



Queensland Disaster Management Exercise Framework

February 2026

Version 1.2



Emergency Management and Coordination Group

Supporting disaster management for Queenslanders

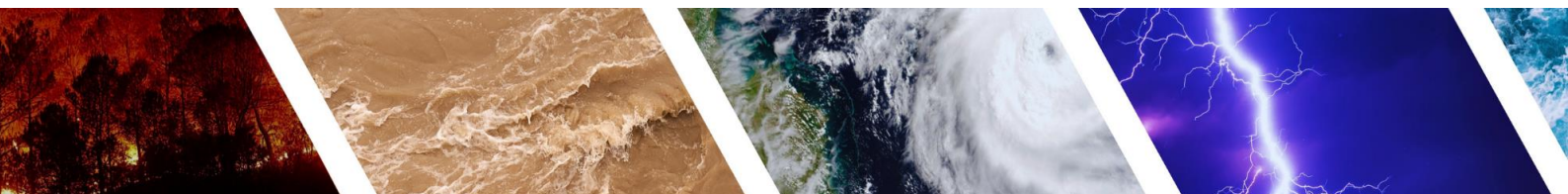


Document History

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14/02/2024	0.1	Acting Inspector Brad Sernig, EMCG	Initial draft
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This document is approved by the Assistant Commissioner, Emergency Management and Coordination Group (EMCG) and maintained by the Capability Development and Assurance Unit.

Inquiries regarding the use of this document are welcome at ExerciseManagement.EMCC@police.qld.gov.au.



Contents

Document History2

Foreword.....4

1 The Disaster Management Exercising Need.....5

2 Disaster Management Exercise Methodology.....6

3 Framework Aim.....7

 Vision7

 Mission.....7

4 Authority7

5 The Framework8

6 Governance.....10

7 Exercise Program.....11

8 Evaluation.....11

9 Key Outputs.....12

 STRENGTHEN CAPABILITY12

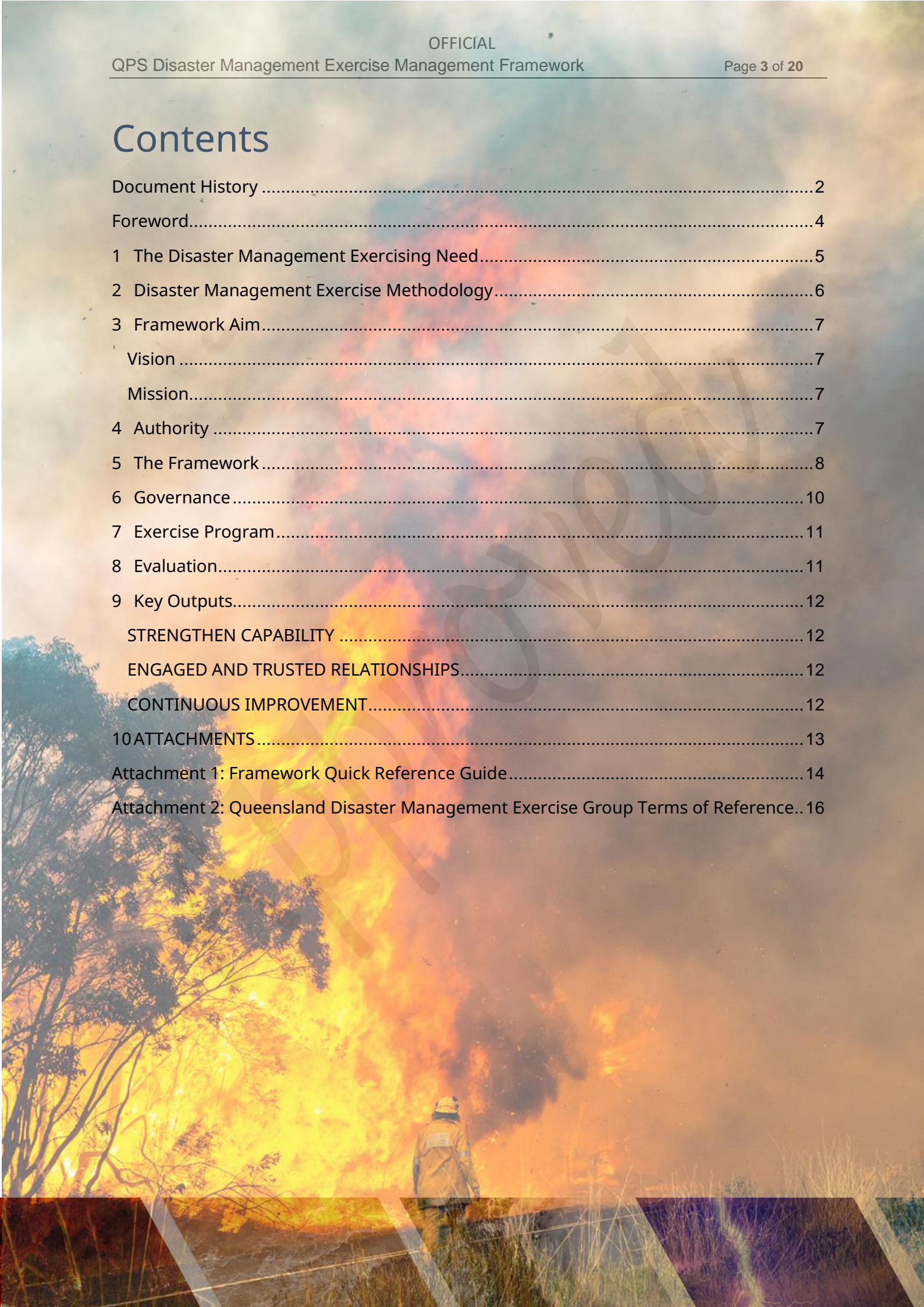
 ENGAGED AND TRUSTED RELATIONSHIPS.....12

 CONTINUOUS IMPROVEMENT.....12

10 ATTACHMENTS13

 Attachment 1: Framework Quick Reference Guide.....14

 Attachment 2: Queensland Disaster Management Exercise Group Terms of Reference..16



Foreword

Exercising continues to be one of the most essential elements of Queensland's disaster preparedness and capability development. When jurisdictions, agencies and disaster management groups routinely exercise alongside hazard-specific lead agencies and partner organisations, they build stronger preparedness, deliver more coordinated and effective responses and support faster recovery. As disaster risks intensify and events grow more frequent and complex, exercising remains a foundation of Queensland's resilience and a key mechanism for driving continuous improvement across the disaster management system.

