disaster situation under the DM Act.
The DDMG should develop a district recovery strategy, as a component of the DDMP. The recovery strategy should be flexible for adaptation to different disaster events and enable scaling up and down of recovery processes, as required. Further guidance is available in the Queensland Recovery Guidelines.

9.11.1 Governance

The DDMG may establish a District Recovery Group (DRG) and appoint a District Recovery Coordinator (DRC) to plan for and manage the recovery phase of disaster management on behalf of the DDMG. This group should include and/or work with the functional lead agencies and affected LDMGs to plan for and coordinate recovery operations.

It should also be noted that any decisions made or actions taken by or on behalf of the DRG should be endorsed by the DDMG during normal business; or the DDMG/DDC during disaster operations to ensure the validity of decisions under the Act.

9.11.2 Planning for recovery

The recovery strategy contained within the DDMP should be flexible and scalable to allow for adaptation to different types and sizes of disaster events as required, and link appropriately with local level recovery plans.

The recovery strategy should:

- address all four functions of recovery (human-social, economic, infrastructure, environment);
- define broad parameters for effective recovery operations within the district;
- identify constraints for recovery operations within the district; and
- outline the process for the development of operational and action plans during recovery operations.

As LDMGs will not necessarily count representatives of functional lead agencies among its members, the DDMG may be required to serve as a conduit for the LDMG or Local Recovery Group (LRG) to work with these agencies.

9.11.3 Activation of recovery arrangements

As outlined in the ‘Activation of response arrangements’ section of these Guidelines, the QDMA are activated using an escalation model based on the following levels:

- alert;
- lean forward;
- stand up; and
- stand down.

District recovery arrangements should be activated to ‘alert’ once the response phase has reached the ‘lean forward’ level of activation and should continue to follow the response phase through the levels of activation. Depending on the nature, location and size of the event, recovery operations may be managed at either the local level or through a combination of local and district arrangements. The DDMG and functional lead agencies should work together with affected LDMGs to accomplish recovery operations for an affected area.

Planning for response and recovery operations occurs simultaneously at the alert stage. Once the response phase reaches lean forward, recovery agencies will be implementing preparation activities. This may include pre-impact assessment, undertaking operational preparedness, and consideration of coordination and service delivery arrangements across the four functions of recovery. Pre and post-impact assessment information is essential to assist in recovery planning.

10 Review and Assessment

Disaster management planning is a continuous process and the disaster management plan itself should be considered as a living document. For a disaster management plan to be effective in a disaster it must be current and therefore it is critical that the plan is regularly tested and revised as conditions alter or deficiencies are highlighted.

In Queensland, the review and assessment of disaster management plans at all levels consists of internal review and external assessment and follows the QDMA as shown in Table 12.

Table 12: Disaster Management Plan Review and Assessment

<table>
<thead>
<tr>
<th>Internal Review</th>
<th>QDMA Level</th>
<th>External Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Disaster Management Groups supported by EMQ Area Director</td>
<td>Local Disaster Management Plan</td>
<td>Local Assessment Panel Chair - DDC or XO Members - EMQ Area Director or Disaster Management Officer; Chair, LDMG</td>
</tr>
<tr>
<td>District Disaster Management Group supported by EMQ Regional Director</td>
<td>District Disaster Management Plan</td>
<td>District Assessment Panel Chair - Executive Manager, Disaster Management Standards Branch, EMQ Members - Inspector, Disaster Management Unit, QPS; Regional Director, EMQ (nominated by Executive Director, Operations EMQ); Principal Program Officer, Disaster Management Standards Branch, EMQ</td>
</tr>
<tr>
<td>State Disaster Management Group</td>
<td>State Disaster Management Plan</td>
<td>Disaster Management Standards Branch, EMQ</td>
</tr>
</tbody>
</table>

10.1 Internal Review

In accordance with s. 55 of the Act, a DDMG may review or renew its plan when the group considers it appropriate, however, the DDMG must review the effectiveness of the plan at least once a year.