Following the 2023 Inspector-General Emergency Management (IGEM) review, responsibility for Queensland's Disaster Management Arrangements transitioned to the Queensland Police Service (QPS) in October 2023. To fulfil this role, QPS established the Emergency Management and Coordination Group (EMCG) to provide system-level leadership, strategic oversight and coordination of disaster management across the state. The EMCG supports activity across the Prevention, Preparedness, Response and Recovery (PPRR) continuum, ensuring Queensland communities remain safe, supported and resilient.

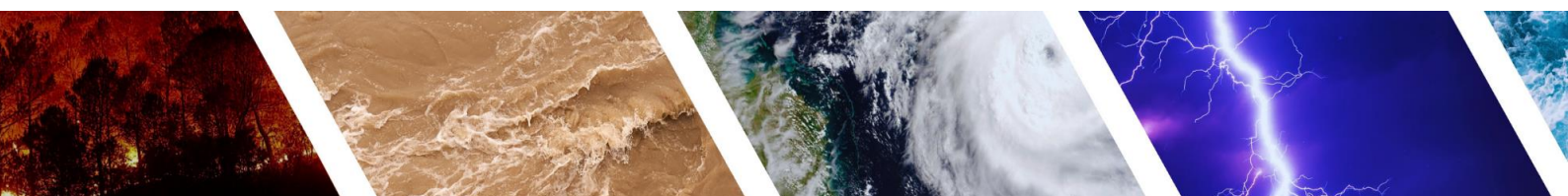
The QPS remains committed to continually strengthening Queensland's disaster management arrangements. This commitment includes working in close partnership with disaster management stakeholders to deliver high quality disaster management policy, planning and support functions, as well as enhancing capability through coordinated exercising, targeted disaster management training and ongoing maintenance of the systems that underpin effective disaster operations.

This QPS Disaster Management Exercise Framework (the Framework) has been developed to drive continual improvement and strengthen capability by coordinating consistent, visible and targeted exercising across all levels of the QDMA. The Queensland Disaster Management Exercise Group (QDMEG) and the Exercise Engagement and Support Platform further support this intent by providing structured mechanisms to optimise collaboration, coordination and exercise delivery. The Framework also addresses previous review findings by enhancing alignment, governance and consistency in exercise management.

The *Queensland Interim State Disaster Management Plan 2024-25*¹ (the Plan) and the *Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline December 2025*² reinforce the importance of exercising disaster management

¹ [State of Queensland \(2024\) Interim State Disaster Management Plan 2024-25](#)

² [State of Queensland \(2024\) Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline December 2025](#)



plans at every level of the QDMA, recognising exercising as a fundamental component of preparedness.

In 2014-15, IGEM evaluated Queensland's emergency management training and exercise arrangements. This review highlighted several key improvements, including the need for greater sharing of lessons from exercises, clarity of the role of exercises within disaster management documentation, improved clarity around responsibilities for exercising, increased stakeholder involvement in exercise planning and stronger strategic direction for disaster management exercising³. Since then, the QPS has continued to build on these findings by strengthening exercise governance, enhancing multi-agency collaboration and embedding more systematic lessons management practices.

Comparisons with other jurisdictions show that Queensland's intent to involve all levels of government and key emergency management stakeholders in exercising is consistent with approaches taken in New South Wales (NSW), Victoria (VIC), South Australia (SA) and Western Australia (WA). Across these jurisdictions, common themes include:

- the importance of exercising across all levels of government and all emergency management departments (NSW, VIC, WA)
- the need for clear and structured exercise planning (WA, NSW)
- the development of rolling three year exercise programs (WA)
- a focus on hazard specific and risk based exercising (WA)
- the requirement for oversight of exercise outcomes and lessons learned to inform future planning and continuous improvement (NSW, SA, WA, VIC).

1 The Disaster Management Exercising Need

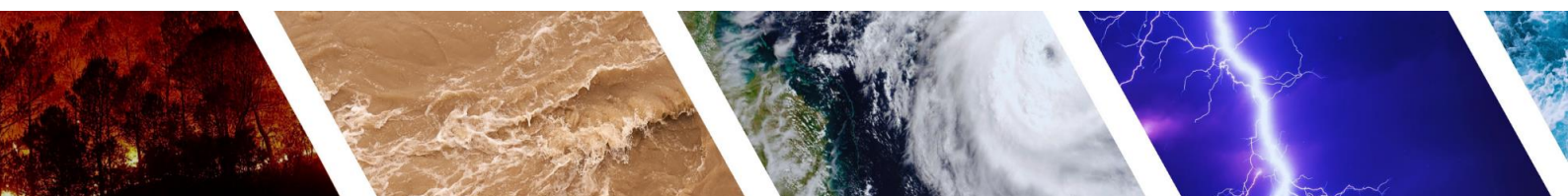
Priority 4 of the *Sendai Framework for Disaster Risk Reduction*⁴ emphasises the importance of regular disaster preparedness, response and recovery exercises to ensure rapid and effective disaster response and to reduce the impacts of disaster related displacement.

Exercising is a critical component of capability development, supporting continuous improvement through the maintenance, testing and evaluation of disaster management capabilities.

Collaborative exercise activities strengthen the collective capability of all agencies and partners involved in disaster management. By fostering shared understanding, enhancing interoperability and validating preparedness arrangements, exercising

³ [State of Queensland \(2015\) Inspector-General of Emergency Management Evaluation of Emergency Management Training and Exercise Arrangements](#) (Discussion Paper)

⁴ [United Nations Office for Disaster Risk Reduction \(2015\) Sendai Framework for Disaster Risk Reduction 2015 - 2030](#)



contributes to improved readiness for response and recovery, while also supporting broader prevention and resilience efforts.