To meet the requirements of the Act the DDMG should review the effectiveness of the plan on an annual basis through either:

- exercise; and/or
- operational activity.

The DDMG should ensure the implementation of the outcomes and recommendations identified through Exercise After Action Reviews and post-disaster reviews to improve their disaster management arrangements and the DDMP.

Refer to section 9.9 Capacity Building of these Guidelines for additional information on exercises and post-disaster reviews. Further information on reviews can be obtained by contacting the EMQ member on the DDMG.
In addition to annual exercises or operational activity, district plans should be kept up to date as part of a continuous process of amendment as necessary. It is also recommended that a full review of the district plan is regularly scheduled.

A full review may be undertaken through a comprehensive planning review process designed to assess whether the disaster management arrangements are:

- accurate and operationally adequate;
- based on appropriate risk identification, analysis and treatment;
- documented in accordance with the relevant guidelines; and
- subject to appropriate review, testing, evaluation and reporting.

The internal review process provides a guide to the DDMG prior to the external assessment process on what should be considered in the planning phase. The outcomes of these reviews should inform the DDMG, however if there are recommendations to the district or State levels of planning, these should be reported through the QDMA so they may be considered as part of the coordinated operational improvement program and information sharing across the State.

Refer to schedule specified in the Disaster Management Calendar of Activities for a DDMG and LDMG in Appendix 5.

10.2 External Assessment

10.2.1 Disaster management planning assessment

In accordance with s. 16A of the Act, the functions of the Chief Executive of the Department of Community Safety include a requirement to regularly review and assess the effectiveness of disaster management by district and local groups, including district and LDMPs. In accordance with s. 23(d), the DDMG is also to regularly review and assess the disaster management of LDMGs in the district.

EMQ will coordinate the review of district and local plans in accordance with current assessment policies.

DDMG plan assessment

The assessment of the district plan is to be coordinated by EMQ. EMQ will form an assessment panel as per current policy to undertake the external assessment of DDMPs.

The completed assessment is distributed to the DDC and EMQ Regional Director upon completion.

LDMG plan assessment

The assessment of the local plan is to be coordinated by the Chair of the DDMG. The Chair will form an assessment panel as per policy to undertake the external assessment of LDMPs.

The completed assessment is distributed to the Chair, DDMG and EMQ Regional Director upon completion.

External assessment process

It is recommended that external assessment panels apply EMQ Operations Standard 3.1 to undertake the external assessment of district and local plans. This process addresses the external assessment requirement of s. 16A(b) and 23(d) of the Act. Standard 3.1 is available on the DM Portal.

Refer to schedule of review and assessment specified in the Disaster Management Calendar of Activities for a DDMG and LDMG in Appendix 5.

10.3 Further triggers for review

In addition to the programmed reviews of disaster management plans, there are a range of conditions that may trigger the need for a disaster management plan to be reviewed outside the review program, these include:

- an exercise or operational activation of the plan highlights significant deficiencies in arrangements, systems or processes;
- changes to the boundaries to which the plan is applicable resulting in increased risk levels;
- changes within the environment, community population, demographics or hazards resulting in increased risk levels;
- changes to available resources or agencies with a role in delivery of disaster management response and recovery which impacts on group capability;
- changes to State disaster management guidelines or doctrine; or
- at the request of the DDC.

Where one or more of these triggers are identified within the district, a plan review should be undertaken as soon as practical, regardless of the existing timeframes of programmed reviews.

10.4 Implementation of Corrective Action Recommendations

It is important that where an assessment report outlines corrective action recommendations to a disaster management plan that these issues are addressed in a timely manner.