The need for exercising will be informed by a range of factors, including:

- Legislative or regulatory requirements
- Outcomes of reviews or inquiries
- Alignment with identified risks and hazards
- Changes in risk levels or emerging uncertainty
- Real world events and operational experiences
- Outcomes and recommendations from previous exercise evaluations
- Lessons identified or lessons learned
- Changes to policy, procedures or operational requirements
- Personnel training needs
- Assessments of readiness and preparedness levels
- New or emerging research.

Current national and international exercise methodologies emphasise that exercises should be driven by an identified need within the entity conducting the exercise. For local or district disaster management groups, these needs are typically informed by local risk assessments, such as identified hazards and risks at that level, or by lessons identified or learned from real world disaster operations and previous exercise outcomes.

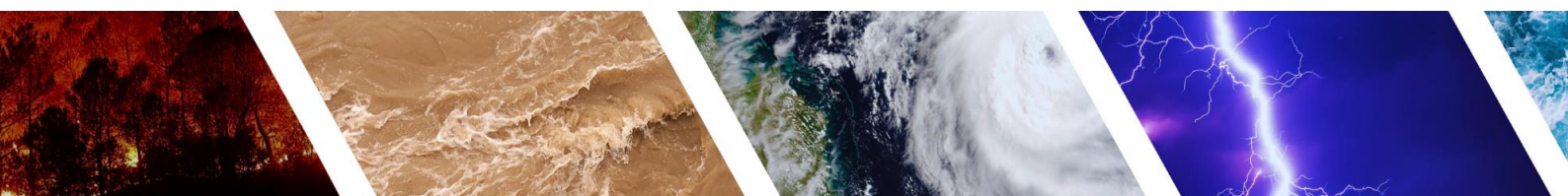
Under the Plan, exercising is recognised as a core prevention and preparedness activity. Local, district and state disaster management groups are required to undertake and evaluate targeted exercises to identify issues that need to be addressed in subsequent planning or response activities. Disaster management exercises should be developed in response to a clearly identified need and must be evaluated against defined objectives to ensure meaningful improvement and capability development.

2 Disaster Management Exercise Methodology

Under the *Standard for Disaster Management in Queensland*⁵, training and exercising programs are required to be:

- Determined by needs, roles and responsibilities
- Informed by evidence, risk and established doctrine
- Developed collaboratively with relevant entities
- Coordinated across and inclusive of all relevant entities

⁵ [State of Queensland \(2021\) Inspector-General of Emergency Management Standard for Disaster Management in Queensland](#)

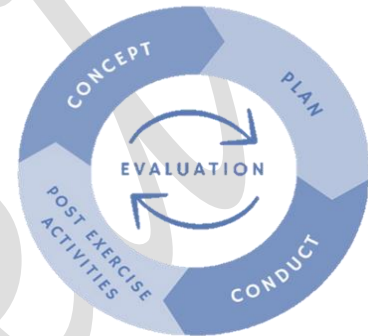


- Developed and conducted by the appropriate entities
- Aligned with recognised and accepted methodologies.

The Framework adopts the *Australian Institute for Disaster Resilience 'Managing Exercises'*⁶ (Handbook 3) as best practice process for exercise management. This Handbook provides a nationally consistent approach to the design, planning, conduct and evaluation of disaster exercises and can be adapted to meet specific organisational or jurisdictional requirements.

Evaluation should be embedded throughout all four phases of the exercise lifecycle: concept development, planning, conduct and post exercise activities.

The exercise evaluation process should include an assessment of both the exercise management and participant response to identify findings that support continuous improvement, validate capability and highlight any gaps or vulnerabilities.



3 Framework Aim

The aim of the Framework is to foster a whole of government community of practice by promoting a consistent approach to disaster management exercising across the QDMA. It seeks to strengthen coordination, cooperation and interoperability amongst stakeholders involved in disaster management.

VISION

To contribute to a safe and resilient disaster prepared Queensland, prepared for all hazards through exercising across all phases of the PRR.

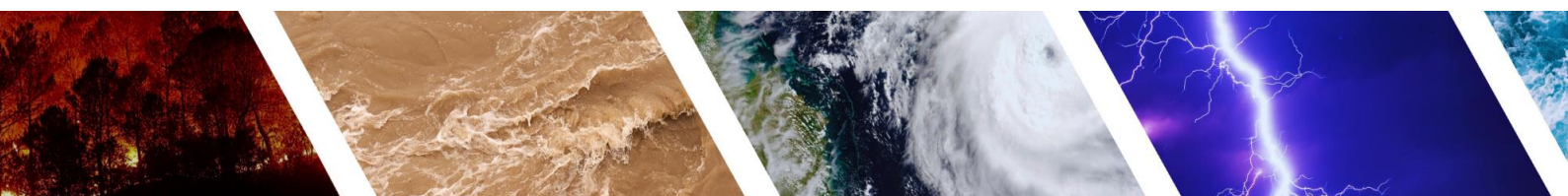
MISSION

To enhance Queensland's disaster management preparedness through continuous improvement, strengthened capability and the coordinated exercising of all levels of the QDMA across the PRR phases.

4 Authority

On 30 October 2023, overarching responsibility for disaster management functions transitioned from the former QFES to the QPS. This Framework supports the fulfillment

⁶ [Australian Institute for Disaster Resilience \(2023\) Managing Exercises East Melbourne, Australia](#)



of the Police Commissioner's legislated functions under Section 16A of the *Disaster Management Act 2003*⁷ (Qld).

The Framework is also aligned with the shared responsibility mandate outlined in the *Standard for Disaster Management in Queensland*, reinforcing coordinated and collaborative disaster management across all levels of the QDMA.

5 The Framework

The Framework is founded on the principle that all agencies and partners within the disaster management sector are responsible for developing and managing their own disaster management capabilities.

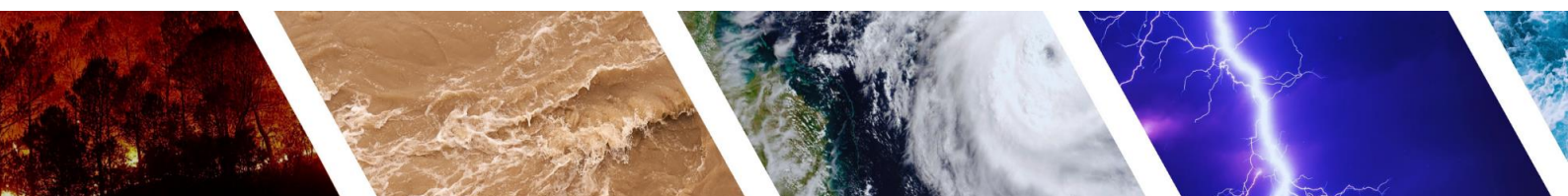
The shift of overarching disaster management responsibility to the QPS and the establishment of the EMCG does not centralise exercise responsibility. Instead, EMCG's role is to support and enhance the collaborative efforts of agencies and partners through:

- Developing and updating this Framework
- Establishing governance for disaster management exercise management
- Building exercise management capability, including through an Exercise Management Course and other training and development opportunities
- Coordinating exercise delivery in alignment with national and state standards and the *Sendai Framework for Disaster Risk Reduction 2015-2030*
- Providing consistent exercise management tools and templates
- Offering guidance and strategic advice on risks to inform exercise planning
- Enhancing transparency by providing visibility of disaster exercising across the sector to support collaboration and observation opportunities
- Collating lessons management information
- Supporting local, district and state groups by promoting coordination, collaboration and interoperability across disaster management stakeholders and prioritising improved disaster management exercising to identify gaps and strengthen capability and capacity.

The establishment of this Framework creates several key opportunities, including:

- A more coordinated approach to disaster management exercising
- Enhanced support to all levels of the QDMA, as well as stakeholders and partner agencies
- Improved sharing of lessons observed and learned, contributing to sector wide continuous improvement.

⁷ [Disaster Management Act 2003](#) (Qld)



The success of the Framework relies on:

- Consistent collaboration with all disaster management groups and stakeholders
- Clear and effective communication networks that enable support to local, district and state disaster management groups and stakeholders
- Robust qualitative and quantitative data analysis to identify themes and trends across the QDMA, enabling stakeholders to review and refine their operational plans.

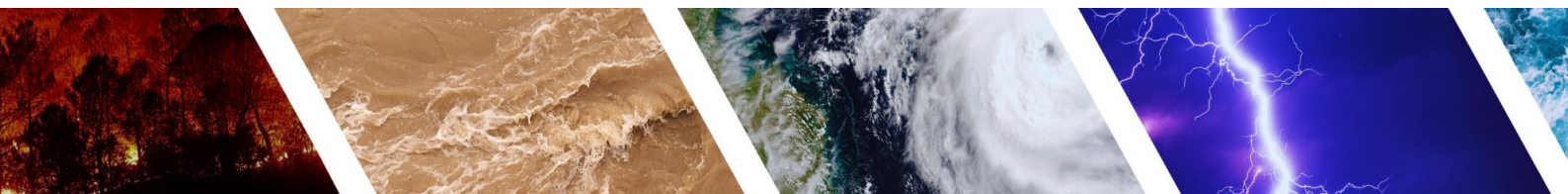
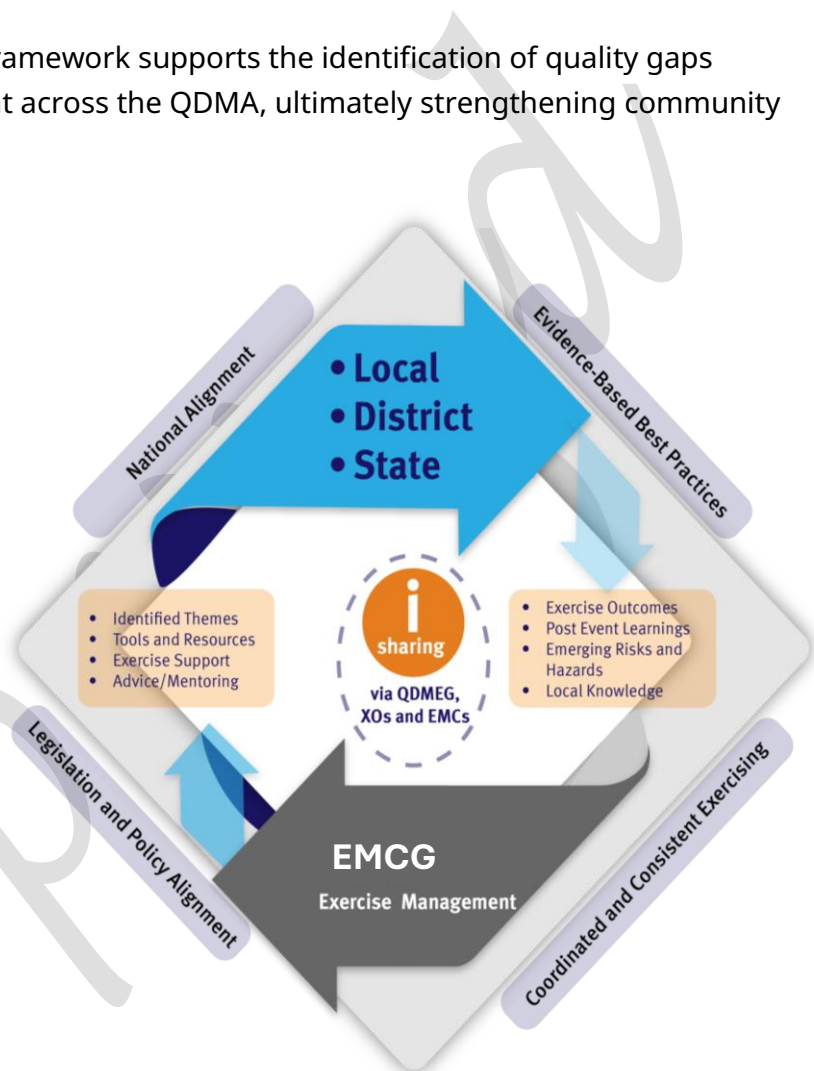
Through these elements, the Framework supports the identification of quality gaps requiring targeted development across the QDMA, ultimately strengthening community safety.