The DDMG should incorporate a reference for the implementation of assessment report corrective action recommendations into the DDMG Annual Operational Plan.
APPENDIX 1: Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCC</td>
<td>Crisis Coordination Centre (Australian government)</td>
</tr>
<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>DCS</td>
<td>Department of Community Safety</td>
</tr>
<tr>
<td>DDC</td>
<td>District Disaster Coordinator</td>
</tr>
<tr>
<td>DDCC</td>
<td>District Disaster Coordination Centre</td>
</tr>
<tr>
<td>DDMG</td>
<td>District Disaster Management Group</td>
</tr>
<tr>
<td>DMP</td>
<td>District Disaster Management Plan</td>
</tr>
<tr>
<td>DM</td>
<td>Disaster management</td>
</tr>
<tr>
<td>DM Portal</td>
<td>Queensland Disaster Management Portal</td>
</tr>
<tr>
<td>EMQ</td>
<td>Emergency Management Queensland</td>
</tr>
<tr>
<td>HazMat</td>
<td>Hazardous materials (in the context of emergency response)</td>
</tr>
<tr>
<td>IMT</td>
<td>Incident Management Team</td>
</tr>
<tr>
<td>LDC</td>
<td>Local Disaster Coordinator</td>
</tr>
<tr>
<td>LDCC</td>
<td>Local Disaster Coordination Centre</td>
</tr>
<tr>
<td>LDMG</td>
<td>Local Disaster Management Group</td>
</tr>
<tr>
<td>LDMP</td>
<td>Local Disaster Management Plan</td>
</tr>
<tr>
<td>LRC</td>
<td>Local Recovery Coordinator</td>
</tr>
<tr>
<td>LRG</td>
<td>Local Recovery Group</td>
</tr>
<tr>
<td>NDRP</td>
<td>Natural Disaster Resilience Program</td>
</tr>
<tr>
<td>NDRRA</td>
<td>Natural Disaster Relief and Recovery Arrangements</td>
</tr>
<tr>
<td>PPRR</td>
<td>Prevention, Preparedness, Response and Recovery</td>
</tr>
<tr>
<td>QDMA</td>
<td>Queensland Disaster Management Arrangements</td>
</tr>
<tr>
<td>GPS</td>
<td>Queensland Police Service</td>
</tr>
<tr>
<td>SC3</td>
<td>State Crisis and Communications Centre</td>
</tr>
<tr>
<td>SDC</td>
<td>State Disaster Coordinator</td>
</tr>
<tr>
<td>SDCC</td>
<td>State Disaster Coordination Centre</td>
</tr>
<tr>
<td>SDCG</td>
<td>State Disaster Coordination Group</td>
</tr>
<tr>
<td>SDMC</td>
<td>State Disaster Mitigation Committee</td>
</tr>
<tr>
<td>SDMG</td>
<td>State Disaster Management Group</td>
</tr>
<tr>
<td>SDMP</td>
<td>State Disaster Management Plan</td>
</tr>
<tr>
<td>SDRRA</td>
<td>State Disaster Relief Arrangements</td>
</tr>
<tr>
<td>SES</td>
<td>State Emergency Service</td>
</tr>
<tr>
<td>SESC</td>
<td>State Emergency and Security Council</td>
</tr>
<tr>
<td>SITREP</td>
<td>Situational report</td>
</tr>
<tr>
<td>SPF</td>
<td>Strategic Policy Framework</td>
</tr>
<tr>
<td>SRC</td>
<td>State Recovery Coordinator</td>
</tr>
<tr>
<td>SRG</td>
<td>State Recovery Group</td>
</tr>
<tr>
<td>the Act</td>
<td>Disaster Management Act 2003</td>
</tr>
<tr>
<td>the Minister</td>
<td>The Minister for Police and Community Safety</td>
</tr>
<tr>
<td>XD</td>
<td>Executive Officer</td>
</tr>
</tbody>
</table>