This analysis will be ongoing to identify and quantify both short and long term benefits. It will examine not only the performance of emergency management agencies and personnel, but also the impacts on community members affected by disaster events.

To ensure the Framework's success, training will be a critical component and must be delivered in alignment with agency training calendars. The structure and guidance provided through the Framework will support disaster management groups in developing and maintaining a robust and effective exercise program.

EMCG will utilise the following capabilities to support the Framework.

- Capability Development and Assurance Group, comprising:
 - Exercise Management Unit
 - Capability Development Unit
 - Training Unit
 - Emergency Management Coordinators embedded within local disaster management groups.



- Operations Group connected to the State Disaster Coordination Group (SDCG) and the State Disaster Coordination Centre (SDCC), including:
 - District Engagement, which links to District Disaster Coordinators and Disaster Management Support Officers within district disaster management groups.
- Strategic Directorate, through:
 - Strategic Planning (Lessons Management).

An overview of these arrangements is illustrated in the process map above and further detailed in Attachment 1.

6 Governance

As recommended by IGEM during the development of this Framework, a review of the QPS Security and Counter-Terrorism Exercise Management Framework was undertaken. Its governance structure has been leveraged and aligned to establish a doctrinal foundation for disaster exercise management in support of the QDMA.

Governance for the Framework is established under Division 4A of *the Disaster Management Act 2003* (Qld) and Section 4.8 of the *Police Service Administration Act 1990* (Qld),⁸ with responsibility vested in the Assistant Commissioner, EMCG.

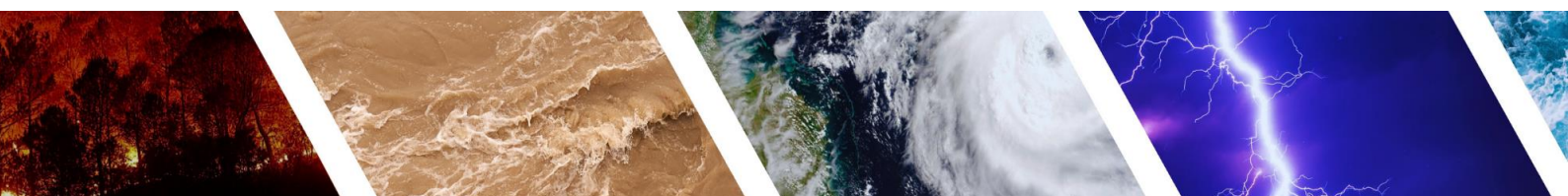
To support whole of government coordination, the Framework establishes an advisory body (the QDMEG), comprised of core representatives from the SDCG, tasked with developing the program of works that supports the QDMA. The QDMEG Terms of Reference are provided in Attachment 2.

The risks to be mitigated by the QDMEG include:

- The need to upskill personnel across the QDMA in exercise planning, development and evaluation
- Ensuring alignment with project management protocols
- Ensuring alignment with stakeholder engagement strategies and communication protocols
- Establishing and maintaining an issues register for the Framework.

Matters relevant to the Framework may be reported by the QPS representative to the SDCG, as well as through formal reporting mechanisms, as required.

⁸ [Police Service Administration Act 1990](#) (Qld)



7 Exercise Program

Under the Framework, the QDMEG will develop an exercise management program, in consultation with disaster management stakeholders, that includes clearly defined and progressively advanced objectives to assess and validate preparedness. The program will be designed to integrate effectively with existing agency training programs.

Engagement with disaster management groups will be essential to both the development and oversight of the program. As the program matures, exercise development should become an integral component of annual disaster management preparedness activities and processes.

8 Evaluation

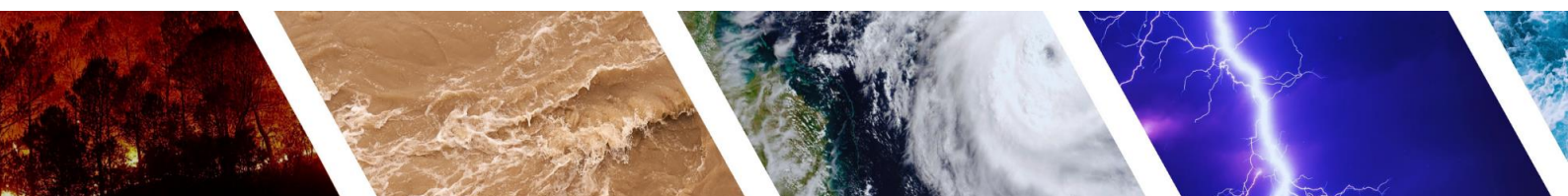
The evaluation findings and lessons identified through the Framework can then be used by agencies to revise operational plans, inform training needs and strengthen future exercise programs. The overall success of an exercise depends not only on how well the exercise is designed and delivered, but also on the quality of lessons identified and how effectively those lessons are applied to improve existing disaster management processes and procedures.

Each exercise or activity undertaken must include an evaluation process to identify findings that contribute to continuous improvement or validate capability gaps or vulnerabilities. This evaluation function should operate as an ongoing, parallel program that supports capability development across the QDMA and is reinforced through the work of the QDMEG.

The QPS evaluation methodology P²OST²E⁹ has been adopted by this Framework.

People	Roles, responsibilities and accountabilities, skills
Process	Plans, policies, procedures, processes
Organisation	Structure and jurisdiction
Support	Infrastructure, facilities, maintenance
Technology	Equipment, systems, standards, interoperability, security
Training	Capability qualifications / skill levels, identify courses required
Exercise Management	Exercise development, structure, management, conduct

⁹ QPS, Operational Procedures Manual (17.2.10)



Exercise findings identified by QMDA stakeholders should be shared within the community of practice or with the QPS Exercise Management Unit to support the identification of recurring themes. These insights will help inform whole of government exercise programs through the QDMEG.

9 Key Outputs

STRENGTHEN CAPABILITY

- Prioritise exercise development training, advice and mentoring to:
 - Emergency Management Coordinators and Executive Officers (XOs) to support local and district disaster management groups.
 - Other agencies to build internal capability and contribute to whole of government exercising activities.
- Coordinate targeted state level exercise delivery and evaluation across relevant agencies.

ENGAGED AND TRUSTED RELATIONSHIPS

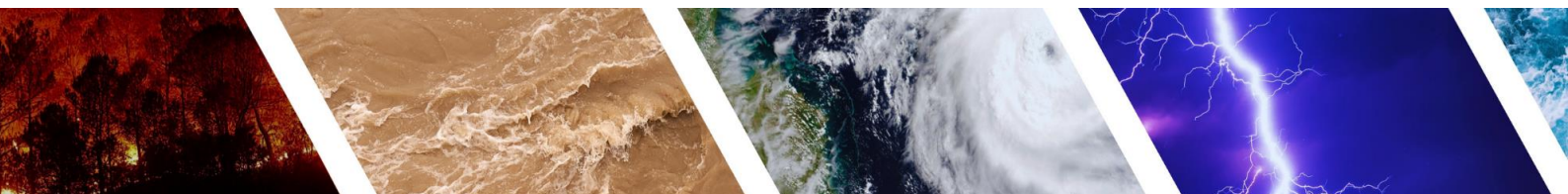
To promote collaboration, interoperability and coordinated exercising across the QDMA through:

- Establishing the QDMEG, comprising representatives from QDMA stakeholder agencies.
- Developing an Exercise Engagement and Support Platform to assist QDMA stakeholders in designing, managing and evaluating exercises.
- Enhancing exercising capability at local and district levels by supporting the Executive Officer (XO) and EMC networks.
- Building a cadre of disaster management exercising practitioners across the QDMA.
- Partnering with internal QPS exercising entities to strengthen whole of government exercising capability.

CONTINUOUS IMPROVEMENT

The Framework will apply a continuous improvement approach to support the identification of strategic risk priorities and enable QDMA stakeholders to design exercise programs that drive improvement and address capability gaps.

Lessons will be monitored across activities and events, drawing on review recommendations, event debriefs, after action reports and exercise evaluations, in alignment with the EMCG Lessons Management Framework.



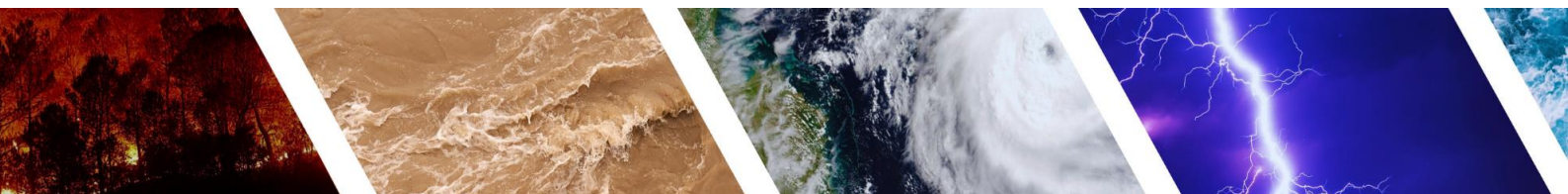
Through this approach, the Framework will support local and district disaster management groups in identifying gaps and understanding capability and capacity requirements through exercising.

10 ATTACHMENTS

[Attachment 1:](#) Framework Quick Reference Guide

[Attachment 2:](#) QDMEG Terms of Reference


Approved



Attachment 1: Framework Quick Reference Guide

QUICK REFERENCE GUIDE

DISASTER MANAGEMENT EXERCISE FRAMEWORK



Vision

To contribute to a safe and resilient disaster prepared Queensland, prepared for all hazards through exercising across all phases of Prevention, Preparedness, Response and Recovery (PPRR).

Purpose

The Queensland Disaster Management Exercise Framework (the Framework) will foster a whole of government community of practice by promoting a consistent approach to disaster management exercising across the QDMA. It seeks to strengthen coordination, cooperation and interoperability amongst stakeholders involved in disaster management.

The Framework will support the QDMA by:

- Building capability and capacity of Queensland's exercise management cadre.
- Coordinating exercise delivery aligned to national (Australian Institute of Disaster Resilience), state (Inspector-General for Emergency Management Standard for Disaster Management) and international (Sendai Framework for Disaster Risk Reduction 2015-2030) standards.
- Facilitating a learning culture to drive continuous improvement.
- Identifying internal opportunities to effectively use resources.

Mission

To enhance Queensland's disaster management preparedness through continuous improvement, strengthened capability and the coordinated exercising of all levels of the Queensland Disaster Management Arrangements (QDMA) across the phases of PPRR.

Scope

The Framework will:

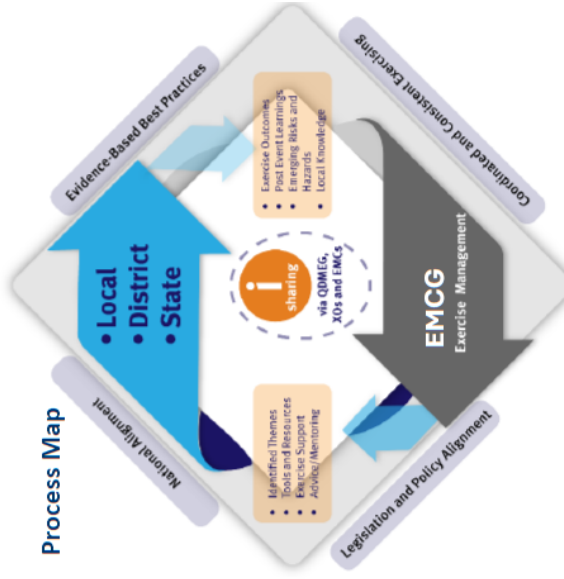
- Support local, district and state groups by promoting coordination, collaboration and interoperability amongst disaster management stakeholders.
- Prioritise the enhancement of Queensland's disaster management exercising to recognise gaps and identify capability and capacity.