APPENDIX 2: Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisor</td>
<td>A person invited to participate in the business of a disaster management group in an advisory capacity on an as-required basis.</td>
</tr>
<tr>
<td>Alert</td>
<td>A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.</td>
</tr>
<tr>
<td>Chairperson</td>
<td>The person appointed under the Disaster Management Act 2003 as the Chairperson of a disaster management group.</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>The chief executive of the department, as referred to in the Disaster Management Act 2003, is currently the Director-General of the Department of Community Safety.</td>
</tr>
<tr>
<td>Community</td>
<td>A group of people with a commonality of association and generally defined by location, shared experience, or function.</td>
</tr>
<tr>
<td>Community resilience</td>
<td>The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure (Adapted from the United Nations International Strategy for Disaster Reduction, 2002 and The Community Resilience Manual, Canada, 2000).</td>
</tr>
<tr>
<td>Coordination</td>
<td>The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operations horizontally across organisations and agencies.</td>
</tr>
<tr>
<td>Coordination Centre</td>
<td>A centre established at State, district or local level as a centre of communication and coordination during times of disaster operations.</td>
</tr>
<tr>
<td>Deputy Chairperson</td>
<td>The person appointed under the Disaster Management Act 2003 as the Deputy Chairperson of a disaster management group.</td>
</tr>
<tr>
<td>Disaster</td>
<td>A serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the State and other entities to help the community to recover from the disruption (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster district</td>
<td>Part of the state prescribed under a regulation as a disaster district.</td>
</tr>
<tr>
<td>Disaster management</td>
<td>Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering a disaster (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster management functions</td>
<td>The services essential to managing the impacts and consequences of an event.</td>
</tr>
<tr>
<td>Disaster mitigation</td>
<td>The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster operations</td>
<td>Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster preparedness</td>
<td>The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster research</td>
<td>May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002).</td>
</tr>
</tbody>
</table>
### Queensland District Disaster Management Guidelines

<table>
<thead>
<tr>
<th>Disaster response</th>
<th>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 (Disaster Management Act 2003).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster response capability</td>
<td>The ability to provide equipment and a suitable number of persons, using the resources available to effectively deal with, or help another entity to deal with, an emergency situation or a disaster (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster response operations</td>
<td>The phase of disaster operations that relates to responding to a disaster (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster recovery</td>
<td>The taking of appropriate measures to recovery from an event, including action taken to support disaster affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster recovery operations</td>
<td>The phase of disaster operations that relates to recovering from a disaster (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Disaster relief</td>
<td>The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002).</td>
</tr>
<tr>
<td>Disaster risk assessment</td>
<td>The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002). Incorporates the processes of risk identification, risk analysis and risk evaluation (ISO Guide 73:2009 Risk management - Vocabulary).</td>
</tr>
<tr>
<td>District Disaster Coordinator (DDC)</td>
<td>A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster operations in the disaster district for the DDMG.</td>
</tr>
<tr>
<td>District Disaster Management Group (DDMG)</td>
<td>The group established under the Disaster Management Act 2003 to provide coordinated State government support and resources to LDMGs.</td>
</tr>
<tr>
<td>District Disaster Management Plan (DDMP)</td>
<td>A plan prepared under the Disaster Management Act 2003 that documents planning and resource management to counter the effects of a disaster within the disaster district.</td>
</tr>
</tbody>
</table>

| Event | 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 (Disaster Management Act 2003). |
| Executive Officer (EO) | A person appointed under the Disaster Management Act 2003 to the position of Executive Officer to a DDMG by the Commissioner of the QPS. |
| Functional lead agency | An agency allocated responsibility to prepare for and provide a disaster management function and lead organisations that provide support roles. |