The Framework will support agencies and organisations' existing disaster management exercising processes.

Intent

To provide an exercising mechanism and a community of practice for disaster management partners.

Process Map



Authorising Environment

- Disaster Management Act 2003 (Qld)
- Queensland Interim State Disaster Management Plan 2024-25
- Queensland Standard for Disaster Management



Key Outputs

Strengthen Capability

The Framework will:

- Prioritise exercise development training, advice and mentoring to:
 1. Emergency Management Coordinators (EMCs) and Executive Officers (XOs) to support local and district disaster management groups.
 2. Other agencies to build internal capability and contribute to whole of government activities.
- Coordinate targeted state level exercise delivery and evaluation across relevant agencies.

Engaged and Trusted Relationships

To promote collaboration, interoperability and coordinated exercising across the QDMA through:

- Establishing the Queensland Disaster Management Exercise Group (QDMEG) comprising representatives from QDMA stakeholder agencies.
- Developing an Exercise Engagement and Support Platform to assist QDMA stakeholders in designing, managing and evaluating exercises.
- Enhancing exercising capability at local and district levels by supporting the Executive Officer (XO) and EMC networks.
- Building a cadre of disaster management exercising practitioners across the QDMA.
- Partnering with internal QPS exercising entities to strengthen whole of government exercising capability.

Continuous Improvement

The Framework will apply a continuous improvement approach to support the identification of strategic risk priorities and enable QDMA stakeholders to design exercise programs that drive improvement and address capability gaps.

Lessons will be monitored across activities and events, drawing on review recommendations, event debriefs, after action reports and exercise evaluations, in alignment with the Emergency Management and Coordination Group (EMCG) Lessons Management Framework. Through this approach, the Framework will support local and district disaster management groups in identifying gaps and understanding capability and capacity requirements through exercising. Sharing disaster management exercise learnings with internal partners forms an important step in enhancing QPS exercising capability.

Guiding Principles

1. Adopt an all hazards, risk based approach informed by local risk assessment data, the Queensland State Disaster Risk Report and other key documents, such as the World Risk Index to guide the whole of government exercising program.
2. Apply a comprehensive QDMA approach across all PPRR phases.
3. Ensure exercise delivery and evaluation are aligned with recognised good practice frameworks, such as those outlined in the Australian Institute for Disaster Resilience Handbook for Managing Exercises and the Sendai Framework for Disaster Risk Reduction (2015-2030).
4. Build an environment of trust that enables all QDMA levels and agencies to foster an open, learning focused culture for exercising plans and capabilities and sharing lessons identified.
5. Create a culture of ongoing evaluation embedded throughout all phases of exercising.
6. Foster inclusive and collaborative engagement across all levels of the QDMA to strengthen shared ownership and collective capability.
7. The QDMEG will provide a community of practice for QDMA stakeholders to:
 - build a shared understanding of Queensland's hazard environment
 - commit to a coordinated program of exercises
 - support the effective sharing of lessons identified.
8. Leverage existing knowledge within agencies and communities.
9. Embed collaborative approaches within QPS to improve the design, delivery, collaboration and continuous improvement of exercising.
10. Ensure the Framework remains agile and responsive to the evolving disaster management environment.

Attachment 2: Queensland Disaster Management Exercise Group Terms of Reference

Terms of Reference (Version 1.2 - 2026)

PURPOSE

The purpose of the Queensland Disaster Management Exercise Group (QDMEG) is to provide a disaster management exercising community of practice for whole of government stakeholders.

AUTHORISATION

The QDMEG is established under the *Disaster Management Act 2003* (Qld) functions of the Chief Executive.

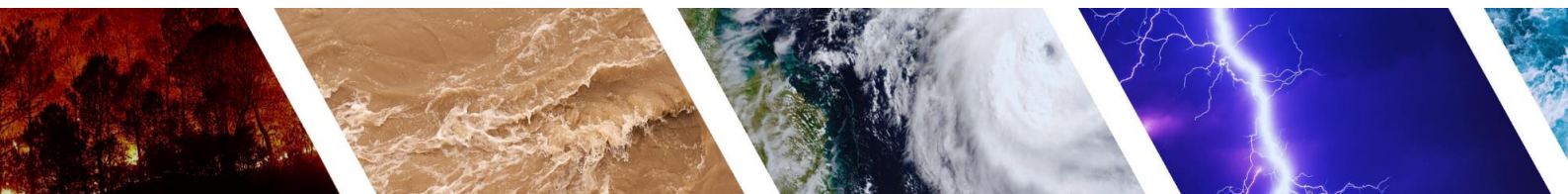
OBJECTIVES AND SCOPE

The objectives of the QDMEG are to:

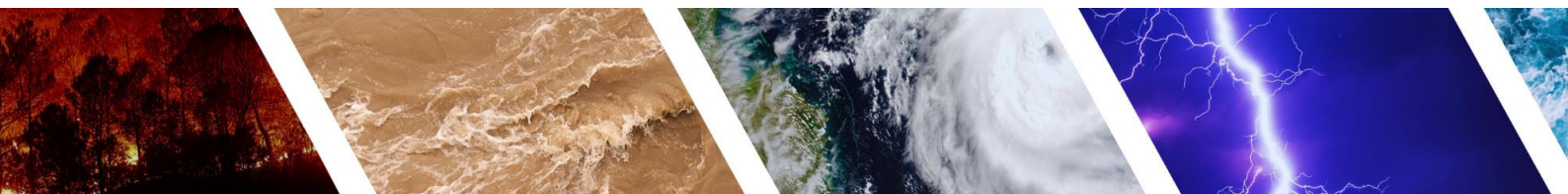
- Provide leadership and oversight to support whole of government exercising for members within and across the Queensland Disaster Management Arrangements (QDMA).
- Promote strategically aligned coordination and reporting of exercise management between Queensland government agencies and relevant stakeholders to foster improvements in whole of government disaster management exercising.
- Develop and maintain a network of exercise delivery aligned to National Standards and the Sendai Framework for Disaster Risk Reduction 2015-2030¹.
- Foster relationships and collaboration between QDMEG member agencies to enhance interoperability and coordination.
- Ensure a common understanding of the Queensland hazard environment and current priorities.
- Support preparedness activities in vulnerable communities.
- Commit to a program of exercises that members may elect to participate in, that address lessons identified from operational reviews, current or predicted risks, post event debriefs, and government accepted review recommendations.
- Promote effective sharing of relevant lessons from exercises.