Guidelines

<table>
<thead>
<tr>
<th>Guidelines</th>
<th>Guidelines are developed under s. 63 of the Disaster Management Act 2003 to inform the SDMG, DDMGs and local government about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazard</td>
<td>A source of potential harm, or a situation with a potential to cause loss (Emergency Management Australia, 2004).</td>
</tr>
<tr>
<td>Lean forward</td>
<td>An operational state prior to &quot;stand up&quot; characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on stand by; prepared but not activated.</td>
</tr>
<tr>
<td>Local Disaster Coordinator (LDC)</td>
<td>A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster operations for a LDMG.</td>
</tr>
<tr>
<td>Local Disaster Management Group (LDMG)</td>
<td>The group established under the Disaster Management Act 2003 to manage disaster planning and operations on behalf of the local government.</td>
</tr>
<tr>
<td>Local Disaster Management Plan (LDMP)</td>
<td>A plan that documents arrangements to manage disaster planning and operations within the local government area of responsibility.</td>
</tr>
<tr>
<td>Post-disaster assessment</td>
<td>Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system (Adapted from CDNG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002).</td>
</tr>
<tr>
<td>Primary agency</td>
<td>An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.</td>
</tr>
<tr>
<td>Queensland Disaster Management Arrangements (QDMA)</td>
<td>Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.</td>
</tr>
<tr>
<td>Recovery</td>
<td>The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment (Disaster Management Act 2003).</td>
</tr>
<tr>
<td>Relief</td>
<td>The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.</td>
</tr>
<tr>
<td>Residual risk</td>
<td>The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as ‘retained risk’ (AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines).</td>
</tr>
<tr>
<td>Risk management</td>
<td>Coordinated activities to direct and control a community or organisation with regard to risk (Adapted from ISO Guide 73:2009 Risk management – Vocabulary).</td>
</tr>
<tr>
<td>Risk management process</td>
<td>The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk (ISO Guide 73:2009 Risk management – Vocabulary).</td>
</tr>
</tbody>
</table>
Risk register
A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.

Risk treatment
A process to modify risk. Risk treatment can involve avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk; taking or increasing the risk in order to pursue an opportunity, removing the risk source, changing the likelihood, changing the consequences, sharing the risk with another party or parties; and retaining the risk by informed decision (ISO Guide 73:2009 Risk management – Vocabulary).

Serious disruption
Serious disruption means:
(a) loss of human life, or illness or injury to humans;
(b) widespread or severe property loss or damage; or
(c) widespread or severe damage to the environment (Disaster Management Act 2003).

Stand down
Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Stand up
The operational state following ‘lean forward’ whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

State Disaster Coordinator (SDC)
A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster response operations for the SDMG.

State Disaster Management Plan (SDMP)
A planning tool for disaster managers which provides an overview of the QDMA, including agency roles and responsibilities.

State Recovery Coordinator (SRC)
A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster recovery operations for the SDMG.

Vulnerability
The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards (National Emergency Risk Assessment Guidelines).

APPENDIX 3: Reading and References

- Disaster Management Act 2003
  Available http://www.legislation.qld.gov.au
- Disaster Management Strategic Policy Framework
- Queensland State Disaster Management Plan
- District Disaster Management Guidelines
- Queensland Local Disaster Management Guidelines
- Emergency Alert Queensland Operational Guidelines
- Guidelines for the Standard Emergency Warning Signal (SEWS) and its use in Queensland
- A Guide to Disaster Risk Management in Queensland Aboriginal and Torres Strait Islander Communities
- State of Queensland Multi-Agency Response Plan to Chemical, Biological, Radiological Incidents
- National Storm Tide Mapping Model for Emergency Response
- Queensland Tsunami Notification Guidelines
- Queensland Resupply Guidelines
- Queensland Resupply Guidelines
- Queensland Recovery Guidelines
- Queensland Resupply Guidelines
- Queensland Government Arrangements for Coordinating Public Information in a Crisis
- Queensland Policy For Offers Of Assistance
- Nuclear Powered Warship Visits to the Port of Brisbane
- Nuclear Powered Warship Visits to the Port of Gladstone
- National Storm Tide Mapping Model for Emergency Response Project Report
- State of Queensland Multi-Agency Response Plan to Chemical, Biological, Radiological Incidents

All available at: http://www.disaster.qld.gov.au

- State Planning Policy 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide
- National Strategy for Disaster Resilience: Building our nation’s resilience to disasters