MEMBERSHIP

Queensland Disaster Management Exercise Group	
Chair	Inspector, Exercise Management, Emergency Management and Coordination Group (EMCG), Queensland Police Service (QPS)
Member	Department of Customer Services, Open Data and Small and Family Business
Member	Department of Education



Queensland Disaster Management Exercise Group	
Member	Department of Climate and Energy
Member	Department of the Environment, Tourism, Science and Innovation
Member	Department of Families, Seniors, Disability Services and Child Safety
Member	Department of Housing and Public Works
Member	Department of Justice
Member	Department of Local Government, Water and Volunteers
Member	Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Member	Department of the Premier and Cabinet
Member	Department of Primary Industries
Member	Department of Sport, Racing and Olympic and Paralympic Games
Member	Department of State Development, Infrastructure and Planning
Member	Department of Trade, Employment and Training
Member	Department of Transport and Main Roads (including Maritime Safety Queensland)
Member	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
Member	Department of Youth Justice and Victim Support
Member	Energy Queensland
Member	Inspector-General Emergency Management
Member	Local Government Association of Queensland
Member	National Emergency Management Agency
Member	Queensland Ambulance Service
Member	Queensland Corrective Services
Member	Queensland Fire Department
Member	Queensland Health
Member	Queensland Public Sector Commission
Member	Queensland Reconstruction Authority
Member	Queensland Treasury
Member	Royal Society for the Prevention of Cruelty to Animals
Member	State Emergency Service



One Core and one Proxy member are to be nominated by each agency. Membership to the QDMEG is open to all QDMA agencies. Representatives from other Queensland or Commonwealth government agencies or private enterprises may attend as observers and advisors at the discretion of the Chair.

ROLES AND RESPONSIBILITIES

The Chair will be the Inspector, Exercise Management, Capability, Development and Assurance Group, QPS.

The Secretariat will be provided by QPS and be the key contact for the QDMEG.

The Secretariat will facilitate the efficient operation of the QDMEG including:

- Call for agenda items for dissemination via email to members, three (3) weeks prior to the meeting.
- Distribute agenda and papers via email a week prior to the meeting.
- Provide access to a shared exercise library resource for members.
- Distribute out of session papers as required and coordinate any feedback.

QDMEG MEMBERS WILL:

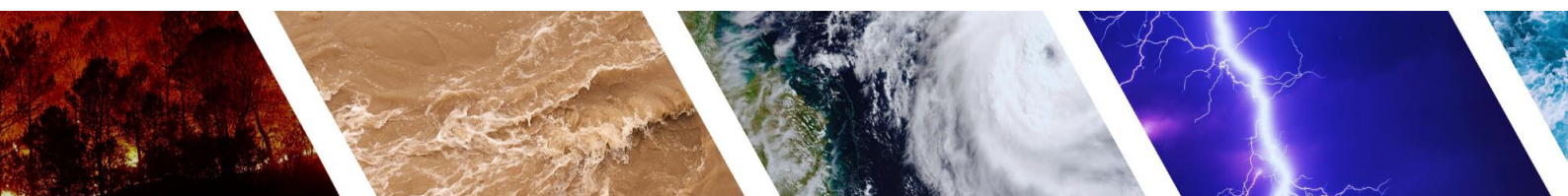
- Have a clear understanding of their agency's capabilities.
- Have appropriate authority to make decisions and commitments relating to disaster management exercises and activities on the behalf of their agency.
- Share agency exercise reports/documentation via the QDMEG Secretariat to promote a cycle of continuous whole of government improvement
- Be responsible for their agency's planning processes, activity prioritisation and reporting relevant activities to the QDMEG on behalf of their agency in support of the QDMEG annual planning process by:
 - Undertaking an annual planning process prior to the commencement of each financial year that will involve scoping, gap analysis, mitigation and activity prioritisations.
 - Contributing to an annual Queensland disaster management exercise calendar.
 - Contribute agency expertise.

STANDING AGENDA ITEMS

- Business arising from previous minutes.
- Reporting on strategic activities aligned to Preparedness, Prevention, Response, Recovery and Resilience by lead agencies.
- Agency exercising (activities scheduled and undertaken).
- Lessons identified and lessons learnt (contemporary/post event/exercising).

ADMINISTRATION

- The QDMEG will meet biannually (out of Disaster Season).
- Meetings require a Quorum to proceed which is formed by half plus one of the members.



- The QDMEG will make decisions by consensus with alternate views/approaches recorded in the minutes.
- The QDMEG may be required to provide feedback via out of session correspondence.
- Minutes will be reviewed by the Chair and provided to members within fifteen (15) working days from a meeting.
- The minutes will be tabled at the following meeting for endorsement by the QDMEG.

The QDMEG will undertake an annual planning process prior to the commencement of each financial year to develop and establish an annual exercise calendar, with strategic and/or operational plans that support collective goals and encourage collaboration.

REVIEW OF TERMS OF REFERENCE

The Terms of Reference will be reviewed biannually or at the request of Chair.

APPROVAL

	Name / Title
Document Owner	Assistant Commissioner Emergency Management and Coordination Group

REVISION HISTORY

Date	Version	Description
	0.1	Internal Draft
23/08/2024	1.0	Approved by Acting Assistant Commissioner Bosnjak, Emergency Management and Coordination Group
4/11/2024	1.1	Updates due to Machinery of Government changes.
12/2/2026	1.2	Review - 2026