- Disaster Management Guideline – Mitigating the adverse impacts of cyclones: Evacuation and shelter
- Register of external building envelope debris resistant materials

Queensland District Disaster Management Guidelines

- Queensland Pandemic Influenza Plan
- Pandemic influenza fact sheets for businesses
- Pandemic Influenza: Guide for Queensland Government Agencies


- Operation Queenslander: The State Community, Economic and Environmental Recovery and Reconstruction Plan 2011-2013
- Operation Queenslander Implementation Plan
- Operation Queenslander Local Plan
- Planning for a stronger, more resilient North Queensland

All available at: [http://qldreconstruction.org.au](http://qldreconstruction.org.au)

- Disaster Risk Management: A how to guide for local governments

Available on the DM Portal

Further resources are available at:


APPENDIX 4: Supplementary Legislation


- Aboriginal and Torres Strait Islander and other Communities (Justice, Land Matters) Act 1984
- Agricultural Chemicals Distribution Control Act 1966
- Ambulance Service Act 1991
- Animal Care and Protection Act 2001
- Chemical Usage (Agricultural and Veterinary) Control Act 1988
- Coastal Protection and Management Act 1995
- Criminal Code Act 1899
- Environmental Protection Act 1994
- Exotic Diseases in Animals Act 1981
- Explosives Act 1999
- Fire and Rescue Service Act 1990
- Gas Supply Act 2003
- Health Act 1937
- Information Privacy Act 2009
- Land Act 1994
- Liquid Fuel Supply Act 1984
- Local Government Act 2009
- Major Sports Facilities Act 2001
- Marine Parks Act 2004
- Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004
- Native Title (Queensland) Act 1993
- Nature Conservation Act 1992
- Petroleum Act 1933
- Public Safety Preservation Act 1986
- Police Powers and Responsibilities Act 2000
- Right to Information Act 2009
- Terrorism (Commonwealth Powers) Act 2002
- Water Act 2000
- Work Health and Safety Act 2011
APPENDIX 5: Disaster Management Calendar of Activities for a DDMG and LDMG

| JULY       | • DDMG Annual Reports completed and submitted to QPS, then provided to EMQ for compilation into SDMG Annual Report by 31 July.  
|            | • Year-end DDMG meeting  
|            |  - Review Annual Operational Plan  
|            |  - Identify and arrange necessary district disaster training e.g. member induction training, DDMG training  
| AUGUST     | • Review and assessment of DDMPs completed by 31 August.  
|            | • EMQ lead the external panel to undertake this activity.  
| SEPTEMBER  | • Review and assessment of LDMPs completed by 30 September and provided to EMQ.  
|            | • QPS through the DDMG XO lead the external panel to undertake this activity.  
|            | • LDMGs and DDMGs must review the effectiveness of the disaster management plans annually. This may occur pre-season, through exercising the disaster management plan.  
| OCTOBER    | • Pre-storm season exercise of the DDMP.  
|            | • Pre-storm season DDMG meeting and preparedness workshops.  
|            | • QPS DDMP Assessment Corrective Action Recommendations / Recommendations for Improvement - Interim Review.  
| NOVEMBER   |  
| DECEMBER   |  
| JANUARY    |  
| FEBRUARY   | • DDMG Ordinary Meeting (unless operational).  
| MARCH      | • DDMP External Assessment Tool & Evidence Guide released by EMQ.  
|            | • LDMP External Assessment Tool & Evidence Guide released by EMQ.  
| APRIL      | • Post-storm season DDMG meeting.  
|            | • Template for DDMG Annual Report issued by 30 April.  
|            | • LDMGs and DDMGs must review the effectiveness of disaster management plans annually. This may occur post-season so that operational activities are considered.  
| MAY        |  
| JUNE       | • LDMG Status Report to DDC by 30 June.  
|            | • DDMG Assessment Corrective Action Recommendations / Recommendations for Improvement - Final Review by 30 June.  

1 Any renewed LDMPs are to be reported and uploaded to the Council’s website.